

Department of Justice and Regulation

Corporate Plan 2018–22



The Department of Justice and Regulation acknowledges the Traditional Owners of the land of Victoria and pays respect to their Elders, both past and present.

The term Aboriginal is used as the department's standard reference for Aboriginal and Torres Strait Islander people, except where the term Koori is used in a title or name, such as the 'Koori Court' or 'Koori Justice Unit'. Aboriginal is always capitalised. The term 'Elder' is also always capitalised as it is both a term of respect and a formal title.

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Justice and regulation portfolios

Portfolios

Attorney-General

Minister for Consumer Affairs, Gaming and Liquor Regulation

Minister for Corrections

Minister for Emergency Services

Minister for Families and Children

Minister for Police

Minister for Racing

Message from the Secretary

The Department of Justice and Regulation (the department) leads the delivery of justice and regulation services in Victoria.

The department's Corporate Plan 2018–22 outlines the strategic priorities it will deliver to achieve its vision of a safe, just, innovative and thriving Victoria, where the rule of law is upheld and rights and responsibilities are respected.

Department-wide priorities over the next four years include the launch and implementation of the fourth phase of the Aboriginal Justice Agreement (AJA4) and playing a leading role in the advancement of self-determination in Victoria. We will also continue to implement the recommendations from the Royal Commission into Family Violence.

Other major priorities include:

- delivering the initiatives set out in the Community Safety Statements (CSS) in collaboration with Victoria Police
- monitoring the impacts of bail law reforms
- modernising and strengthening the youth justice system through prevention, rehabilitation and the provision of safe and stable custodial environments
- planning to meet future demand for correctional services
- implementing the recommendations of the Access to Justice Review supported by the government
- improving access, responsiveness and self-sufficiency of the civil registration scheme and delivering culturally sensitive services to the Aboriginal community
- implementing the emergency management Community Resilience Framework and continuing to implement the Critical Infrastructure Strategy
- ensuring a fair and safe rental market
- conducting licensing processes for Victoria's major gambling licences
- continuing to support various assurance functions including the newly established statutory Post Sentence Authority that monitors Victoria's most serious sex offenders released on post-sentence orders.

It is an important time for the department as we deliver significant reforms, manage the growth of the justice and regulation systems and address emerging challenges. The department's staff and volunteers, and our partners in statutory entities continue to deliver high-quality services throughout Victoria during this time of growth and change.

I look forward to working with staff and our portfolio partners to implement these strategic priorities so that we continue to ensure that Victorians are safe, communities are connected and resilient, and we all have equal rights and opportunities.

Greg Wilson

Secretary

Strategic priorities 2018–22: Executive summary

Whole of department priorities

- Implement AJA4 and play a leading role towards self-determination
- Continue to implement recommendations from the Royal Commission into Family Violence
- Continue to respond to growth and reform across the criminal justice system
- Continue support for regional service delivery and community partnerships
- Focus on the full roll out of the National Disability Insurance Scheme (NDIS)

Criminal justice

Ensure community safety through policing, law enforcement and prevention activities

- Deliver initiatives set out in the CSS 2017 and CSS 2018–19 in collaboration with Victoria Police
- Engage with the community and stakeholders to design and implement community crime prevention grants and programs

A fair and accessible criminal justice system that supports a just society based on the rule of law

- Ensure legal assistance services meet the needs of the community
- Improve Commonwealth funding arrangements for legal assistance services in Victoria.
- Continue to modernise the infringement system
- Monitor impacts of bail law reforms
- Continue counter-terrorism reform in collaboration with the Commonwealth and other jurisdictions.
- Increase support for victims of crime

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

Building a sustainable system

- Planning to meet future demand for correctional services
- Expand and improve prison infrastructure
- Embed reforms in Community Correctional Services (CCS)

Reducing reoffending

- Reduce reoffending and harm to the community
- Improve access to mental health services
- Expand delivery of treatments for people addicted to alcohol and other drugs (AOD)
- Support Aboriginal social and emotional wellbeing

Managing risk—safety and security

- Implement the serious offender (Harper Review) reforms to the post-sentence scheme.

Delivering public value

- Continue to drive sustainability and efficiency of the correctional system

Strategic priorities 2018–22: Executive summary

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

- Prevent children and young people from coming into contact with youth justice through early intervention and minimise the contact of low risk offenders, where appropriate
- Youth offending is reduced and young people's rehabilitation is promoted to improve community safety
- Ensure secure, fit-for-purpose custodial environments that promote the rehabilitation of children and young people
- Invest in a highly skilled workforce, strong system leadership with accountability for outcomes and performance, and contemporary facilities

Civil justice

A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community

An effective and efficient Victorian system of justice in which the public has confidence, including dispute prevention, early intervention and integrated, accessible dispute resolution

- Implement Access to Justice Review recommendations supported by the government
- Review the Dispute Settlement Centre of Victoria (DSCV) operational model including implementation of appropriate changes and online initiatives
- Continue to foster interconnection with organisations involved in dispute resolution
- Support for the courts and Victorian Civil and Administrative Tribunal (VCAT)
- Develop new models of therapeutic justice.

A secure, accessible and responsive civil registration scheme

- Improve access, responsiveness and self-sufficiency of the civil registration scheme
- Deliver culturally sensitive services to the Aboriginal community.

Enhanced cultural and economic opportunities for Aboriginal Victorians

- Reach agreements under the *Traditional Owner Settlement Act 2010*
- Enhance cultural and economic outcomes for traditional owners across Victoria by implementing settlements under the *Traditional Owner Settlement Act 2010*.

Civil laws in Victoria that are just, protective of individual rights, contemporary and efficient

- Modernise guardianship and administration laws
- Work with the Office of the Public Advocate to ensure delivery of services and programs
- Explore options to enhance protections against elder abuse
- Implement program of civil justice reform
- Embed a human rights culture in the Victorian Public Sector (VPS).

Emergency management

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

Leading change—develop and implement emergency management policy and reform and deliver innovative community focused outcomes

- Implement the Community Resilience Framework for Emergency Management
- Develop and implement the Victorian Fire Management Strategy
- Progress initiatives to support volunteers and volunteering
- Promote diversity and inclusion.

Strategic priorities 2018–22: Executive summary

Stewardship—guides and influences the emergency management sector, government and communities to improve practice and sustain our collective capability

- Continue to implement the Critical Infrastructure Strategy
- Emergency management planning reforms
- Resilient Recovery Strategy
- Victorian Emergency Management Institute launch and implementation.

System delivery—drives integration across emergency mitigation, response, recovery, community information, resilience, connection and consequence management

- Victorian Emergency Management Strategic Action Plan
- Marine Search and Rescue
- Continue to deliver the Emergency Management Operational Communications Program
- Impact Assessment Model.

High-performing organisation that is resilient, inclusive and capable of delivering on our obligations and aspirations

- Emergency Management Victoria's (EMV) plan for our people and culture
- Whole of Victorian Government multilateral agreement on emergency management workforce.

Regulation

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

Consumer protection

- A fair and safe rental market for Victorians
- Victorians exercise their consumer rights
- Businesses comply with consumer laws
- Empower Victorians to resolve their domestic building disputes.

Liquor, gaming and racing

- Gambling Licences Program
- Review the *Liquor Control Reform Act 1998*
- Strengthen the governance arrangements for racing integrity and reform the racing appeals and disciplinary scheme.

Assurance

- Assure Victoria's emergency management arrangements
- Provide assurance for adult and youth correctional services
- Support the Community Safety Trustee
- Support the Post Sentence Authority.

Corporate strategies

- Focus on our people
- Support technology as a catalyst for service delivery innovation and productivity
- Drive transformation to improve the effectiveness and efficiency of corporate and service delivery functions

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About the department

The department's vision is for a safe, just, innovative and thriving Victoria, where the rule of law is upheld and rights and responsibilities are respected.

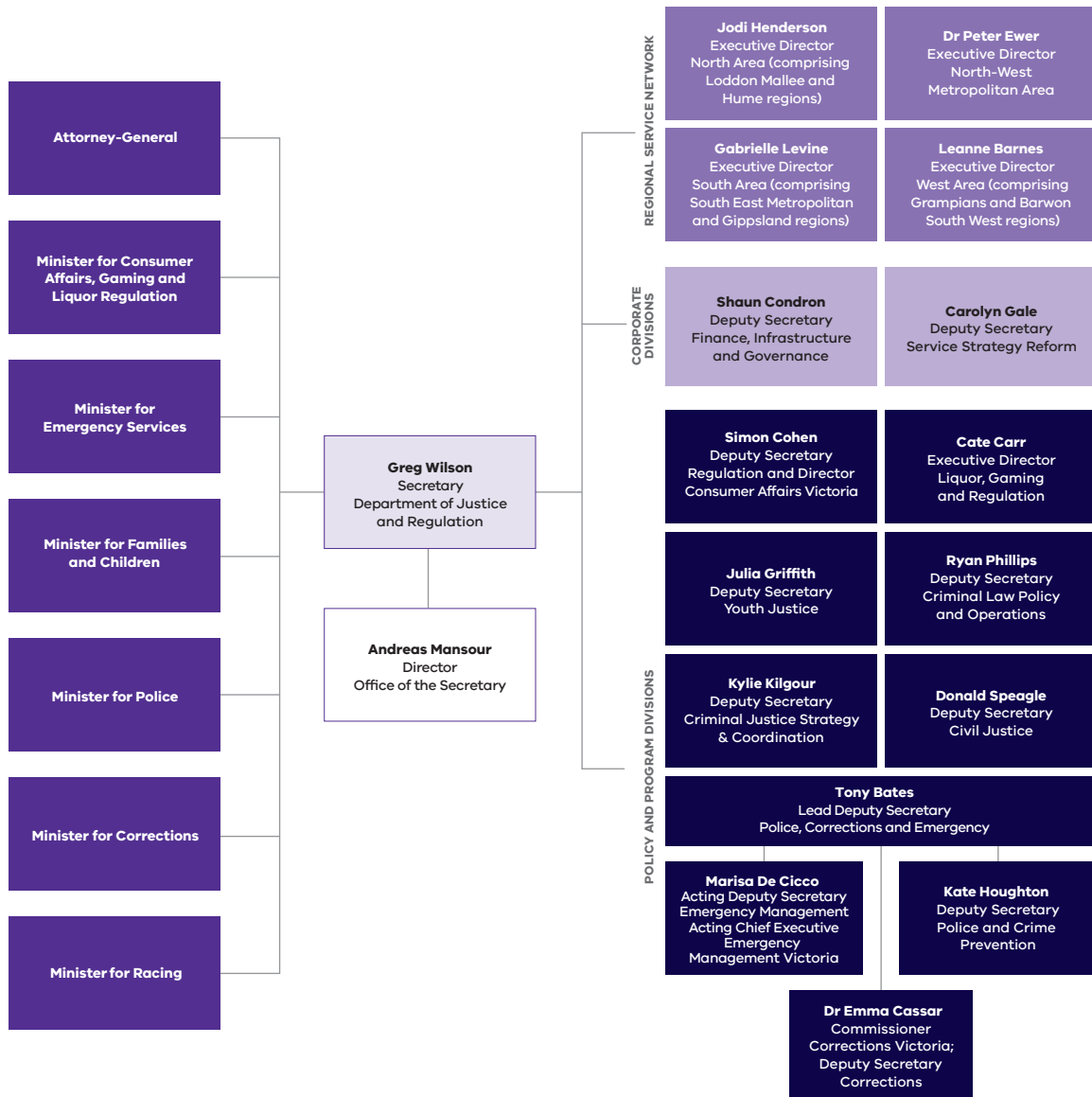
The department leads the delivery of justice and regulation services in Victoria by providing policy and organisational management.

The department has productive partnerships with more than 60 statutory entities and the support of more than 100,000 volunteers. It has extensive service delivery responsibilities ranging from managing both the state's adult and youth custodial systems to providing consumer protection.

The department develops and implements a range of laws, regulation and policy in areas across the portfolio (such as civil justice, emergency management, liquor, gaming and racing) and ensures that all elements of the justice and regulation system are working efficiently and effectively.

Our structure

The department comprises of policy and program areas, the Regional Service Network (RSN), policy and corporate divisions.



About the department

Policy and program divisions

The department consists of the following divisions:

- **The Office of the Secretary** supports the Secretary to discharge the responsibilities of the head of the department.
- **Criminal justice strategy and coordination** provides cross-portfolio criminal justice strategy advice, project management and coordination including: family violence reforms; response to the Commonwealth Royal Commission into Institutional Child Sexual Abuse; and bail reforms.
- **Criminal law policy and operations** includes responsibility for criminal law policy and legislative reform, infringement and enforcement management services, the administration of the Working with Children Check, and provision of services to victims of crime.
- **Youth justice** provides programs and resources to assist young offenders to develop the knowledge, skills and attitudes to manage their lives effectively without further offending. The youth justice service promotes opportunities for rehabilitation and seeks to contribute to the reduction of crime in the community through supervision, offending related programs and linkages to appropriate support services.
- **Police, corrections and emergency management:**
 - » **Police and crime prevention** enhances community safety through community crime prevention, manages fixed camera operations to support road safety and supports modern, efficient and responsive policing.
 - » **Corrections** promotes community safety through the effective management of prisoners and individuals on community correction orders (CCO) as well as the provision of opportunities for rehabilitation and reparation.
 - » **Emergency management**, through EMV, leads emergency management by working with communities, government agencies and businesses to strengthen their capacity to withstand, plan for, respond to and recover from emergencies, whether as a result of natural or man-made events or disasters.
- **Civil justice** is responsible for civil law policy and legislation (including in relation to courts and tribunals, and the regulation of the legal profession), alternative dispute resolution, identity management through the Registry of Births, Deaths and Marriages (BDM) and other rights-based services delivered by government and agencies.
- **Regulation** comprises Consumer Affairs Victoria (CAV), Domestic Building Dispute Resolution Victoria (DBDRV) and assurance functions provided through the Inspector-General for Emergency Management (IGEM), Justice Assurance and Review Office (JARO), support to the Community Safety Trustee and Post Sentence Authority.
- **Liquor, gaming and racing** provides advice on liquor, gambling and racing policy matters in Victoria and administers the Victorian Racing Industry Fund grants program.

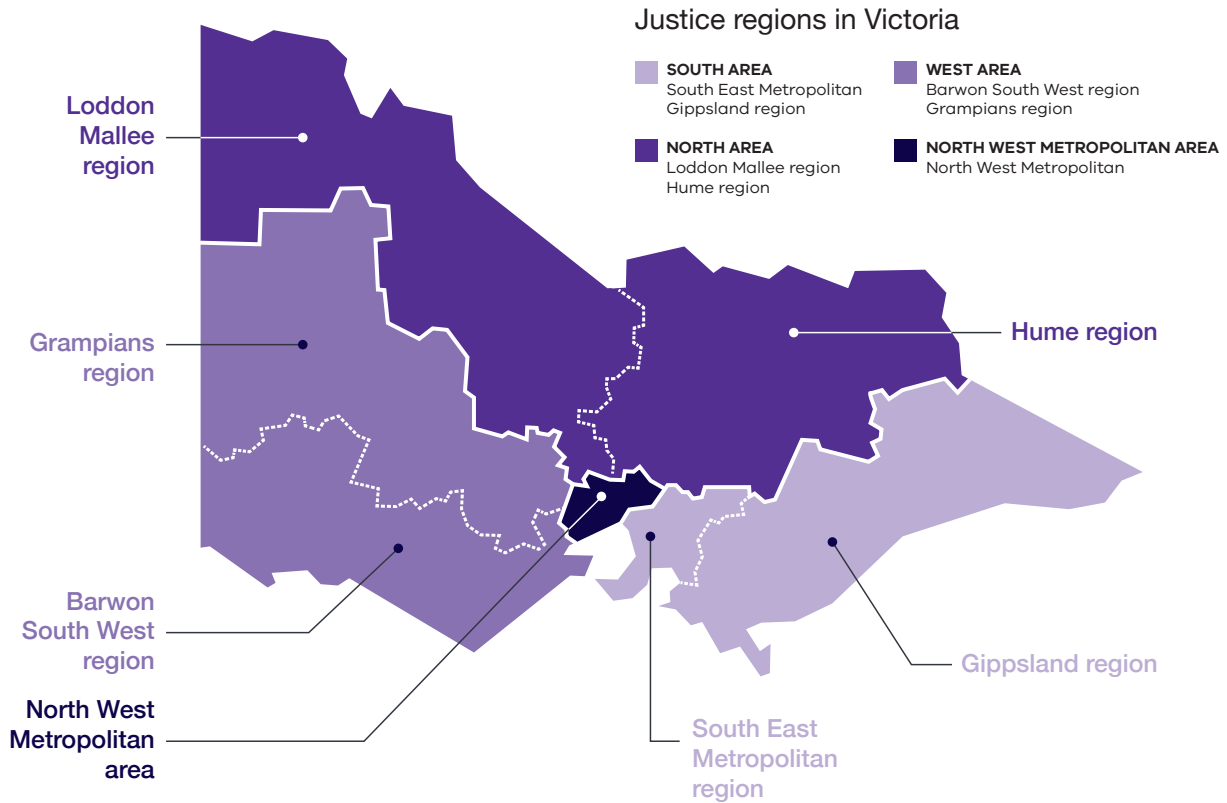
Corporate divisions

Corporate services are provided by:

- **Finance, infrastructure and governance** oversees and leads the key public accountability requirements of the department including finance, asset management, procurement, performance reporting, risk management, audit and integrity functions. The division also manages the governance and delivery of major infrastructure projects, and information and communications technology (ICT) functions, including associated programs and projects and security management and assurance to the portfolio. The Chief Finance Officer supports the Secretary in discharging statutory obligations under the *Financial Management Act 1994*, the Standing Directions of the Minister for Finance and the finance aspects of other relevant legislation.
- **Service strategy reform** delivers service transformation projects and data modelling and analysis, works in partnership with the Aboriginal community to tackle over-representation of Aboriginal people in the justice system and is responsible for human resources policy and services including management of occupational health and safety. It also oversees the department's Freedom of Information (FOI), information privacy and delivers communication advice and education campaigns.

About the department

Regional service network



The RSN comprises four areas:

- North West Metropolitan Area
- North Area (includes Hume and Loddon Mallee regions)
- South Area (includes Gippsland and South East Metropolitan regions)
- West Area (includes Barwon South West and Grampians regions).

The role of the RSN is to work in collaboration with program areas and communities to deliver justice services that are efficient, effective and address the needs of clients and the community.

Regions use their experience with, and connections to, communities to ensure service delivery meets local needs and priorities, drives innovation and service improvement, and enhances policy development.

Services delivered include: CCS; infringement management and enforcement services; offending behaviour programs; prison management; youth justice services; CAV; Dispute Settlement Centre of Victoria (DSCV); BDM; and, Victims Assistance Program (VAP) (through funds provided by the department to non-government organisations).

Support is provided for the: Crime Prevention Place Based Targeted Grants Program; Regional Aboriginal Justice Advisory Committees (RAJACs); and Regional Crime Prevention Reference Groups.

For further information about justice service locations go to the department's website:

<http://www.justice.vic.gov.au/utility/service+locations/>

About the department

How our system aligns to Victorian Government requirements

Departmental funding structure

The Performance Management Framework (PMF) is issued by the Department of Treasury and Finance (DTF) to ensure that the government is accountable for the investment of public money, and that investments are efficient, effective and deliver value for money outcomes for Victoria. It provides a structure for the planning, budgeting, service delivery, performance management, reporting and accountability.

The PMF currently requires the department to plan around the architecture set out in the Budget Paper Service Delivery Number 3 document (BP3). Current funding, budget accountability, corporate planning, performance monitoring and annual reporting is in line with this architecture. This document requires the department to deliver against agreed objectives, monitor objective indicators, and structures its appropriation according to outputs and output performance measures.

Our systems

The department leads the delivery of justice and regulation services in Victoria by providing policy and organisational management across four systems.

- Criminal justice
- Civil justice
- Emergency management
- Regulation
- Strategic priorities are developed for the department as a whole and for the objectives within each of the systems.

Criminal justice system

Objectives	Objective indicators	Outputs
Ensuring community safety through policing, law enforcement and prevention activities	<ul style="list-style-type: none"> • Community safety during the day and at night • Crime statistics • Road fatalities and injuries 	<ul style="list-style-type: none"> • Policing and Crime Prevention
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	<ul style="list-style-type: none"> • Escapes from corrective facilities • Percentage of community correction orders completed • Rate of prisoner return to prison within two years • Rate of offender return to corrective services within two years 	<ul style="list-style-type: none"> • Prisoner Supervision and Support • Community-Based Offender Supervision
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation	<ul style="list-style-type: none"> • Percentage of community-based orders successfully completed • Young people participating in community reintegration activities 	<ul style="list-style-type: none"> • Youth Justice Community-Based Services • Youth Justice Custodial Services
A fair and accessible criminal justice system that supports a just society based on the rule of law	<ul style="list-style-type: none"> • Prosecutions completed and returning guilty outcomes (percentage of total case finalisations) • Legal advice and assistance provided • Infringement notices processed • Medico-legal death investigations • Law reform projects completed • Number of Sentencing Advisory Council publications • Services provided to victims of crime against the person • Working with Children Checks processed (negative notices issued within three days of receiving decision) 	<ul style="list-style-type: none"> • Public Prosecutions and Legal Assistance • Infringements and Warrants • Criminal Law Support and Reform • Victims and Community Support Services

About the department

Civil justice system

Departmental objectives	Objective indicators	Outputs
A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community	<ul style="list-style-type: none"> Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) People assisted through Public Advocate advice and education activities Births, deaths and marriages registration transaction accuracy rate Dispute resolution services provided in DSCV 	<ul style="list-style-type: none"> Protection of Personal Identity and Individual / Community Rights Dispute Resolution and Civil Justice Support Services

Emergency management system

Departmental objectives	Objective indicators	Outputs
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment	<ul style="list-style-type: none"> Value of domestic fire insurance claims Rate of deaths from fire events 	<ul style="list-style-type: none"> Emergency Management Capability

Regulation system

Departmental objectives	Objective indicators	Outputs
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor, gambling and racing sectors	<ul style="list-style-type: none"> Percentage of licenced venues with a rating that is greater than three stars Responsive Gamblers Help services Wagering turnover on Victorian racing as a proportion of the national market Increased access by consumers, tenants and businesses to digital information 	<ul style="list-style-type: none"> Regulation of the Victorian Consumer Marketplace Gambling, Liquor and Racing

About the department

Financial outlook

The 2018–19 State Budget identifies the department's outputs and their 2018–19 budgeted cost. The table below identifies output costs as currently budgeted over 2018–22.

The financial outlook shows growth averaging approximately 2.3 per cent per year in the criminal justice system. This growth represents material government investment in the criminal justice system partially offset by greater efficiency in supporting the system.

Department of Justice and Regulation output costs 2018–19 to 2021–22

	2018-19 \$m	2019-20 \$m	2020-21 \$m	2021-22 \$m
Criminal Justice System				
Policing and Crime Prevention				
Policing and Crime Prevention	3,345.3	3,474.7	3,645.7	3,746.1
Criminal Justice				
Public Prosecutions and Legal Assistance	270.3	265.7	211.9	222.1
Infringements and Warrants	211.1	211.6	210.5	210.1
Criminal Law Support and Reform	76.7	68.3	67.3	67.1
Victims and Community Support Services	61.0	57.7	53.8	54.7
Enforcing and Managing Correctional Orders				
Prisoner Supervision and Support	1,508.5	1,547.2	1,571.8	1,598.6
Community-Based Offender Supervision	279.8	285.0	286.9	292.0
Youth Justice				
Youth Justice Community-Based Services	71.1	60.9	61.8	58.5
Youth Justice Custodial Services	136.6	138.4	154.0	130.7
Civil Justice System				
Civil Justice				
Protection of Personal Identity and Individual/ Community Rights	49.2	49.4	49.1	48.5
Dispute Resolution and Civil Justice Support Services	48.7	47.2	44.3	44.0
Emergency Management System				
Emergency Management				
Emergency Management Capability	1,252.6	1,146.4	1,180.7	1,204.0
Regulation System				
Consumer and Industry Regulation and Racing				
Gambling, Liquor and Racing	136.4	74.1	62.7	60.2
Regulation of the Victorian Consumer Marketplace	149.8	149.5	147.0	144.7
Total Estimated Output Cost	7,597.1	7,576.1	7,747.5	7,881.3

Source: Department of Justice and Regulation

About the department

New output initiatives

The 2018–19 Budget announced \$638 million to the department for new output initiatives as set out in the table below.

Department of Justice and Regulation 2018–19 State Budget funded output initiatives

	2017-18 \$m	2018-19 \$m	2019-20 \$m	2020-21 \$m	2021-22 \$m
Criminal Justice System					
Policing and Crime Prevention					
Additional drug tests on our roads ^(a)	..	11.3	8.8
Critical police equipment and training	..	5.0	9.3	6.3	3.2
Critical police stations	..	4.8	5.6	5.8	6.0
Community Crime Prevention	..	5.2	6.6	6.6	6.6
Melbourne CBD security measures	..	36.5
Mobile police stations	..	2.4	1.5	0.2	0.3
Police prosecutors	4.5	8.1	15.4	26.5	39.6
Targeting organised crime and cyber criminals	..	3.4	5.2	6.4	6.9
Criminal Justice					
Assistance for victims of crime	..	3.6	3.6
Extending the intermediary scheme to support victims in court	..	0.3	2.2
Increased legal assistance	1.4	5.2	7.8	9.8	13.0
Prompt and respectful death investigation services	..	5.0
Strengthening the Victorian Prosecution Service	..	3.3	4.7	6.1	7.8
Enforcing and Managing Correctional Orders					
Implementing counter-terrorism reforms in the justice system	0.5	2.7	2.0	0.8	0.8
Prison system capacity expansion and security upgrades	..	11.1	18.4	18.9	19.6
State-wide Indigenous arts in prisons and community program	..	1.7	1.8	0.7	..
Youth Justice					
Strengthening the youth justice system	..	36.9	34.6	36.0	37.1
Targeting youth offending	..	0.9	3.5
Civil Justice System					
Civil Justice					
Sustainable public advocate services for Victorians with disability	..	2.3	2.8
Traditional owner self-determination	..	0.3	0.3	0.3	0.1

About the department

	2017-18 \$m	2018-19 \$m	2019-20 \$m	2020-21 \$m	2021-22 \$m
Emergency Management System					
Emergency Management					
Community bushfire shelters	..	0.5	0.5	0.5	0.4
Emergency services high-priority infrastructure program	..	11.5
Emergency Service Volunteer Grants program	..	10.0
Emergency Services Telecommunications Authority baseline funding	..	31.6
Mental health for emergency services personnel and volunteers	..	0.5	0.6	0.1	0.1
New Craigieburn Fire Station	..	0.3	0.7	0.9	0.6
Public water safety	0.7	1.9	1.7
Volunteer marine search and rescue	2.4	2.4
Regulation System					
Consumer and Industry Regulation					
Engineers registration scheme	..	2.8	3.1
Regulating gambling and liquor	4.5	2.5
Racing					
Supporting the harness racing industry	..	1.0
Total output initiatives^(b)	13.9	215.1	140.8	125.9	142.0

Source: Department of Justice and Regulation

Notes:

(a) This project is to be funded by the Transport Accident Commission.

(b) Table may not add due to rounding.

About the department

New asset initiatives

The 2018–19 State Budget announced \$788.5 million total estimated investment (TEI) for the department for asset initiatives as set out in the table below.

Department of Justice and Regulation 2018–19 State Budget funded asset initiatives

	2017-18 \$m	2018-19 \$m	2019-20 \$m	2020-21 \$m	2021-22 \$m	TEI \$m
Criminal Justice System						
Policing and Crime Prevention						
Additional drug tests on our roads	..	2.3	3.2	5.5
Critical police equipment and training	..	1.1	1.1
Critical police stations	0.9	17.9	0.3	19.1
Melbourne CBD security measures	1.3	2.9	4.2
Mobile police stations	..	1.0	1.0	2.0	1.0	5.0
Police prosecutors	0.2	..	2.6	2.8
Targeting organised crime and cyber criminals	..	2.3	2.3
Enforcing and Managing Correctional Orders						
Lara Prison precinct expansion ^(a)	10.4	55.3	223.5	313.1	78.9	689.5
Prison system capacity expansion and security upgrades	..	21.2	1.8	23.0
Civil Justice System						
Civil Justice						
Sustainable public advocate services for Victorians with disability	..	0.3	0.3
Emergency Management System						
Emergency Management						
Emergency services high-priority infrastructure program	..	16.9	16.9
Mental health for emergency services personnel and volunteers	..	0.5	0.5	1.0
New Craigieburn Fire Station	..	3.5	5.5	1.5	..	10.5
Volunteer marine search and rescue	3.3	3.3	6.6
Regulation System						
Consumer and Industry Regulation						
Engineers registration scheme	..	0.3	0.3	0.6
Total asset initiatives ^(b)	5.7	128.9	238.8	316.6	79.9	788.5

Source: Department of Justice and Regulation

Notes:

(a) The TEI includes funding beyond 2021–22.

(b) Table may not add due to rounding.

Introducing outcomes

Traditionally, government has assessed performance by measuring outputs (counting what gets delivered) rather than outcomes (the impact it aims to achieve).

The Victorian Secretaries Board has adopted outcomes as a means of strategic management across the Victorian public sector. Outcomes are used to drive people to think about the core purpose of their work and how to achieve it, and how the systems that they work in can serve that purpose more effectively.

Outputs tell us the number of eligible prisoners engaged in education programs. Outcomes articulate how education programs increase prisoner confidence and employability. By using outcomes, we can link activity to a desired end state. In this case it is a Victorian prisoner's experience of improved social and emotional wellbeing and do not continue to offend.

Indicators and measures are an integral part of an outcomes approach. These are the tools that help government to analyse whether its services are having an impact and contributing toward the desired outcomes. This measurement structure allows us to identify what works, what does not, and why.

The aim of the department's outcomes framework is to provide a common way for it to measure the impact of its work in delivering on its vision of a safe, just, innovative and thriving Victoria.

Establishing an outcomes culture

The department has endorsed an outcomes framework which aims to achieve its vision. The creation of domains, outcomes, indicators and measures specific to the justice and regulation systems enable the department to think differently about the work we do, and how we measure success.

The outcomes framework is yet to be embedded in departmental processes. This will occur over the coming two years and as it is implemented, how we plan and measure our performance will change.

Architecture and terminology

The department's outcomes framework is based on using the architecture and terminology set out for the whole of Victorian Government.

Domains

Domains are organising principles or dimensions under which the department's vision can be organised. The domains provide a line of sight from the overall vision to the outcomes, and articulate in clear and concise language what success looks like.

Outcomes

Outcomes describe the end state that the department wants to achieve. Good outcomes are compelling and ambitious. They state clearly why the department exists, and what it is working towards. Outcomes are expressed in language that is plain and simple, to promote shared understanding so that people across the department can work together effectively.

Indicators

Indicators detail the immediate priority areas where the department will focus effort in order to achieve progress towards outcomes. Indicators suggest progress towards the overall outcome.

The department's outcomes framework

The department's outcome framework does not attempt to capture the results of all activity across the department. It has an emphasis on generating insight into the work we do and building an evidence-base to measure our progress.

The department's outcomes framework consists of:

- an overarching vision articulating the desired goal and ultimate end state for the department
- broad domains that articulate the role of the department in achieving its vision
- outcomes that articulate the conditions of wellbeing that the department aims to achieve for people and communities
- preliminary indicators that detail the immediate priority areas where the department will focus effort in order to achieve progress towards outcomes
- interim measures are being selected for internal assessment of the progress of the department against indicators.

Introducing outcomes

Our vision

The department's vision is for a safe, just, innovative and thriving Victoria, where the rule of law is upheld, and rights and responsibilities are respected.

Domain one: Victorians are safe

Outcome	Indicators
<p>Victorians are free from crime and harm</p> <p>People and their property are safe from crime and harmful activities, unlawful or harmful business practices and disasters or disorder</p>	<ul style="list-style-type: none"> • Reduce violence and injury • Increase safety for victims of harm • Increase community safety
<p>Victorians are responsible for their actions</p> <p>People do not intentionally or inadvertently place themselves or others in danger through their actions or behaviours</p>	<ul style="list-style-type: none"> • Reduce illegal or harmful business practices • Reduce reoffending
<p>Victorians are held to account</p> <p>There are appropriate consequences for people and businesses that engage in unlawful or harmful activities</p>	<ul style="list-style-type: none"> • Increase completion of orders • Increase regulatory compliance

Domain two: Victorians are connected and resilient

Outcome	Indicators
<p>Victorian communities are informed and engaged</p> <p>Communities understand local risks and prepare for and minimise impact</p>	<ul style="list-style-type: none"> • Increase knowledge and awareness of risks • Increase level of preparedness for emergencies • Increase community engagement • Increase awareness of support for victims of harm
<p>Victorian communities respond and adapt</p> <p>People and communities respond quickly and effectively to adverse events and adapt to hardships and challenges</p>	<ul style="list-style-type: none"> • Increase participation in community recovery • Increase recovery from trauma • Increase capability and capacity to respond to change
<p>Victorian communities are inclusive</p> <p>Victorian communities are without prejudice and celebrate diversity</p>	<ul style="list-style-type: none"> • Increase trust, cooperation and respect • Increase in community connection • Increase sense of belonging

Domain three: Victorians have equal rights and responsibilities

Outcome	Indicators
<p>Victorians experience dignity and respect</p> <p>The rights and dignity of every individual are respected and protected</p>	<ul style="list-style-type: none"> • Reduce discrimination • Increase connection to community and culture
<p>Victorians experience social and economic wellbeing</p> <p>Barriers that individuals face in participating and contributing to the social and economic life of the community are reduced wherever possible</p>	<ul style="list-style-type: none"> • Increase connection to jobs and education • Increase housing stability • Increase positive family and social connections • Increase in wellbeing
<p>Victorians take up opportunities to exercise their rights</p> <p>People know their rights and have access to appropriate remedies, and have the skills and knowledge to build on opportunities</p>	<ul style="list-style-type: none"> • Increase knowledge and understanding of rights

Key challenges

The following issues are the major challenges faced by the department. All of our systems—criminal justice, civil justice, emergency management and regulation—face these challenges to varying degree.

Building capability and infrastructure to meet demand

Responding to increasing demand across the justice and regulation sectors and implementing large reforms requires adequate staff capacity and capability. Attracting and retaining highly skilled and specialised staff is a challenge in a competitive market place. Delivery of large capital projects is essential to ensure adequate infrastructure is in place to support reforms.

Continuing to focus on occupational health and safety

An effective occupational health and safety program is essential for the productivity and wellbeing of departmental staff. This is particularly important in a complex operational environment with increased demand for services, new areas of responsibility and a need to drive efficiency and productivity. The department will continue to focus on health and safety in our workplace throughout 2018–22.

Preparing for the National Disability Insurance Scheme (NDIS)

The department is continuing to focus on the roll out of the NDIS, the biggest social reform since the establishment of Medicare, by 1 July 2019. This has significant implications for the delivery of justice services in Victoria.

Resilience and cyber-security

The risk of increasing frequency or severity of high impact disruptive events, including cyber-crime, threatens the department's ability to deliver services and maintain a stable and secure ICT system. The department is strengthening its strategic crisis management and ICT disaster recovery capability, and implementing a Security Management Framework and Capability Plan which will enhance security controls across departmental systems.

Technological innovation

Community expectations and technological innovation are driving demand for integrated online services to streamline interactions with public services and create efficiencies. In the context of increased demand the department must further develop methods for the public to access to services online.

Whole of department strategic priorities

Implement the fourth phase of the Aboriginal Justice Agreement and play a leading role towards self-determination

One of the Victorian Government's highest priorities is to work in partnership with the Aboriginal community to improve justice outcomes for Aboriginal Victorians. The strategy to achieve this aim is the Aboriginal Justice Agreement (AJA), a formal partnership between the Aboriginal community and government, to improve justice outcomes by addressing over representation and improving family and community safety.

The department is working closely with the Koori Caucus and AJA partner agencies to develop the fourth phase of the AJA (AJA4) under the auspice of the Aboriginal Justice Forum for launch in 2018.

AJA4 responds to the government's overarching policy commitment to further self-determination and give shape to the Victorian Aboriginal communities' aspirations and perspectives for reform in the justice system. A central focus of AJA4 will be to build on the strength of Aboriginal culture, families and communities to address the widening gap between the rates of Aboriginal and non-Aboriginal people under justice supervision, in order to meet the government's commitment to closing the gap by 2031.

AJA4 covers the period 2018–23, during which the government and Aboriginal community will address the significant decline in Aboriginal justice outcomes through renewed effort including:

- the development of innovative initiatives based on Aboriginal knowledge and experience to achieve more significant and lasting change for individuals, their families and communities
- strengthening Aboriginal justice programs and services across Victoria.

The department will continue to play a leading role across government to focus on progressing the Aboriginal community's desire for self-determination. This will involve greater involvement of Aboriginal communities in governance, priority setting, decision-making, policy and program design and delivery.

Other important work underway across the department includes:

- developing a Koori Youth Justice Strategy 2018–21
- supporting the health and wellbeing of Aboriginal prisoners and offenders (see page 32 for more information)
- strengthening cultural awareness and competence in the delivery of services to Aboriginal men and women, including implementing a new Elders Mentoring Program for Aboriginal prisoners
- delivering a suite of initiatives designed to address family violence among Aboriginal Victorians including prevention and early intervention programs, diversion programs, a restorative justice pilot, increased culturally appropriate legal services and financial counselling (see the next item related to family violence for more information)
- providing support for Aboriginal Victorians at risk of family violence through culturally appropriate family violence legal services, the establishment of the Dardi Munwurro residential men's behaviour change program (the Ngarra Jarranounith Place) and the pilot of the Koori Women's Place (Djirra) offering culturally safe family violence services to Aboriginal women
- expanding the number of Aboriginal VAP workers across Victoria to nine full-time equivalent (FTE) ongoing by 2019-20
- delivering culturally sensitive services to the Aboriginal community through the Registry of BDM
- continuing to support the RAJACs.

Continue to implement recommendations from the Royal Commission into Family Violence

The department continues to implement Royal Commission recommendations and strengthen its response to family violence reform by implementing legislative amendments and initiatives to respond better to family violence. The department and justice entities, including Court Services Victoria (CSV) and Victoria Police, are responsible for leading 111 of the 227 Royal Commission recommendations.

Whole of department strategic priorities

Legislative reform

The department is implementing reforms arising from the *Family Violence Protection Amendment Act 2017*, which increases protections for women and children, and enhances the justice system's response to family violence. The reforms include:

- faster and simpler processes for serving family violence intervention orders
- new measures to prevent abuses of the intervention order appeal process
- allowing pre-recorded evidence to be used in some proceedings for family violence offences
- increased protections for children subjected to family violence.

Throughout 2018–22, the department is continuing to undertake further work to develop legislation to address other recommendations and consulting broadly with stakeholders.

For further information about the *Fines Reform Amendment Act 2017*, which establishes a new scheme to better support victim survivors of family violence within the infringements system, see page 28.

Other reforms

Throughout 2018–22, the department will continue to work in partnership with the community to:

- deliver the highly successful Koori focused early intervention community programs:
 - » Sisters Day Out, a one day workshop designed to raise awareness of family violence, its underlying causes and impacts, and promote self-esteem and wellbeing
 - » Dilly Bag, a two day personal development workshop aimed at reducing Aboriginal women's vulnerability to family violence and enhancing their capacity to take on leadership of the issue
 - » Young Luv, a workshop for young Aboriginal women aged 13 to 18 years, which creates a culturally safe place in which to promote understanding of healthy relationships, safety while dating, online safety and how to recognise inappropriate or unsafe behaviours.
- deliver the Koori Women's Diversion Program in Mildura, Morwell and at Odyssey House for a further three years, and establish a new site in Northern Metropolitan Melbourne to identify the drivers of offending for Aboriginal women and make recommendations for diversion from the criminal justice system to community-based alternatives
- commence a restorative justice pilot program in July 2018 with the service provided by specially trained convenors and specialist support workers
- deliver the Aboriginal Dispute Resolution Program, for a further two years, in partnership with the Aboriginal training providers to minimise the impact of lateral violence and give communities the tools to understand and effectively manage conflict themselves
- update the Victoria Family Violence Database, with the next version due to be published in December 2018
- provide support for Aboriginal Victorians at risk of family violence through culturally appropriate family violence legal services as detailed in the AJA
- continue family violence legal assistance initiatives and grants for Community Legal Centres (CLC)s to strengthen access to legal services for those experiencing family violence
- build family violence capability in justice and regulation services through the work of the Family Violence Principal Practitioner who will lead practice reform across the department and support the key priorities for practice development
- trial innovative responses to perpetrators through the Perpetrator Intervention Grants Program, where profit and not for profit groups pilot new interventions for perpetrators of family violence aged over 18 years in Victoria by June 2019.

The department will continue to implement recommendations to make the system more victim-centric and create greater perpetrator accountability. This work includes:

- continuing work with the Commonwealth through relevant committees and the Council of Attorneys-General to reduce fragmentation between the family violence, child protection and family law systems, including working in partnership with CSV to support: the roll out of Specialist Family Violence Courts; a new case management system for the Magistrates' Court and Children's Court; an increase in the capacity of the Court Integrated Services Program; innovation in processes, and the response to the increased caseload

Whole of department strategic priorities

- continue a two-year trial of the Koori Women's Gathering Place, a single entry point for Aboriginal women who are victim survivors of family violence to enable easier reporting of family violence, provide access to culturally safe services, victim support and to link to longer-term support services
- respond to recommendations regarding economic abuse with 11 full-time family violence counselling positions funded until July 2021 that will provide financial advice to victim survivors
- deliver the Dardi Munwurro residential healing program, the Ngarra Jarranounith Place, a new program for male Aboriginal perpetrators of family violence which provides intensive and holistic case management for 24 men per year for a 16-week period that is designed to support behaviour change
- enabling individuals affected by family violence to have related tenancy matters dealt with by the courts or VCAT in a more streamlined way.

Continue to respond to growth and reform across the criminal justice system

The Victorian Government is investing significant funding over the next four years to prevent crime, reduce harm and keep the community safe.

The criminal justice system operates as an integrated model. This means that investment or reform in one area results in a flow-on impact on demand for services elsewhere in the system.

The headline commitment of the Community Safety Statement 2017 will see the recruitment of 2,729 additional police. This is on top of 406 additional police funded as part of the Public Safety Response Package in 2016. This will lead to more crimes being detected and more arrests that will have a significant impact on community safety. This results in growth in demand for court services, custodial facilities, community corrections and legal assistance. The justice portfolio is also currently implementing a large number of system-wide reforms in relation to bail, sentencing, youth justice, the prevention of family violence and in relation to the Expert Panel on Terrorism and Violent Extremism and Response Powers.

To support this investment the department is ensuring the development and delivery of initiatives is strategic and coordinated.

Over 2018–22, the department is responding to increased demand and reform in the criminal justice system with key work including the following priorities:

- Working in partnership with Victoria Police to implement the 46 initiatives outlined in the CSS 2017 and 25 from the Public Safety Response Package. Key reforms include: strengthening police powers in the case of terrorism incidents; new police powers for collecting DNA; supporting the trial use of body-worn cameras to enable camera recordings of victim statements at family violence incidents; and establishing 12 Community Safety Networks (see page 26 for more information).
- The CSS 2018–19, released in April 2018, includes: renewed funding for Youth Crime Prevention Grants; new offences for police harm; reviews of legislation related to unexplained wealth, unlawful associations, selected investigation powers and awarding of court costs.
- Responding to significant expected growth in the prison population as a result of an increasing population, additional police numbers and reforms to bail and sentencing laws. The department is planning for this demand. There will be a significant expansion of the Lara Prison Precinct. This is in addition to 473 new beds across the existing male prison over the next three years (see page 31 for more information).
- Construction of a 10-bed post-sentence detention facility at the Barwon Prison site and the Rivergum Residential Treatment Centre, a new 20-bed secure residential facility in Ararat, to accommodate serious sex offenders and serious violent offenders on post-sentence detention or supervision orders.
- Strengthening, fortifying and maintaining existing infrastructure to ensure youth justice facilities are secure and fit-for-purpose, fortifying and implementing a bed expansion strategy to meet immediate demands on the youth justice system due to bail and sentencing reforms. This is in addition to delivering and opening the new 224 bed fit-for-purpose youth justice facility at Cherry Creek by 2021 to meet future demand, including an intensive therapeutic unit for high-risk and complex young people.
- In partnership with justice entities, lead the implementation of 111 recommendations from the Royal Commission into Family Violence, including legislative and system-wide reforms.

Whole of department strategic priorities

- Establishing a Bail and Remand Court, which builds on the existing Weekend Remand Court and Night Court models, as recommended by the Coghlan Review (see page 29 for more information).
- Continuing to support Victoria Legal Aid (VLA) and CLCs to respond to increasing demand for legal assistance across the justice system, including through the expansion of duty lawyer services and grants of legal assistance (see page 28 for more information).

Continue support for regional service delivery and community partnerships

Throughout 2018–22, the department will:

- continue to increase agility and capacity of the local workforce to meet increased demand for services across the regional network
- continue the Employment Pathways Program that seeks to provide offenders and young people with access to education, training and employment opportunities to assist in their reintegration into the community
- work with emerging communities to ensure their ability to access justice services
- embed youth justice reform into the regional service delivery model
- continue support for the broader corrections strategy of providing reintegration pathways including community-based, custodial and post-release programs
- support Sheriff's officers in rolling out changes as a result of recent fines reform
- respond to increased demand for offending behaviour programs as a result of Harper Review reform for serious violent offenders.

In addition, the department will continue to:

- encourage place-based responses, which address community identified need or areas of disadvantage locally, such as supporting corrections work gangs to tidy up community areas
- partner with local agencies to implement community crime prevention initiatives
- reduce entries into the criminal justice system and recidivism by supporting whole-of-government initiatives to tackle health and wellbeing through children and youth area partnerships, regional partnerships and RAJACs
- work in partnership with Aboriginal communities and partner agencies to improve outcomes for Aboriginal people.

Focus on the full roll out of the National Disability Insurance Scheme

The NDIS will be fully implemented on 1 July 2019. The NDIS has major implications for the delivery of correctional services in particular, many of which are outside the scope of the National Disability Insurance Agency (NDIA) and will need to be delivered by the Victorian Government. The department will continue to work with the Commonwealth and other parts of the government to plan and prepare for transition and to ensure that Victorians with a disability receive the support they need to live full and active lives.

Over the next four years, the department will:

- continue the development of a sustainable model for the treatment and management of prisoners and offenders with a disability, in consultation with the Commonwealth, NDIA, Department of Health and Human Services (DHHS) and Department of Premier and Cabinet (DPC)
- ensure that consumer protections are appropriate to suit this new environment which enables people with disabilities to deal directly with service providers and exercise greater choice
- ensure that the protections of the *Charter of Human Rights and Responsibilities Act 2006* remain for people with disabilities once disability service providers cease to be funded by the Victorian Government
- work with the Commonwealth, states and territories to develop a nationally uniform NDIS worker screening system.

Criminal justice system

The criminal justice system is made up of a number of agencies that prevent, detect and prosecute crimes, support victims of crime and manage both young and adult offenders in correctional programs.

Criminal justice system partners

The department works with the following entities, all of which are part of the criminal justice system:

Portfolio entities

- Adult Parole Board of Victoria
- Commission for Children and Young People
- Firearm Appeals Committee
- Office of Public Prosecutions
- Police Registration and Services Board
- Road Safety Camera Commissioner
- Sentencing Advisory Council
- Victims of Crime Commissioner
- Victoria Legal Aid
- Victorian Institute of Forensic Medicine

- Victorian Law Reform Commission
- Victoria Police
- Youth Parole Board

Wider sector

- Supreme Court of Victoria*
- County Court of Victoria*
- Magistrates' Court of Victoria*
- Coroners Court of Victoria
- Children's Court of Victoria*
- Court Services Victoria

* The courts fall under the Attorney-General's portfolio but are independent of executive government. Administrative services and facilities for courts are provided by or through CSV. The department supports the work of the courts through policy and legislative services.

Objectives and outputs

Departmental objectives	Outputs
Ensuring community safety through policing, law enforcement and prevention activities	<ul style="list-style-type: none"> • Policing and Crime Prevention
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	<ul style="list-style-type: none"> • Prisoner Supervision and Support • Community-Based Offender Supervision
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation	<ul style="list-style-type: none"> • Youth Justice Community-Based Services • Youth Justice Custodial Services
A fair and accessible criminal justice system that supports a just society based on the rule of law	<ul style="list-style-type: none"> • Public Prosecutions and Legal Assistance • Infringements and Warrants • Criminal Law Support and Reform • Victims and Community Support Services

Criminal justice system

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective police and law enforcement services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities which enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

2018–22 Strategic Priorities

Deliver the initiatives set out in the Community Safety Statements 2017 and 2018–19 in collaboration with Victoria Police

The CSS is the annual commitment between the government and Victoria Police to realise the government's vision of a safe and just Victoria.

The department continues to implement initiatives outlined in CSS 2017, released in December 2016, and included \$2 billion announced in the 2017–18 State Budget. The five key community safety priorities of the government as outlined in CSS 2017 are: reducing harm; increasing connection to the community; putting victims first; holding offenders to account; and improving police capability, culture and technology.

The second statement, CSS 2018–19, was released in April 2018 and builds on this strategy and retains the key community safety priorities. The commitments made by both government and Victoria Police have been shaped by the views of the community.

The focus of CSS 2018–19 is to support Victoria Police to respond to high harm crimes including organised crime, cyber-crime, family violence, terrorism as well as promoting road safety.

The department will work, in partnership with Victoria Police and other partners, to support the delivery of CSS 2018–19 commitments and amend legislation to provide police with new powers including:

- implementing selected recommendations from the Expert Panel on Terrorism and Violent Extremism such as strengthening police powers in the case of terrorism incidents and extending special powers to protective service officers (PSOs), who may be first responders to a terrorism incident
- reducing the quantities of heroin that qualify for charges of trafficking and commercial trafficking as well as strengthening the penalties for these offences
- new laws to enable police to close unregistered second-hand dealers or pawnbrokers who are trading unlawfully
- supporting the trial use of body-worn cameras to enable camera recordings of victims statements at family violence incidents to be used in court hearings as their evidence-in-chief
- further protecting Victoria Police personnel from harm through introducing new offences of intimidation of a law enforcement officer (police officer, PSO, police custody officer, custodial officer or youth justice custodial officer) or their families; assault of a police officer or PSO where offensive weapon readily available; and discharging a firearm reckless to safety of a police officer or PSO.

Community Safety Networks

The department, in partnership with Victoria Police, will continue to establish 12 Community Safety Networks (CSNs) across the state to:

- provide Victorian communities with a direct platform to discuss local crime issues and policing priorities
- give residents a greater voice in Victoria Police's ongoing efforts to combat crime
- provide residents with accurate information and resources about local crime trends and safety issues, including crime prevention advice.

Throughout 2018–19, the department will work with Victoria Police on the establishment of six additional CSNs in Brimbank, Dandenong, Frankston, Knox, Shepparton and Geelong, building on the existing sites at Wyndham, Melton, Whittlesea, Cardinia, Latrobe and Ballarat.

The department will also continue to deliver the Number Plate Theft Reduction Trial, involving a series of number plate theft reduction initiatives to determine the most effective response.

Criminal justice system

Monitor community safety outcomes

The department will continue reporting on CSS initiatives in order to monitor progress, inform government and the community, which will include:

- monthly reports to government on progress in implementing the Public Safety Package and CSS
- developing and implementing annual public reporting toward the community safety outcomes (within the CSS)
- biannual reporting to the Community Safety Trustee on progress in implementing the Public Safety Package and CSS and progress toward the community safety outcomes (for further information about the Community Safety Trustee refer to page 49).

Engage with the community and stakeholders to design and implement community crime prevention grants and programs

The 2018–19 State Budget announced funding of \$25.0 million over four years for Community Crime Prevention.

Create safe public places

The department's program provides grants of funding to communities across Victoria, to respond to local crime issues as well as prevent crime and offending before it occurs.

The funding will enable the department to continue to issue grants from:

- the Public Safety Infrastructure Fund to will help local councils and community groups and organisations to use design and technology to improve safety in public places based on their own community's needs
- the Community Safety Fund to support local councils and community groups to deliver projects that put a stop to crime before, and continue the Graffiti Grants program.

Working with communities to prevent crime

The department will build community engagement and capability in evidence-based crime prevention, focussed on addressing the underlying causes of crime for youth at risk. Over the next four years, the department will continue to work with community partners to deliver youth crime prevention projects that address offending behaviour and recidivism among young people.

In addition, the department will provide \$5 million over four years direct funding to Crime Stoppers, Neighbourhood Watch, and the National Motor Vehicle Theft Reduction Council. This is a significant change in approach designed to strengthen the core capabilities of Crime Stoppers and Neighbourhood Watch to assist Victorians to prevent crime in their neighbourhoods.

Criminal justice system

A fair and accessible criminal justice system that supports a just society based on the rule of law

This objective relates to the provision of criminal justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services, community mediation services, support for victims of crime, risk assessments for those working with or caring for children, infringement processing and enforcement activities and the delivery of independent, expert forensic medical services to the justice system.

Other services that contribute to this objective include legal policy advice to government, law reform, and sentencing advisory services.

2018–22 Strategic Priorities

Ensure legal assistance services meet the needs of the community

VLA and CLCs provide legal advice and assistance to vulnerable and disadvantaged Victorians who might otherwise not have access to legal services.

The 2018–19 State Budget announced \$37.3 million VLA to provide more legal services including duty lawyers and grants of aid to support increased activity across the criminal justice system.

The department will continue to work with the legal assistance sector throughout 2018–22 to respond to increasing demand for services.

Improve Commonwealth funding arrangements for legal assistance services in Victoria

The National Partnership Agreement on Legal Assistance Services 2015–20 (NPALAS) will be independently reviewed during 2018. The review will enable the legal assistance sector to present its views on the effectiveness, efficiency and appropriateness of the NPALAS as a mechanism for achieving its objective and outcomes. The department will work closely with the Commonwealth and other states and territories to establish and support the review. The department will also work closely with VLA, Federation of CLCs, and other parts of the legal assistance sector, as well as DPC and DTF, to coordinate Victoria's feedback to the review of the NPALAS.

The review's findings are expected to help inform future funding arrangements for federal funding of legal assistance services, from 1 July 2020.

The department will work with the Commonwealth and other states and territories to negotiate a new National Agreement under the Intergovernmental Agreement on Federal Financial Relations to secure appropriate recurrent funding for ongoing legal needs in the community, and seek a formalised and transparent funding model, as recommended by the 2016 Access to Justice Review.

Continue to modernise the infringement system

Over the next four years, the department will continue to implement the new fines recovery model established under the *Fines Reform Act 2014*, which commenced on 31 December 2017. The new model provides more efficient and effective collection and enforcement of fines, with improved options for people, including vulnerable people, to deal with their fines.

During 2018–22 the department will continue to provide Victorians with a simpler process to deal with their fines, by enabling them to:

- consolidate different types of fines into a single payment arrangement
- participate in the Work and Development Permit scheme, which allows vulnerable and disadvantaged people to work-off their fines by undertaking activities and treatment
- sign up to an improved time-served scheme to assist prisoners to deal with their outstanding fines
- interact with a new IT system to provide end-to-end management of infringements, enforcement and warrants, and
- be supported via a new scheme to assist victim survivors of family violence within the infringement system; the scheme is available to victim survivors who unfairly incur fines as the result of perpetrators using their vehicle or if their offending was substantially contributed to by their experience of family violence.

Criminal justice system

Monitor impacts of bail law reforms

The department is continuing to respond to the advice provided to government in the Coghlan Review into the Victorian bail system with 23 of the 37 recommendations implemented through the two Bail Amendment Acts, which will commence in May and July 2018.

The department is coordinating the implementation of the remaining longer-term Coghlan Review recommendations through consultations with justice agencies including the courts, Victoria Police and VLA. This will include:

- the establishment of a Bail and Remand Court, which builds on the existing Weekend Remand Court and Night Court models
- consideration of increased bail support, including an expansion to the County Court and Aboriginal case managers
- a review of the role of bail justices and revised training of bail justices
- enhanced information sharing
- allow certain offences to be dealt with in the absence of the accused
- a review of the bail appeal provisions in the *Bail Act 1977*.

Continue counter-terrorism reform in collaboration with the Commonwealth and other jurisdictions

Terrorism and violent extremism pose a real and deadly threat to local, national and international security, which highlight this growing threat and the need to ensure that we have the necessary powers, procedures and laws in place to keep Victorians safe.

The department will continue to implement recommendations from the two reports of the Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers. This will require state-based legislative reform in addition to ongoing work with the Commonwealth, states and territories to implement recommendations requiring changes to Commonwealth legislation.

Throughout 2018–22, the department will play a key role in working to implement a national post-sentence detention scheme for high-risk terrorist offenders' reforms to Commonwealth legislation to create new terrorism offences and bolster the capability of jurisdictions to respond to threats of terrorism and violent extremism.

Increase support for victims of crime

The department delivers a suite of support services to victims of crime against the person and child witnesses through the Victim Support Agency and Child Witness Service.

Over the next four years, the department will:

- pilot an intermediaries scheme, which aims to provide the best quality evidence as well as increase access to justice for vulnerable victims and decrease the trauma associated with giving evidence
- enhance the Victims of Crime website to provide better information and resources for victims and witnesses, including for male victims of family violence in line with recommendations from the Royal Commission into Family Violence
- continue to work with police and others to streamline referrals for victims to support services taking into account system changes arising from the whole of Victorian Government family violence reforms
- ensure the Child Witness Service works closely with police, prosecutions and courts to tailor age appropriate approaches and strengthen support services to children participating in the criminal justice system to reduce re-traumatisation.
- expand the number of Aboriginal VAP workers across Victoria to nine FTE ongoing by 2019-20
- enhance early support for victims through the co-location of the VAP in key police stations throughout Victoria.

The department will continue to implement a number of reforms to improve processes and reduce trauma for victims in the criminal justice system in response to the findings and recommendations from a range of inquiries including: the Victorian Parliamentary Family and Community Development Committee's Betrayal of Trust report; the Commonwealth Royal Commission into Institutional Responses to Child Sexual Abuse; Victorian Law Reform Commission's (VLRCs) review into Victims in the Criminal Trial Process; and the Royal Commission into Family Violence.

Criminal justice system

Throughout 2018–22 the following activities will occur to strengthen support for victims of crime:

- implementation of reforms to protect children from sexual abuse in organisations and developing a redress scheme for victims of institutional child abuse
- implementation of reforms to criminal procedure laws to reduce trauma and delay for victims and witnesses in the criminal justice system
- responding to the VLRCs review of the operation of the Victims of Crime Assistance Tribunal, which is due in July 2018, to improve the way in which financial assistance is provided to victims of crime.

Criminal justice system

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

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

There are 11 public prisons, three private prisons and one public transition centre in Victoria. CCS are delivered through more than 50 office locations across the state.

2018–22 Strategic priorities

Building a sustainable system

The prison population has continued to increase in the last decade, with the greatest driver of growth since 2013 being the rise in prisoners on remand. The number of offenders managed by CCS has also increased over the past four years, particularly those offenders serving a term of imprisonment combined with a Community Correction Order (CCO). The changing profile of the prisoner and offender populations requires a system that is sufficiently robust and responsive to take account of evolving patterns of demand.

Planning to meet future demand for correctional services

The department continues to plan for future demand on the corrections system over the next four years. This includes responding to the anticipated impact of the government's community safety reforms to ensure that the prison system and CCS are well positioned to meet demand. This will be achieved by:

- implementing a prison system expansion and configuration strategy to manage demand to 2023
- identifying future workforce requirements for CCS to ensure the integrity and responsiveness of our service model
- implementing initiatives developed through the Women's System Reform Project to support capacity expansion in the women's prison system with gender-responsive service models.

Expand and improve prison infrastructure

The department will expand and improve prison infrastructure and services to ensure the prison system meets future demand.

Over the coming four years, the department will:

- provide additional remand capacity as part of the opening of 473 additional beds across the existing male prison system over the next three years
- deliver the Lara Prison Project, a significant expansion of prison capacity by building a new 700-bed maximum security prison
- embed the new operational model at the Metropolitan Remand Centre, returning to full operating capacity with strengthened supporting infrastructure in place
- open a new dedicated mental health precinct at the Dame Phyllis Frost Centre
- deliver the upgrade and refurbishment of male mental health units at the Melbourne Assessment Prison and Port Phillip Prison
- open 20 additional secondary-health beds in the male prison system
- deliver a range of infrastructure upgrades at the Dame Phyllis Frost Centre, and a new gatehouse, kitchen, medical centre and programs centre at Barwon Prison.

Embed reforms in Community Correctional Services

CCS provides for the management and supervision of offenders on court orders, serious sex offenders on post-sentence supervision and prisoners on parole. It focuses on rehabilitation by providing opportunities to tackle the drivers of offending behaviour.

Following the implementation of significant reforms to CCS in 2017, the department will continue to focus on embedding the new service delivery model over the next four years to improve order outcomes. The effectiveness of the CCS reforms will be formally evaluated by mid-2019.

Criminal justice system

Reducing reoffending

The department delivers a range of specialised programs and services in the corrections system that encourage positive behaviour change, aim to reduce reoffending and prevent further harm to the community. To this end, integrated programs and services are tailored and targeted to specific cohorts.

Reduce reoffending and harm to the community

To further reduce reoffending, the department will:

- deliver a range of family violence initiatives under the Enhancing Safety: Family Violence Strategy for the Victorian corrections system 2018–21
- implement AJA4 initiatives that relate to corrections, including the expansion of the state-wide, 'Indigenous art in prisons and the community program'
- strengthen cultural awareness and competence in the delivery of services to Aboriginal men and women, including implementation of a new Elders Mentoring Program for Aboriginal prisoners
- work with DHHS to develop policy options for the state's forensic disability service system post the transition to the NDIS
- commence a new state-wide post-release support program targeting unsentenced prisoners and prisoners with short sentences, which would begin upon entering custody and continue for up to three months post-release
- develop and implement new policy and service approaches for key cohorts, including youth, disability, and ageing prisoners
- redevelop the corrections housing service model to improve access to housing for prisoners on release in collaboration with DHHS
- develop a reducing reoffending strategy for the corrections system to focus rehabilitative efforts and improve outcomes.

Improve access to mental health services

As the prison system grows, the department is ensuring that mental health facilities and beds are constructed.

The 2017–18 State Budget announced \$56.9 million over four years for expansion and upgrade of health and mental health facilities at Port Phillip Prison, Melbourne Assessment Prison and Barwon Prison. The Dame Phyllis Frost Centre for women prisoners will have a new mental health and wellbeing precinct by late 2018.

Following the opening of Ravenhall Correctional Centre in November 2017, the department has started to embed the new forensic mental health bed access model for the men's prison system.

Expand delivery of treatments for people addicted to alcohol and other drugs (AOD)

The department will expand delivery of treatment programs for people addicted to AOD. This includes short duration programs, which reduce harm, intensive long-term criminogenic programs and pharmacotherapy treatment.

The department and DHHS will work in partnership to develop and implement an enhanced forensic AOD service delivery model in the community. The new model will enhance access to community-based forensic AOD treatment and ensure that offenders on supervised orders, including those on parole and combined community treatment and imprisonment orders are able to access tailored programs that address both their AOD issue and its relationship to criminal behaviours.

Support Aboriginal social and emotional wellbeing

To support the health and wellbeing of Aboriginal prisoners and offenders over the next four years the department will:

- manage five Aboriginal tertiary scholarships, which provide financial support for Aboriginal and/or Torres Strait Islander people to undertake full-time study in a health related field, with the aim of increasing the number of Aboriginal and Torres Strait Islander health professionals working in the corrections system
- continue to deliver Aboriginal cultural programs to Aboriginal prisoners and offenders that strengthen cultural identity, address trauma, build resilience and promote positive social and emotional wellbeing

Criminal justice system

- deliver the Victorian Aboriginal Community Controlled Health Organisation's Cultural Safety Training, and Indigenous Psychological Services' mental health assessment training to the prison healthcare providers
- continue the roll out a Continuity of Aboriginal Health Care Pilot to ensure Aboriginal women and men exiting particular correctional facilities are supported to access healthcare services in the community.

Managing risk—safety and security

The department is committed to delivering the highest standards of safety and security for prisoners and offenders, staff and the community.

Implement the serious offender (Harper Review) reforms to the post-sentence scheme

The 2017–18 State Budget announced \$308.1 million to strengthen the post-sentence supervision and detention scheme in Victoria.

As of March 2018, 24 of the 35 Harper Review recommendations are complete, with all recommendations underway. The strengthened scheme is supported by the new Post Sentence Authority and Multi-agency Panels that commenced in February 2018, together with an increased number of corrections and Victoria Police staff.

The department will:

- expand the scheme to include serious violent offenders, with legislation to be introduced in mid-2018
- construct both a 10-bed post-sentence detention facility at the Barwon Prison site and the Rivergum Residential Treatment Centre, a new 20-bed secure residential facility in Ararat
- enhance community accommodation options to meet the needs and risks of post-sentence offenders, including for offenders with a disability.

Other initiatives

Over the next four years, the department will:

- continue to strengthen emergency management capacity across the prison system
- strengthen intelligence capabilities to manage an increasingly complex prisoner and offender population
- work with criminal justice partners to implement key community safety reforms including in relation to bail and counter-terrorism
- participate in the family violence information sharing scheme, Central Information Point and Risk Assessment and Management Panels to strengthen the assessment and management of family violence risk.

Delivering public value

Continue to drive sustainability and efficiency of the correctional system

Over the next four years, the department will continue to drive sustainability and efficiency of the correctional system through:

- » working towards the implementation of an integrated case management system to support the operation of the corrections system, drive improvements in service delivery and inform evidence-based investment decisions
- » implementing CCS workforce training, development and retention initiatives and delivering a CCS Higher Education Curriculum Framework
- » rigorously monitoring new service contracts for private prisons and other correctional supporting services, to ensure high levels of performance
- » delivering the Corrections Data Release Strategy by publishing statistical data and other information to improve stakeholder and community understanding of the Victorian corrections system
- » evaluating key correctional programs and services to enhance service delivery and inform future investment decisions.

Criminal justice system

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

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

2018–22 Strategic Priorities

An independent youth justice review, the first in 17 years, undertaken by Ms Penny Armytage and Professor James Ogloff AM, the 'Youth justice review and strategy: Meeting needs and reducing offending', provides the department with a clear, evidenced based roadmap for systemic reform. Guided by the recommendations of this review the focus of strategic priorities for youth justice over the next four years aim to modernise and strengthen the youth justice system to contribute to the reduction of crime in the community.

Prevent children and young people from coming into contact with youth justice through early intervention, and minimise the contact of low risk offenders, where appropriate

The department will work collaboratively with other service providers, community service organisations, families and the community to deliver evidence-based interventions and break the cycle of offending as early as possible. This will include:

- strengthening delivery of the Youth Support Service for children and young people with complex needs
- continuing the delivery of the Children's Court Youth Diversion service to divert children and young people from contact with the system
- working with the Koori Caucus to develop and implement a Aboriginal Youth Justice Strategy and implement new initiatives to reduce the over-representation of Aboriginal children and young people in the youth justice system
- working with the Commission for Children and Young People, establish a Aboriginal Youth Justice Taskforce to identify and respond to issues facing Aboriginal children and young people in youth justice
- developing and implementing a strategy to address the needs of Culturally and Linguistically Diverse (CALD) children and young people in the system and reduce their over representation
- working with the DHHS, Victoria Police and service partners to identify and implement strategies to reduce the contact children and young people in out of home care have with youth justice.

Reduce youth offending and promote rehabilitation to improve community safety

The department will implement a new integrated case management model. Interventions and responses will be evidence based, effective and targeted to address offending behaviour.

As part of this integrated case management approach, the department will work with partner agencies, families and communities to drive coordinated service delivery. In particular, this will focus on multi-agency care planning to remove barriers to service access for education, health, mental health, alcohol and drug misuse, family violence, disability and housing services.

The department will:

- implement a new case management framework to ensure children and young people meet the conditions of their supervision orders and engage in a full range of services and programs required to reduce their offending
- establish a validated risk, needs and responsivity assessment system to inform timely and authoritative advice to the Courts and Youth Parole Board, and the targeted delivery of interventions that address reoffending risks
- implement the Youth Control Order and Intensive Monitoring and Bail Supervision Scheme to ensure that young people are managed to reduce their risk of reoffending
- deliver accessible programs to young people in custody and the community that target their criminogenic risks and offending behaviour
- increase delivery of medium intensity violence programs and develop a high intensity violence program

Criminal justice system

- strengthen pre and post release support for children and young people in custody
- develop a youth forensic mental health strategy to address young people's mental health needs in custody and the community
- develop a Youth Justice Disability Framework and support access to the NDIS
- strengthening the use of restorative justice programs to enable young people to take responsibility for their actions.

Ensure secure, safe and stable custodial environments that promote the rehabilitation of children and young people

The department will continue its work to:

- deliver and open the new 224 bed fit-for-purpose youth justice facility at Cherry Creek by 2021 to meet future demand, including an intensive supervision therapeutic unit for high-risk and complex young people
- expand Youth Justice Centres providing an additional 68 secure beds to meet demand and a new secure perimeter fence at Malmsbury Youth Justice Centre
- strengthen and fortify existing infrastructure to ensure youth justice facilities are humane, secure and stable
- develop a new custodial operating model and establish a Custodial Classification and Placement Service that delivers a graduated management regime maximising opportunities for rehabilitation and reducing the risk of incidents in custody
- reinstate and expand structured day programs within custody to ensure an effective balance between delivery of rehabilitation, education, health services and physical activity for young people within the Youth Justice Centres
- provide additional health and mental health services to young people in custody to support their health and rehabilitation
- increase engagement and support for young people from culturally and linguistically diverse backgrounds, providing relevant programs and additional Multicultural Liaison Officers
- implement a strategy to improve Occupational Health and Safety (OHS) within custodial centres, and to ensure ongoing review, maintenance and improvement of OHS across youth justice centres.

Ensure youth justice is evidence-based with a well-trained workforce, strong system leadership and contemporary systems and facilities

The department's reforms across the youth justice system will be underpinned by:

- implementing a youth justice workforce development strategy incorporating workforce plans for the custodial and community workforces including across recruitment, retention, engagement, professional development and career progression pathways
- maximising opportunities to deliver services closer to communities through the department's RSN
- continuing to support the expanded role of the JARO to provide independent internal review and advice on the operation of youth justice.

Civil justice system

The civil justice system provides a just and accessible means of resolving civil disputes at the earliest opportunity. It restores and protects the legal rights of individuals and bodies corporate.

Civil justice system partners

The department works with the following entities, all of which are part of the civil justice system:

Portfolio entities

- Appeal Costs Board
- Coronial Council of Victoria
- Judicial Entitlements Panel
- Legal Services Council
- Office of the Public Advocate
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Government Solicitor's Office
- Victoria Law Foundation
- Victorian Legal Admissions Board
- Victorian Legal Services Board and Victorian Legal Services Commissioner
- Victorian Traditional Owners Trust

Wider sector

- Supreme Court of Victoria*
- County Court of Victoria*
- Magistrates' Court of Victoria*
- Children's Court of Victoria*
- Coroners Court of Victoria*
- Victorian Civil and Administrative Tribunal*
- Judicial College of Victoria*
- Court Services Victoria

* These entities fall under the Attorney-General's portfolio but are independent of executive government. Administrative services and facilities for courts are provided by or through CSV. The department supports the work of the courts through courts policy and legislative services.

Objectives and outputs

Departmental objectives	Outputs
A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community	<ul style="list-style-type: none"> • Protection of Personal Identity and Individual / Community Rights • Dispute Resolution and Civil Justice Support Services

A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community

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

2018–22 Strategic Priorities

An effective and efficient Victorian system of justice in which the public has confidence, including dispute prevention, early intervention and integrated, accessible dispute resolution

Implement Access to Justice Review recommendations supported by the government

The 2016 Access to Justice Review (the Review) made a total of 60 recommendations; the Government Response to the Review agreed, or agreed in part, with 57 of the recommendations.

Non-legislative reform

In 2018–22, the department, together with the courts, VCAT and VLA, will continue to implement the non-legislative Review recommendations. This constitutes a significant work program, incorporating organisational improvements for statutory entities, ICT product development, and program partnerships with external stakeholders. For example, the department will continue to support the courts and VCAT in the development of their technology to facilitate dispute prevention and resolution. As recommended by the Review, this work will initially include the development of a detailed plan for a trial of an online dispute resolution system for small claims at VCAT.

Legislative reform

The Justice Legislation Amendment (Access to Justice) Bill 2018 has been passed both the Legislative Assembly and Council and, once it is given Royal Assent, will implement 16 of the recommendations.

The Bill provides a legislative foundation for practical improvements in key areas identified as priorities in the Review, including improvements to: leadership, governance and linkages in the legal assistance sector; information and data about legal issues; and VCAT processes and accountability.

Specifically, the Bill will improve the operation of the legal assistance sector by:

- strengthening VLA's role in coordinating legal assistance services and legal information
- driving collaboration between VLA and legal assistance stakeholders
- strengthening the skills base of the VLA Board, by requiring that: at least one director must have experience in public management; at least one must have experience in criminal proceedings; and at least one director must have experience in other areas of law relevant to VLA's practice; and
- increasing VLA's transparency and accountability for the use of public funds, through preparation and publication of a four-year strategic plan, an annual corporate plan and quarterly performance reports.

The Bill will improve access to justice, streamline dispute resolution, and remove procedural barriers at VCAT by:

- expanding the number of people who can conduct compulsory conferences at VCAT;
- facilitating service of documents by email;
- simplifying the process for enforcing VCAT orders; and
- streamlining the process for resolving small civil claims.

The Bill will also refocus the Victoria Law Foundation's (VLFs) existing functions to make the VLF 'Victoria's centre of excellence for data analysis, research, and evaluation on access to justice, legal assistance, and civil justice issues.' The department is assisting the VLF to implement this recommendation by contributing to the design and planning of the new research function, including the establishment of research priorities and identification of the necessary funding.

Once the Bill receives Royal Assent, the department will work with stakeholders on commencement and implementation of the legislative amendments.

Civil justice system

Review of the Dispute Settlement Centre of Victoria operational model including implementation of appropriate changes and online initiatives

DSCV has recently finalised a review of its operating model.

The review found that there is a significant opportunity for DSCV to streamline and improve service delivery through an enhanced use of fit-for-purpose technology. This will drive efficiencies for DSCV, as well as improving the accessibility of the service and the customer experience.

DSCV is now in the process of developing a four year implementation plan. Priorities will include:

- developing and delivering an online intake system
- developing an online scheduling and automated reminder tool
- increasing the use of emails and SMS reminders
- trialling the use of phone and video-conference facilities to provide more ways for customers to resolve disputes
- piloting an online dispute resolution platform
- refreshing DSCV website content to ensure that it provides customers with the tools and information to resolve disputes themselves.

Continue to foster interconnection with organisations involved in dispute resolution

DSCV is committed to engaging with agencies involved in dispute resolution to share information and promote best practice. The need to foster interconnection across dispute resolution providers was the subject of an Access to Justice Review recommendation.

DSCV is a member of the national dispute resolution network, where it meets with representatives from other States and Territories to share knowledge and ideas about best dispute resolution practice. In addition, DSCV regularly engages with other Victorian agencies including the Magistrates' Court of Victoria, VCAT, and Victoria Police. Over the next two years, DSCV will focus on working closely with organisations involved in dispute resolution to identify:

- opportunities to share data and information between providers of alternative dispute resolution to drive program efficiencies and improve the customer experience
- initiatives where DSCV can provide alternative dispute resolution on behalf of other organisations, or build capacity in dispute resolution practice; for example, DSCV is currently working with the Department of Education and Training (DET) to develop a dispute resolution training program for school principals.

Support for courts and the VCAT

The department will continue to support the courts and VCAT in the development of their technology to facilitate dispute prevention and resolution. This work will initially include development of a detailed plan for a trial of an online dispute resolution system for small claims at VCAT.

Develop new models of therapeutic justice

The department will continue to work closely with other bodies, including the courts, CSV and government agencies, to review successful court interventions, (such as the Drug Court, the Assessment and Referral Court List and the Court Integrated Services Program). Work will be undertaken to develop an integrated model of therapeutic approaches that can be more widely used in the court system and government agencies, to cover more categories of offenders and more geographic regions.

A secure, accessible and responsive civil registration scheme

Improve access, responsiveness and self-sufficiency of the civil registration scheme

In 2018, BDM will deliver improvements to its core business system that will enable citizens and service partners (such as funeral directors) to interact with BDM online from any device for all transactions (such as birth registration, requests for change of name and lodgement of death certificates). This will enable the implementation of self-service functionality at the BDM service centre and at justice service centres across Victoria. In addition, BDM will re-design the Birth Registration Statement and other forms to better support vulnerable people, including victims of family violence, and ensure that related materials meet cultural needs.

Civil justice system

Continue to implement service improvements including digital enhancements and greater interconnection with other agencies

In 2018–22, BDM will seek to implement a number of service improvements, including:

- exploring digital tokens, such as a digital birth certificate, and other alternatives to the current paper certificates
- expanding the data service provided to government and non-government organisations through better use of data analytics tools
- exploring the expansion of digital proof of identity functionality, including consideration of biometric solutions as they become available
- continuing to work with Service Victoria and other state and Commonwealth entities to ensure that there is a 'no wrong door' approach in accessing BDM services.

Deliver culturally sensitive services to the Aboriginal community

BDM will continue to build partnerships with local Aboriginal Community Controlled Organisations (ACCOs) to deliver community outreach services where there is an identified need. In addition, ACCOs will be encouraged and supported to promote birth registration within health service checks.

BDM will continue to collaborate with other parts of the department (such as corrections and youth justice) and other organisations (for example, the Victorian Aboriginal Child Care Agency) and networks that support the Aboriginal community, to ensure that births are registered and birth certificates are issued.

Enhanced cultural and economic opportunities for Aboriginal Victorians

Reach agreements under the Traditional Owner Settlement Act 2010

The department will work in partnership and good faith with relevant Traditional Owner groups to seek to reach recognition and settlement agreements under the Act.

The steps to be taken by the department are to:

- establish the negotiation process to be followed
- provide funding to help build the organisational capacity of each group's representative corporation
- engage in regular negotiation meetings
- develop a settlement offer under the *Traditional Owner Settlement Act 2010*
- draft agreements that are able to be implemented effectively.

Different Traditional Owner groups are at different stages of this process. The department will lead whole-of-government processes to seek to ensure that each offer is a fair and attractive alternative to an outcome under the *Native Title Act 1993* (Cth). The department is currently negotiating agreements with the Taungurung, the Gundijtmara, the Eastern Maar and the Wotjobaluk groups.

Enhance cultural and economic outcomes for traditional owners across Victoria by implementing settlements under the Traditional Owner Settlement Act 2010

Settlements have already been reached with the Gunaikurnai and the Dja Dja Wurrung in 2010 and 2013 respectively. The department anticipates reaching agreements with several other groups during 2018–22.

The department will also lead the initial outcomes reviews of the Gunaikurnai and the Dja Dja Wurrung settlements. As a result of the reviews, changes might be required to these agreements, the Traditional Owner Settlement Act or associated legislation.

In 2018, the department is establishing a dedicated traditional owner settlement agreement implementation team. The new team will lead and monitor the State's delivery of its promises in each agreement, as well as building strong relationships with the traditional owner corporations to respond to their needs.

Civil laws in Victoria that are just, protective of individual rights, contemporary and efficient

Modernise guardianship and administration laws

The government introduced a new guardianship and administration Bill in March 2018. If passed, the Guardianship and Administration Bill 2018 will replace the current outdated legislation with a new Act that reflects a contemporary understanding of decision-making capacity and disability. The Bill will provide for a more modern framework that gives greater recognition to the rights and dignity of adults with impaired decision-making capacity because of disability. The Bill will also provide for further

Civil justice system

statutory recognition of supported decision-making, including through the appointment of a supportive guardian or a supportive administrator to help a person to make and implement their own decisions. Subject to passage, the new legislation is likely to commence in mid-2019 and the department will work closely with stakeholders to implement the reforms.

The department will build on the reforms of the new legislation by considering further options to improve guardianship and administration laws, including recommendations arising from reviews by both the VLRC and the Australian Law Reform Commission.

Work with the Office of the Public Advocate to improve delivery of services and programs

The Office of the Public Advocate (OPA) promotes and protects the rights and dignity of Victorians with disability. OPA's responsibilities include acting as the guardian of last resort, conducting investigations into the need for guardianship, and advocating for people with disability.

A key challenge for OPA is the ongoing high demand for its guardianship, investigation and advocacy services. As a result, the 2018–19 State Budget announced \$5.42 million for OPA over two years, the first budget supplementation for its core services since 2008–09. The supplementary funding will be directed to increasing the capacity of the guardianship and investigation teams, as well as improving OPA's ability to respond to the increasing number and complexity of the legal issues it faces. The funding will also enhance OPA's ability to support the Independent Third Person program.

The department will also continue to work with OPA and DHHS to ensure that key volunteer programs run by OPA—the Community Visitors Program and the Independent Third Persons Program—are appropriately aligned to departmental and government policy, funding priorities and statutory functions, and adequately equipped with the required resources and capabilities.

Explore options to enhance protections against elder abuse

The department will explore options within its portfolio responsibilities to enhance protections against elder abuse. This includes giving consideration to recommendations of the Australian Law Reform Commission in its 2017 Elder Abuse Inquiry. The department is also participating in a national working group to promote collaboration between the Commonwealth, states and territories on policy, legal and service frameworks that relate to the prevention and mitigation of elder abuse. The work of the national working group will include the development of a national plan to combat elder abuse for approval by the Council of Attorneys-General.

Implement program of civil justice reform

The department continues to implement its program of civil justice reform. In 2018, key legislative initiatives include the Guardianship and Administration Bill 2018 and the Justice Legislation Amendment (Access to Justice) Bill 2018.

Throughout 2018–22, the department will consider:

- recommendations for civil justice reform arising from VLRC reviews including litigation funding and group proceedings, and neighbourhood tree disputes
- civil justice reform projects such as modernisation of property law, and amendments to the existing regimes for legal profession regulation.

Embed a human rights culture in the Victorian Public Sector

The department is continuing its work to embed a human rights culture across the VPS. This was the subject of recommendations contained in the 2015 Review of the *Charter of Human Rights and Responsibilities Act 2006*, which were supported by government in July 2016.

In 2018, the department will continue to:

- deliver human rights training across the VPS in partnership with VEOHRC
- roll out a suite of human rights elearning modules that will be available to all VPS staff
- co-chair with VEOHRC the Charter Leaders Group (comprising senior executives from all departments, Victoria Police and the Victorian Public Sector Commission), which will lead a program of work to promote a human rights culture across the VPS.

Emergency management

Emergency Management Victoria works with communities, government agencies and business to strengthen their capacity to withstand, plan for, respond to and recover from emergencies.

Emergency management partners

The department works with the following entities, all of which are part of the emergency management system:

Portfolio entities

- Country Fire Authority
- Emergency Services Telecommunications Authority
- Metropolitan Fire and Emergency Services Board
- Victoria State Emergency Service

Wider sector

- State Crisis and Resilience Council including representatives from:

- All Victorian Government Departments
- Business and Industry including Critical Infrastructure owners and operators
- Emergency Management Not-For-Profit and Volunteer Organisations and Agencies
- Life Saving Victoria
- Marine Search and Rescue
- Municipal Association of Victoria
- Municipal Councils
- Victoria Police.

Objective and outputs

Departmental objectives	Outputs
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment	<ul style="list-style-type: none"> • Emergency Management Capability

Emergency management

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

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

2018–22 Strategic Priorities

Leading change—develop and implement emergency management policy and reform and deliver innovative community focused outcomes

Implement the Community Resilience Framework for Emergency Management

The Implementation Plan for the Community Resilience Framework for Emergency Management has identified 20 actions under four key strategic themes, to be delivered over the next three years. The strategic themes are:

- Building Knowledge — invest, align and promote activities that support the emergency management sector, building capacity and knowledge to support and lead resilience outcomes within the community
- Align Strategic Direction — work across EMV Directorates and emergency management sector organisations to enable and align strategies, policies and direction to guide community resilience outcomes
- Promotion — promote activities that model and align with the objectives of the Community Resilience Framework
- Building Sector Better — investigate and undertake activities that enable the sector to support community resilience outcomes.

Develop and implement the Victorian Fire Management Strategy

EMV is leading the development of the Victorian Fire Management Strategy in recognition of the future challenges and opportunities for fire management in Victoria. The strategy will guide fire management for all types of fire, with the aim to improve the safety and resilience for all Victorian communities, and to support healthy and resilient ecosystems.

Work is currently underway to develop the first draft of the strategy, with the process to date involving extensive consultation with individuals, community groups, business, industry, government, not-for-profit groups, academia and emergency management organisations.

The draft will be refined with continued consultation at state, regional and municipal levels through 2018–19, with the strategy due for completion in July 2019.

Progress initiatives to support volunteers and volunteering

The 'Strategic Priorities for Emergency Management Volunteering', developed by the Volunteer Consultative Forum in Victoria and published in 2015, identifies the need for a modern and robust strategy to enhance community, government and business knowledge, understanding and respect for emergency management volunteers, while strengthening Victoria's culture of emergency volunteering and community service.

Following the release of the 'Volunteers, Volunteerism and Volunteering' (the 3Vs) Interim Report, in August 2017, EMV will continue to work on projects that capture, quantify, validate and communicate the value of the 3Vs. This work will improve understanding and communicate the social, cultural, human, physical and environmental benefits and value created and delivered by the 3Vs to Victorian communities, government, businesses and the emergency management sector.

Promote diversity and inclusion

Connecting to, and understanding the diverse needs, capabilities and expectations of different communities is imperative for ensuring their safety and strengthening their resilience. A diverse and inclusive organisation is able to draw on a broad base of knowledge and experience, develop innovative solutions to problems, make better decisions and deliver better services. Through creating a culture of collaborative leadership, respectful dialogue, and openness to new ideas, EMV will strengthen its organisational capability and better connect with and improve service delivery to the community. EMV's Diversity and Inclusion Plan 2018–19 will focus on building the awareness and skills for working in a diverse and inclusive environment; and strengthening work arrangements, recruitment processes and other practices to attract and retain a diverse and talented workforce.

Emergency management

Stewardship—that guides and influences the emergency management sector, government and communities to improve practice and sustain our collective capability

Continue to implement the Critical Infrastructure Strategy

Critical infrastructure supports our most basic needs—safe drinking water, food, reliable transport, public health services, energy, banking, government services, and global communications networks—and is essential to Victoria’s wellbeing, social cohesion and economic viability. It includes those physical facilities, supply chains, systems, assets, information technologies and communication networks which, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the social or economic wellbeing of the Victorian community.

As Victoria faces an increasing variety of emergencies, the importance of continuing to build the resilience of critical infrastructure is self-evident. The critical infrastructure arrangements, the coordination of which is led by EMV, help in understanding and preparing for key emergency risks, enabling the ongoing provision of these important services to the community.

Together with key partners—industry, government departments and Victoria Police—EMV will continue to coordinate sector resilience networks, which undertake a wide variety of sector resilience improvement initiatives. In 2017–18, this was highlighted to the community, in the All Sectors Annual Report, developed by EMV and released publicly by the Minister for Emergency Services.

In 2018–19, EMV will continue to redevelop the Victorian Criticality Assessment Tool and Critical Infrastructure Register, which helps industry and government assess which infrastructure is critical to the community.

Emergency management planning reforms

The Emergency Management Legislation Amendment Bill 2018 was introduced into Parliament on 20 February 2018. The Bill establishes an integrated, coordinated and comprehensive framework for emergency management planning. Stronger planning will contribute to community safety by ensuring that Victoria is prepared for all likely emergencies.

The Bill will be implemented in stages at the state, regional and then municipal levels to promote a smooth transition to the new arrangements. Full implementation will occur by the end of 2020.

EMV is developing guidelines to provide practical guidance on the new requirements, which will supplement the Bill. The guidelines are being developed in collaboration with the emergency management sector.

Resilient Recovery Strategy

The Resilient Recovery Strategy will address the impacts of a changing environment—one which is expected to bring about more frequent and complex emergencies for Victorian communities. The strategy will outline a program of works to support community resilience after an emergency, and support a recovery system that facilitates: community participation; connects with community systems and existing networks; supports measures to address the long-term impacts of emergencies; and ensures sustainable recovery efforts that focus on the wellbeing and liveability of our communities.

Throughout 2018, EMV will commence broad engagement across the state to test the approach, hear new ideas, and build an evidence base to support the ongoing development of Resilient Recovery. This will include significant consultation with local government, community groups and individuals, and local and regional agencies to ensure that the strategy reflects the priorities and experiences of these central stakeholders.

Victorian Emergency Management Institute launch and implementation

Launched in February 2018, the Victorian Emergency Management Institute (VEMI) is a Victorian Government owned learning and development facility at Mount Macedon, managed by EMV. VEMI partners with a broad range of learning and development organisations to deliver programs that focus on organisational development and leading change in the emergency management sector.

It’s strategic goals are to:

- drive strategic leadership and innovation by fostering a constructive and engaged culture across the emergency management sector
- connect agencies, business and communities and deliver stronger outcomes through cooperation and collaboration, and supporting diversity and inclusion, across the emergency management sector
- develop future leaders of our communities, with a focus on youth involvement in emergency management
- embed environmental and financial sustainability in all aspects of operations.

Emergency management

System delivery — that drives integration across emergency mitigation, response, recovery, community information, resilience, connection and consequence management

Victorian Emergency Management Strategic Action Plan

The *Emergency Management Act 2013* requires the development of a three-year rolling Strategic Action Plan (SAP). The SAP outlines state-wide strategic priorities with corresponding actions to support Victoria in achieving its vision of *Safer and more resilient communities*.

The SAP Update #2 2017–2020 was released in November 2017, and will continue to be delivered and implemented through a suite of actions and projects across the emergency management sector with a focus on:

- Community and business—building and empowering community leadership, strengthening resilience and enhancing the capability and capacity of local government
- People and culture—developing positive sector leadership and a long-term sector workforce strategy
- Governance—defining emergency management roles and responsibilities and defining a process for understanding and mitigating the consequence for communities
- Services and systems—formalising an integrated emergency management service delivery and enhancing systems and platforms to deliver integrated services.

The SAP is reviewed annually, with Update #3 2018–2021, due to be released prior to the end of 2018.

Marine Search and Rescue

EMV is continuing to implement the recommendations arising from the government's response to the Parliamentary Inquiry into Marine Search and Rescue (MSAR) services in Victoria, including:

- Procurement of 'fit for purpose' search and rescue vessels. The vessels will be allocated to MSAR units, prioritised upon a risk-based assessment, replacing ageing and inadequate vessels. As the new vessels come online, they will fill existing capability gaps on Victoria's coast, and provide MSAR volunteers with safer and more appropriate vessels to respond to maritime emergencies.
- Allocation of operational funding to MSAR units, through the provision of grants, intended to contribute to fuel for marine incident responses and training, vessel maintenance, and other training and administrative costs. This funding will significantly reduce the requirement for volunteers to fundraise for core activities, allowing more time for training and operations.
- Introduction of service and performance standards to provide a platform to monitor and assess MSAR service delivery across Victoria and assist MSAR units where required.
- Implementation of a common EMV-MSAR Training and Assessment program to ensure that contemporary, high quality and flexible training options are available to MSAR volunteers; enabling attainment of consistent standards and capabilities across all MSAR units.

Continue to deliver the Emergency Management Operational Communications program

The Emergency Management Operational Communications (EMOC) program will be coordinating the delivery of eight key initiatives during 2018–19—all of which contribute to the state achieving its short and medium-term strategic objectives for the provision of in-field operational communication systems used by emergency service responders that are contemporary, resilient, fit-for-purpose and affordable. More specifically, the EMOC program will deliver state-wide radio refresh activities for Victoria Police, Victorian State Emergency Services (VICSES), Ambulance Victoria, Metropolitan Fire Brigade (MFB), Country Fire Authority (CFA), Life Saving Victoria and Corrections Victoria.

This activity will result in the establishment of secure radio communications for Victoria Police in regional Victoria. Another key initiative through the EMOC program is the state's involvement in the national Public Safety Mobile Broadband capability development. This work will result in the identification of a national service delivery model for the provision of a public safety grade 5G broadband data network to enable increased situational awareness, in-field information management and mobilisation of emergency service operations.

Emergency management

Impact Assessment Model

EMV is working with the emergency management sector to identify ways to use information about the impacts of emergencies to better inform decision-making, and work with communities through their recovery.

To do this, EMV is building an impact assessment model to capture information that builds a picture of community resilience and, along with information on the impacts from emergencies; informs emergency planning, monitors the consequences of an emergency, and evaluates recovery activities.

EMV is working alongside its partners to progress development of this model across all emergencies and all phases of emergency management. This multi-year, sector wide program of works is a critical part of the broader system maturity in Victoria. This maturity leads to better service delivery and better outcomes for communities.

High-performing organisation—that is resilient, inclusive and capable of delivering on our obligations and aspirations

EMV plan for our people and culture

EMV has developed a three-year 'People Plan' with a focus on building a positive working environment that is productive, rewarding, healthy and enjoyable for everyone. Initiatives being undertaken across the life of the plan include:

- development of a workforce capability plan
- undertaking a cultural change program
- introduction of an integrated health and wellbeing program
- implementing a series of diversity and inclusion initiatives
- review and improvement of our on-boarding program
- alignment of individual performance goals to EMV's strategic priorities.

Whole of Victorian Government multilateral agreement on emergency management workforce

During the summer season 2017–18, EMV led a trial of the engagement of VPS employees from non-emergency backgrounds into operational roles within the State Control Centre. This trial represents the first stage of a project to ensure that the VPS can efficiently and effectively support Victorian communities during emergencies.

The trial recruited participants from across government who possess no prior emergency management experience. The individuals were trained and are now equipped to undertake a number of operational roles in the State Control Centre. The outcomes of the trial, including the implications of the project for regional areas, will be explored in more detail throughout 2018–19.

Regulation

The department uses regulatory and assurance approaches to protect and empower the community, as well as encourage people and businesses to behave responsibly.

Regulation partners

The department works with the following entities, all of which are part of the regulation system:

Consumer affairs

- Business Licensing Authority
- Consumer Policy Research Centre
- Estate Agents Council
- Residential Tenancies Bond Authority

Gaming and Liquor regulation

- Victorian Commission for Gambling and

Liquor Regulation

- Victorian Responsible Gambling Foundation

Racing

- Greyhound Racing Victoria
- Harness Racing Victoria
- Racing Integrity Commissioner
- Racing Victoria

Objective and outputs

Departmental objectives	Outputs
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor, gambling and racing sectors	<ul style="list-style-type: none"> • Regulation of the Victorian Consumer Marketplace • Gambling, Liquor and Racing

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

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

2018–22 Strategic Priorities

CONSUMER PROTECTION

A fair and safe rental market for Victorians

As the Victorian regulator of residential tenancies, CAV works to achieve a fair and safe rental housing market in Victoria. It is CAV's role to inform renters and rental providers about their rights and responsibilities, reform regulations in response to a changing rental market, and continually improve our trusteeship of bonds.

Over the next four years, CAV will:

- implement the reforms to the *Residential Tenancy Act 1997* (pending Parliamentary passage) to promote fair and safe rental housing in Victoria
- continue to innovate how we provide rental information, exploring new delivery channels that give the right information at the right time and in the most accessible manner
- continue to modernise the Residential Tenancies Bond Authority to make it easier for renters and rental providers to transact with us through digital channels.

Victorians exercise their consumer rights

CAV provides practical information and tools to assist consumers to exercise their rights and avoid scams, supports the most vulnerable Victorians through specialist advocacy services, and aims to understand and respond to emerging consumer issues.

Over the next four years, CAV will:

- use human-centred design to improve how we tailor and target our services to different consumers
- improve the opportunities for vulnerable Victorians to access specialist services
- build our capability to capture and analyse data information to inform our understanding of the markets we regulate.

Businesses comply with consumer laws

CAV informs businesses about their obligations under consumer protection laws, reforms laws and practices to make compliance easier, and identifies and responds to unlawful activities that harm consumers.

Over the next four years, CAV will:

- focus our activities on the sectors and practices identified in our regulatory priorities, and target businesses that intentionally break the law
- improve how we communicate important compliance outcomes, taking maximum advantage of every opportunity to build business awareness and grow consumer confidence
- review consumer laws to ensure they remain relevant and effective, and modernise our business systems and processes to make compliance easier.

Empower Victorians to resolve their domestic building disputes

The Domestic Building Dispute Resolution Centre of Victoria (DBDRV) was established in 2017 to provide an effective, efficient and impartial service to resolve disputes between builders and homeowners, without the cost and time often associated with courts and tribunals.

Over the next four years DBDRV will:

- work closely with stakeholders, regulatory services and the building sector to improve the quality of domestic building work by sharing aligned data, reporting breaches and providing feedback to the industry

Regulation

- increase awareness and understanding of its role among both home owners and domestic builders
- continue to refine and improve its processes and services to ensure its service delivery is efficient and effective.

LIQUOR, GAMING AND RACING

Gambling Licences Program

The Gambling Licences Program is responsible for conducting the policy review and licensing processes for Victoria's major gambling licences.

Over the next four years, the department will:

- complete the allocation process for post-2022 gaming machine entitlements
- review the regulatory arrangements for Keno and undertake a competitive process for allocating a new licence for the conduct of Keno when the current licence held by Tabcorp expires in April 2022
- review the regulatory arrangements for wagering and betting and commence the process of allocating a new licence for the conduct of wagering and betting when the current licence held by Tabcorp expires on 15 August 2024
- oversee the transition to the new public lottery on 1 July 2018 with the end of project closure phase planned for December 2018.

Review the *Liquor Control Reform Act 1998*

The review of the *Liquor Control Reform Act 1998* seeks to identify ways to reduce red tape and regulatory burden and make sure that Victoria has the right laws to support an attractive cafe, restaurant, pub, bar and night-life culture while ensuring its harm minimisation measures are effective.

The department is conducting a detailed long-term policy review of the Act. This will involve consideration of complex issues such as family violence and consultation with industry and community stakeholders, including through the Liquor Control Advisory Council.

Strengthen the governance arrangements for racing integrity and reform the racing appeals and disciplinary scheme

The department will work with the racing industry to develop appropriate oversight of its integrity operations and animal welfare and to implement the government's proposed changes to the racing appeals and disciplinary processes.

The department will continue to support racing industry through its administration of the Victorian Racing Industry Fund, which provides funds for racing infrastructure and development programs and activities.

ASSURANCE

Assure Victoria's emergency management arrangements

IGEM provides assurance to the Victorian Government and community regarding emergency management arrangements in Victoria. IGEM works with the sector to identify opportunities for continuous improvement and ensures agencies are implementing the state's agreed reform agenda.

Over the next four years, IGEM will:

- monitor and report on the implementation of recommendations and agreed actions arising from major reviews and inquiries
- conduct system-wide reviews including reviews of the emergency management functions of responder agencies and government departments
- review and assess critical infrastructure resilience and emergency management planning arrangements at the system level
- oversee the safety of the operations of Victoria's emergency management training centres in consultation with WorkSafe Victoria
- monitor and investigate the Emergency Services Telecommunications Authority Triple Zero call-taking and dispatch services, and breaches of control lines by planned burns conducted by the Department of Environment, Land, Water and Planning (DELWP).
- ensure the integrity of fire services' response time data and provide analysis.

Regulation

Provide assurance for adult and youth correctional services

JARO provides internal reviews, assurance and advice to the Secretary on the performance of the youth justice and correctional systems, in relation to his statutory obligations under the *Children, Youth and Families Act 2005* and the *Corrections Act 1986*. JARO also coordinates the volunteer Independent Prison Visitor Scheme, on behalf of the Minister for Corrections.

Through its program of proactive reviews and monitoring activities into risk and system performance, serious incidents and allegations, JARO provides the Secretary with advice on risk, the adequacy of existing controls and opportunities for improvement.

Over the next four years, JARO will:

- continue to review high-risk incidents occurring within the youth justice and corrections systems
- continue to develop tailored approaches to assurance that address the needs and priorities of the youth justice system
- redesign the Koori Independent Prison Visitor Scheme to increase participation by Aboriginal volunteers and better meet the needs of the Aboriginal prison population
- implement a refreshed risk assessment framework for both corrections and youth justice systems
- monitor the effective implementation of recommendations.

Support the Community Safety Trustee

The Community Safety Trustee is independent of the Victorian Government, and provides monitoring of and expert advice about community safety and the implementation of initiatives in the Community Safety Statement. JARO supports the Community Safety Trustee to provide regular assurance reports regarding the delivery of community safety commitments.

Support the Post Sentence Authority

The Post Sentence Authority is a new statutory body that monitors Victoria's most serious sex offenders who have completed their custodial sentence and are released on post-sentence orders. It also oversees the delivery of coordinated services which contribute to the rehabilitation of these offenders.

Over the next four years, the Post Sentence Authority will:

- rigorously monitor and oversee offenders and their compliance with court ordered conditions
- oversee the delivery of coordinated services to offenders to ensure that complex needs are addressed
- build its capacity to ensure that it is able to adapt to the reform and expansion of the post-sentence scheme to serious violent offenders
- engage and maintain relationships with key stakeholders and community groups involved in Victoria's post-sentence scheme and offender rehabilitation.

The Post Sentence Authority reports annually to Parliament on its activities and the performance of the post-sentence scheme.

Corporate strategies

These strategies ensure the department has the capability, flexibility and responsiveness to drive reforms and deliver its strategic priorities while meeting the accountabilities of the Victorian public sector.

2018–22 Strategic Priorities

Focus on our people

Use strategic workforce planning to build capability and capacity across the department

Continuous workforce planning is essential for the department to ensure capable and engaged people are in place across all areas of operation and to deliver major reforms.

Key focus areas over the next four years include:

- continuing to build the capability of the youth justice workforce through a training needs analysis for all roles and the development of learning pathways
- leveraging synergies between youth justice and corrections to invest in staff development while respecting the inherent differences in client needs
- continuing to build the capacity and capability of the department to enable large-scale, complex information technology and infrastructure projects
- ensuring policy and analytical skills to deliver high-quality advice to government
- enhancing the utilisation of the Justice and Regulation Registered Training Organisation to deliver targeted accredited training to critical workforce segments
- establishing comprehensive practices to embrace a diverse workforce and inclusive workplaces
- partnering with the Victorian Public Sector Commission to provide ongoing development of executive officers to operate in an increasingly complex and changing environment, and to deliver on the government's priorities for Victoria
- the implementation of a new human resources (HR) operating model to ensure the delivery of comprehensive, consistent and connected HR services across the department.

Ensure the department provides safe and secure workplaces for its staff, clients and the community, and delivers best practice in occupational health and safety

Following a review of its health, safety and wellbeing systems and procedures, the department has embarked on a comprehensive reform program to improve the management of workplace risks.

Over the next four years, the department will:

- strengthen and embed its occupational health and safety management system
- develop and implement a new Health Safety and Wellbeing Strategy 2019–22 focused on addressing risk and developing capability and accountability while driving improved governance and reporting
- ensure that robust systems and procedures are embedded in the organisation which support staff and managers across all work environments
- champion the VPS Mental Health Charter to create greater awareness of, and improved management of, mental health issues in the workplace.

Embed Child Safe Standards and Reportable Conduct Scheme

The department continues to drive awareness in order to ensure the adoption of Child Safety Standards (standards) and compliance with the Reportable Conduct Scheme (scheme). Adoption and implementation of the standards is necessary to ensure that the department is a safe environment for children.

Over the next four years, the department will continue to implement its program of communication, learning and development activities and compliance strategies. The department is working with business units to develop strategies and actions to ensure that that we have a child safe culture.

Reportable conduct includes sexual offences, sexual misconduct or physical violence against, with or in the presence of a child, significant neglect of a child, or any behaviour that causes significant emotional or psychological harm to a child. The scheme requires any information that leads a person to form a reasonable belief that an employee may have committed reportable conduct to report such information to the department.

Corporate strategies

The department has put in place mechanisms to review such information and report matters to the Commissioner for Children and Young People as appropriate. The department also undertakes formal internal investigations into such reports where appropriate.

Support technology as a catalyst for service delivery innovation and productivity

The department's Information Technology Strategy 2018–2021 aims to achieve five strategic outcomes:

- users are confident in reliable, contemporary technologies
- technology is available everywhere, enabling better service access
- users are informed by easy to access information and data, which supports policy and service delivery
- technology services provide good value for money within the department's risk appetite
- technology activities are connected across the department and its agencies to deliver improved service outcomes.

These strategic outcomes will be delivered over the next four years through:

- updating foundational enterprise capabilities (including networks, desktop, hosting platforms and identity management) to increase flexibility and reduce any risk associated with IT enabling the department's services as well as improving workforce satisfaction through the use of contemporary tools
- building and extending enterprise platforms to enable efficient access to and management of data, knowledge and information to support decisions, which enable better access to and quality of departmental services
- connecting IT processes across the department's federated IT operating model, improving efficiency and reducing any risks associated with the delivery and operation of IT.

Drive transformation to improve the effectiveness and efficiency of corporate and service delivery functions

Under the oversight and direction of the Integrity and Corporate Reform Sub-Committee, a sub-committee of the Victorian Secretaries Board, Victorian public sector departments are working cooperatively toward the transformation of a number of systems and processes to improve the efficiency and effectiveness of corporate functions across the sector.

Individual departments are leading the development of systems which will, in due course, become common systems adopted by all departments. The department is currently leading development and implementation of 'Source to contract' and Contract Management solutions to support procurement across government.

Reform procurement

The department is reforming the way it procures goods and services to better leverage its buying power, and develop a specialised procurement capability. The reforms will improve efficiency and value for money, and improve the department's ability to serve the community through procurement.

To achieve this, over the next four years, the department will:

- upgrade and introduce new procurement technology, including a supplier portal, mobile purchasing applications, and an electronic sourcing tool
- establish a supplier relationship framework to leverage key suppliers, manage risk, improve performance, and consolidate suppliers
- introduce a category management framework and further eCatalogues to optimise spend across the department in each category of goods and services
- introduce a social procurement strategy to maximise the social value created by the department's spending
- improve measurement and reporting to identify improvement opportunities and confirm utilisation of diverse suppliers, including local businesses and Aboriginal suppliers
- work to attract and retain highly capable staff to deliver benefits to the department and the community through improved procurement.

Corporate strategies

Use cost mapping to generate improvements in spending

The Victorian Government is undertaking detailed analysis of the cost base of its service delivery departments (cost mapping) to better understand cost drivers and identify opportunities to improve the effectiveness and efficiency of government spending.

The department has undertaken a whole of department review, followed by a more detailed assessment of a number of areas. This has provided an evidence base to improve the quality of decisions, and to drive reforms that ensure maximum value is achieved from the use of public resources.

Over the coming year, the department will use lessons from the review to implement recommendations in EMV, Corrections Victoria and Corporate Services that are aimed at improving the effectiveness and efficiency of operations.

Initiatives to optimise the operation of the regional services model

The department continues to implement a number of recommendations arising from a review of the regional service model. Over the next four years, the department will:

- develop standardised costing models and resource allocation modelling to improve links to current demand and operational requirements
- review regional and broader departmental corporate services to ensure adequacy of support for the regions and the department
- develop a process that facilitates appropriate consideration of the regional impact of unfunded policy changes.
- implement improvements to the approach, collaboration, consistency and alignment of departmental planning

Embed a focus on outcomes

The department has developed an outcomes framework so that it can assess the impact of its services on the Victorian community.

While the department will continue to report on our output performance (what is delivered) in line with government requirements, it will also begin to monitor progress towards the outcomes set out earlier in this plan. This approach to measuring and assessing impact enables insight to inform future decisions, to review and refine programs and ensure they remain fit for purpose and responsive to policy and service delivery contexts.

Implementation of the outcomes framework will require significant change throughout the department, so a staged approach is planned over a number of years.

Over the next four years the department will drive meaningful and sustainable change by:

- implement an integrated planning framework to facilitate the change in thinking and culture required to reframe the work we do and how we measure success
- establish a data and reporting framework and undertaking baseline reporting against agreed outcome measures
- ensure that systems and programs are designed to achieve outcomes and are evaluated accordingly
- embed outcomes into the department's performance management and other whole of department processes.

For further information about the department's outcomes framework, see pages 18–19.

Glossary

Acronyms	Description
ACCO	Aboriginal Community Controlled Organisation
AJA	Aboriginal Justice Agreement
AJA4	Aboriginal Justice Agreement Phase Four
AOD	Alcohol and other drugs
BDM	Registry of Births, Deaths and Marriages
BP3	Budget Paper Service Delivery Number 3
CALD	Culturally and linguistically diverse
CAV	Consumer Affairs Victoria
CCO	Community Correction Order
CCS	Community Correctional Services
CFA	Country Fire Authority
CLC	Community Legal Centre
CSA	Crime Statistics Agency
CSN	Community Safety Network
CSS	Community Safety Statement
CSV	Court Services Victoria
CV	Corrections Victoria
DBDRV	Domestic Building Dispute Resolution Service Victoria
DELWP	Department of Environment, Land, Water and Planning
DET	Department of Education and Training
DHHS	Department of Health and Human Services
DJR	Department of Justice and Regulation
DPC	Department of Premier and Cabinet
DSCV	Dispute Settlement Centre of Victoria
DTF	Department of Treasury and Finance
EMOC	Emergency Management Operational Communications
EMV	Emergency Management Victoria
ESTA	Emergency Management Telecommunications Authority
FCLC	Federation of Community Legal Centres
FOI	Freedom of Information
FTE	full-time Equivalent
ICT	Information Communication Technology
IGEM	Inspector-General for Emergency Management
IT	Information Technology
JARO	Justice Assurance Review Office

Glossary

Acronyms	Description
JSEG	Justice Senior Executive Group
LGBTI	Lesbian, gay, bisexual, trans and gender diverse, and intersex
MFB	Metropolitan Fire Brigade
MRC	Metropolitan Remand Centre
MSAR	Marine Search and Rescue
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NPALAS	National Partnership Agreement on Legal Assistance Services
OHS	Occupational Health and Safety
OPA	Office of the Public Advocate
OPP	Office of Public Prosecutions
PCO	Police Custody Officer
PMF	Performance Management Framework
PSO	Protective Services Officer
RAJAC	Regional Aboriginal Justice Advisory Committee
RSN	Regional Service Network
SMS	Short message service
SAP	Strategic Action Plan
VAP	Victims Assistance Program
VCAT	Victorian Civil and Administrative Tribunal
VCGLR	Victorian Commission for Gambling and Liquor Regulation
VEMI	Victorian Emergency Management Institute
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VICSES	Victorian State Emergency Services
VLA	Victoria Legal Aid
VLF	Victorian Law Foundation
VLRC	Victorian Law Reform Commission
VPS	Victorian Public Sector
VSA	Victims Support Agency
WWC	Working with Children