Court Services Victoria

Annual Report 2015-16

Court Services Victoria acknowledges the Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. Court Services Victoria also acknowledges and pays respect to their Elders, past and present.

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Court Services Victoria

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### Responsible Body’s Declaration

In accordance with the *Financial Management Act 1994* (Vic) and the *Court Services Victoria Act 2014* (Vic), I am pleased to present the Court Services Victoria Annual Report for the year ending 30 June 2016.

**The Honourable Chief Justice**

**Marilyn Warren AC**

**Chair of the Courts Council**

Court Services Victoria (CSV) was established on 1 July 2014 as an independent statutory body to provide administrative services and facilities to support Victorian courts, the Victorian Civil and Administrative Tribunal, and the Judicial College of Victoria.

CSV is designed to operate independently of the direction of the executive branch of government and to support the independence of the judiciary.

The Courts Council is CSV's governing body and comprises the Head of each jurisdiction, and up to two independent members. There are seven standing committees that inform the work of the Courts Council.

## Message from the Chair

### Consolidation

Court Services Victoria (CSV) has completed its second year as an independent statutory body providing services to the Victorian jurisdictions and the Judicial College of Victoria.

Victoria is a centre of litigation excellence through the work of all jurisdictions and their commitment with CSV to the *International Framework for Court Excellence*.

CSV has consolidated and improved its services to all its jurisdiction “clients”. In the reporting year CSV has embarked on significant projects including: the progression of the upgrade of technology across all jurisdictions; the development of an asset strategy plan; a CBD legal precinct strategy; a staffing resources review; and a financial overview and reassessment. The Chief Operating Officer, Brian Stevenson has led a significant development of analysis of CSV’s future asset needs and the improvement of jurisdictions’ security.

However, there are two constant, significant pressures facing CSV: technology and finance.

### Technology

Relevantly, the year saw the engagement of Justin Bree as Chief Information Officer. He has led an excellent team in endeavouring to meet the individual needs of the jurisdictions.

In order to improve services by the jurisdictions to the Victorian community it is essential that the courts and the tribunal have modern, accessible and flexible technological systems. Across the jurisdictions there are opportunities for sharing systems, particularly in the criminal areas. There are then necessarily separate systems needed in other jurisdictions including for civil litigation. It is not a case of one mega system to cover all courts and the tribunal, both civil and criminal. Rather, CSV is progressing towards meeting the different and varying needs across the courts and the tribunal.

In particular, extensive work has been prepared for the modernisation of systems in the Magistrates’ Court and the Children’s Court arising from the report of the Royal Commission into Family Violence. CSV anticipates that the implementation by the government of the Royal Commission recommendations may provide a fertile opportunity to dramatically improve service, management and efficiency in the Magistrates’ Court through technological advancement.

Separation of the jurisdictions from the IT system of the Department of Justice and Regulation is a foundational aspect of the establishment of CSV.

CSV has supported projects to achieve that separation. There is a special opportunity being developed by the Supreme Court that will see, finally, the achievement of IT separation. Part of this project involves developing an effective local case management system from the problematic outcomes of the ICMS project which was the subject of criticism by the Auditor-General. Following implementation of the system in the Supreme Court a model will be available for adoption by other jurisdictions. The Supreme Court system will require a modest investment, but will potentially establish an outstanding outcome of technological independence from the Department of Justice and Regulation.

### Finance

The Courts Council was very pleased at the end of the financial year with CSV’s modest surplus. CSV has benefited greatly from the support and assistance of the Chief Finance Officer, Lisa Wills.

The Courts Council of CSV has been strongly committed to achieving a balanced budget. Nonetheless some of the jurisdictions have rising costs from the changing volume and complexity of litigation and also meeting the demands and expectations of the Victorian community. As a result, some jurisdictions have faced difficulty in meeting their individual budgets and, also, in funding reforms that would lead to improved services and important savings in the long term.

In response, CSV has conducted finance reviews which have identified better accounting practices, staff rationalisation and identification of costs savings. These reforms have been implemented. Further reviews and reforms will be considered in the coming year.

The biggest financial challenge to the courts and the tribunal arises from the productivity and efficiency savings and dividends that have been imposed on the jurisdictions.

From 2012 government savings measures have been applied to the courts and the tribunal mostly without exemptions for court registry staff and judicial staff. Further government savings were then imposed in 2013.

The cumulative effect of the savings amounts to a significant reduction in the funding available to CSV ($58 million reduction in funds available to the courts and the tribunal since the 2011/12 financial year).

For the most part, courts have not been generously funded and the imposition of saving initiatives on already tight budgets creates unfair pressure and ultimately risks undermining the performance of their inherent functions.

In order to maintain basic services some jurisdictions have become partially dependant on additional funding drawn from the Court Fee Pool which is made available to the courts by the Treasurer pursuant to section 29 of the *Financial Management Act 1994*. In the longer term it is desirable that the section 29 arrangement be reviewed.

### Independence

How the independence conferred on CSV under the *Courts Services Victoria Act* 2014 is given practical effect will be developed and refined over the years. An important component of the exercise of the independence of CSV arises under section 41 of the *Courts Services Act*.

Section 41 provides a mechanism for the high level determination of the budgets of each jurisdiction, the Judicial College of Victoria and CSV. The budget is developed and submitted by the Courts Council and approved or modified by the Attorney-General. Self-evidently, section 41 of the *Courts Services Victoria Act* does not contemplate interference in the primary function of the Courts Council in determining the facilities and services necessary to support the courts and the tribunal. Certainly that has not been the case to date.

The functions of the Courts Council in submitting, and the Attorney-General in relation to approval or modification of the budget, fall to be exercised in the context of appropriations made by Parliament and the budget papers tabled in Parliament. The Courts Council is required to use its best endeavours to act consistently with the budget and is enjoined from expending money beyond the provisions of the budget.

### Acknowledgements

As CSV enters its third year, I am grateful for the opportunity to publicly note that CSV has been greatly assisted by the support and cooperation of the Secretary of the Department of Justice and Regulation, Mr Greg Wilson and his staff. The support has occurred in a variety of ways. Fundamental has been the recognition by the Department of the purpose of CSV to the Victorian courts and tribunal, that is, to ensure their independence.

I also acknowledge the smooth handover and transition arranged by the former CEO, Mr Alan Clayton PSM who left CSV on 9 August 2015 and Mr Mick Carroll who acted as CEO for the period 9 August to 16 November 2015. Since 16 November 2015 Kerry Osborne has been in the role of CEO. On behalf of the Courts Council I express appreciation to him and his staff for all their hard work and commitment to serving the Victorian jurisdictions and the College.

I note and acknowledge, also, that his Honour Judge Ian Gray retired as Coroner and as a member of the Courts Council on 18 December 2015. He was a founding member and valuable contributor to the Courts Council. I acknowledge Judge Gray’s contribution and commitment to CSV.

I thank my fellow Courts Council members who have worked valiantly to achieve and ensure the independence and appropriate management and resourcing of the Victorian jurisdictions and the College.

Finally, it has been a personal privilege for me to chair the Courts Council and observe the development of CSV into an entity of immense importance and significance within Victoria’s constitutional and governmental structure.

**The Honourable Chief Justice**

**Marilyn Warren AC**

**Chair of the Courts Council**

## Message from the Chief Executive Officer

I am pleased to present the second Court Services Victoria Annual Report.

Commencing operations as an independent statutory authority on 1 July 2014 was an historic milestone for courts in Victoria that has enabled structural independence and responsive judicial leadership.

In its first year of operation CSV focussed on establishing key policies, systems and functions to underpin its operations. I would like to acknowledge my predecessors Alan Clayton and Michael Carroll for their leadership which brought to life such a large, complex and important organisation. I would also like to acknowledge the senior leadership team and staff for their professionalism, commitment and service excellence.

Since my commencement in November 2015 I have been fortunate to work alongside the jurisdiction CEOs whom I applaud for their tireless efforts to modernise, streamline and develop their courts. I have also been struck by the visionary leadership of the Courts Council, comprising of Heads of Jurisdictions.

In its second year CSV continued to focus on its core business of providing administrative services to jurisdictions while also planning for long term sustainability with a focus on business improvement and innovative practice.

### The key highlights for 2015-16

The key highlights over the past year have included:

#### Modernising courts through the use of technology

It is imperative for courts and tribunals to be modern and up to date. To do this we have enhanced a number of digital technologies to help modernise the jurisdictions. This included the expansion of e-Lodgement and BPAY to further improve the interface that jurisdictions have with the public. These improvements digitised manual processes allowing payments and documents to be submitted anytime and anywhere without having to attend court. The uptake of online payments and submissions has been exponential and I predict this will soon be the norm.

#### Responding to challenges

Flooding and several building fires have created challenges, particularly for the Magistrates’ Court. With the recent reopening of Heidelberg Court, and the imminent rebuilding of the fire damaged Cobram Court, we continue to meet these challenges.

Heidelberg Court was rebuilt with innovation and improvement at the core. It incorporates the latest technology and smart court design while acknowledging the needs of a modern court system. This court exemplifies the drive and commitment of staff who worked tirelessly to have it up and running ahead of its scheduled opening date.

#### Ensuring safety and security of our courts

The safety and security of our courts has continued to be a high priority in 2015-16, with a major audit of safety in the lower courts undertaken in parallel with hearings of the Royal Commission into Family Violence. CSV worked in partnership with the Attorney-General and the Victorian Government to introduce a number of enhancements to ensure that victims of family violence and their families can be safe and free from intimidation while attending court. These included alternate entrance facilities; additional safe waiting areas, counters and secure interview rooms; safe access to court rooms; and improved access to entry foyers. Alongside these much needed improvements our assets team continued to address the general maintenance challenges faced by our ageing courts.

#### Supporting the needs of the judiciary and the community

To ensure that jurisdictions can keep up with growing demand for their services, CSV sponsors the planning and development of new courts. A vital addition was the new Children’s Court at Broadmeadows which opened in October 2015. The new court is a centre of innovation specifically designed to reduce the stress on people attending court. In an Australian first, the court features a purpose-built Cubby House designed to provide a sanctuary for children to help them escape the emotional stresses of court. The Cubby House was supported by the Alannah and Madeline Foundation. I was glad to see that the project has been welcomed by users, staff and the judiciary.

Major construction work also commenced on the $73 million Shepparton Law Courts project. Due for completion in late 2017, the multijurisdictional court will feature the most contemporary applications of courthouse design to cater for current and future demand. The design was achieved through the collaboration of judges, magistrates and extensive community consultation.

#### Administrative support

CSV has continued to deliver services and support administrative functions. Noteworthy achievements have included the development of a number of frameworks to guide best practice in project management, workforce planning, governance, technology and innovation; progressing vesting orders for court premises; managing appropriations and funding submissions; supporting procurement best practice; developing a Koori employment strategy; and reviewing the Koori Court model.

### Moving forward

Over the next year, our key priorities will be to continue supporting the implementation of digital strategies; supporting court and tribunal security; managing the construction process for the new Shepparton Law Courts; and continuing to provide quality advice and support to jurisdictions.

Finally, I thank the Courts Council and the Chair for guidance. I thank the Department of Justice and Regulation for its support and cooperation throughout the year. I express my deep gratitude to all the staff of CSV for their continued commitment to delivering high-quality services to the judiciary and the Victorian community.

**Kerry Osborne**

**Chief Executive Officer**

# SECTION 1: GOVERNANCE AND ORGANISATIONAL STRUCTURE

## About Court Services Victoria

### Purpose, Functions and Powers

The function of CSV is to provide, or arrange for the provision of, administrative services and facilities necessary to support the performance of the judicial, quasi-judicial and administrative functions of the Supreme Court of Victoria, the County Court of Victoria, the Magistrates' Court of Victoria, the Children's Court of Victoria, the Coroners Court of Victoria and the Victorian Civil and Administrative Tribunal (VCAT), and to enable the Judicial College of Victoria (the College) to perform its functions.

Subject to the *Court Services Victoria Act 2014* (Vic) (CSV Act), CSV has the power to do all things necessary or convenient to be done for, or in connection with, or incidental to, the performance of its function.

### Role with Respect to the Jurisdictions

Each jurisdiction is established under its own legislation and the establishment of CSV does not affect the internal governance of jurisdictions. In performing its functions and exercising its powers, CSV acknowledges and respects the judicial independence of each jurisdiction, and the College as a separate legal entity.

The CSV Annual Report is separate and distinct from the annual reports produced by the Victorian courts, VCAT and the College. Those reports provide information about the individual work and administration of the jurisdictions and the College and are available on their respective websites.

CSV's funding, including that necessary for the administration of the jurisdictions and the College, is primarily from an annual appropriation. The *Appropriation (2015-16) Act 2015* (Vic) refers to the 'Department of Courts'. For appropriation purposes only, the 'Department of Courts' is Court Services Victoria. The CSV CEO is the Accountable Officer for the Courts' appropriation, and the Courts Council is the Responsible Body.

CSV, each of the jurisdictions, and the College have separate budgets prepared and approved under section 41 of the CSV Act. CSV, as the relevant body corporate, enters into contracts, holds property, and related legal rights and obligations relevant to the administrative services and facilities required to support the performance of the functions of the jurisdictions and the College. CSV employs the staff necessary to carry out and support those functions.

The CSV CEO has the functions of a public service body head under the *Public Administration Act 2004* (Vic) in relation to all CSV staff other than judicial employees. A number of powers and functions of the CSV CEO are delegated to Court CEOs for the purposes of the proper administration of support services and facilities at each jurisdiction.

### Manner of Establishment, Relevant Minister and Communities Served

The CSV Act commenced on 1 July 2014, establishing CSV as an independent statutory body corporate.

The Attorney-General is the relevant Minister with portfolio responsibility for CSV, however the object of the CSV Act is to establish CSV as a body operating independently of the direction of the executive branch of government. The Attorney­General's statutory powers with respect to CSV are the matters relating to budget approval (section 41, CSV Act), agreement to allocation statements (section 48, CSV Act) and recommending the vesting of Crown Land in CSV (section 58, CSV Act).

A Memorandum of Understanding (MOU) between the Attorney-General and the Courts Council sets out certain principles and processes regarding the relationship between CSV and Executive Government. A copy of the MOU is available at www.courts.vic.gov.au.

In providing, or arranging for the provision of, the administrative services and facilities necessary or desirable to support the performance of the judicial, quasi-judicial and administrative functions of the Victorian courts and VCAT, and enabling the College to perform its functions, CSV serves the Victorian community by strengthening the different constitutional roles of the executive and the judiciary, and supporting Victoria’s system of responsible government and the rule of law.

## Organisational Structure and Corporate Governance Arrangements

The following diagram illustrates CSV's internal accountability structure.

While each Court CEO has a reporting and accountability line to their Head of Jurisdiction under the CSV Act, the Heads of Jurisdiction do not form part of CSV other than as members of the Courts Council. This is also the case for the Board of the Judicial College of Victoria. The College CEO has obligations to the Board of the College for all matters related to the operation of the College, but the Board of the College does not form part of CSV.



#### Notes:

1. The Court CEOs are appointed by the Courts Council on the recommendation of the respective Head of Jurisdiction. In performing their functions, they are responsible to the Head of Jurisdiction in relation to the operation of that jurisdiction and to the CSV CEO in relation to all other matters.

2. To facilitate the exercise of their statutory functions and delegated powers, the Court CEOs meet regularly as an executive group to ensure that CSV strategy, policy and process is consistent with the independence of the jurisdictions and strengthens their ability to operate independently of the executive arm of government.

3. The Portfolio Committee’s (shown in the above diagram) are the standing committees of the Courts Council established in accordance with the CSV Act to assist the Courts Council in its governance of CSV, and as such they form part of CSV's governance structure.

4. CSV's statutory function includes the provision of services to enable the College to perform its functions. The College CEO is appointed by the CSV CEO, pursuant to that individual's nomination by the Board of the College. The College CEO has two lines of reporting: to the Board of the College regarding the operation of the College; and to the CSV CEO in relation to all matters not related to the operation of the College.

## Governing Body

### Courts Council

The Courts Council is CSV's governing body. It is chaired by the Chief Justice of the Supreme Court of Victoria, and consists of the six Heads of Jurisdiction and up to two non-judicial members appointed by the Heads of Jurisdiction. As at 30 June 2016, the Courts Council had one appointed member.

The Courts Council has the general direction and superintendence of CSV and, subject to the CSV Act, may perform the functions and exercise the powers of CSV. In addition, the Courts Council has the following functions and powers:

* to direct the strategy, governance and risk management of CSV
* to appoint the CEO of CSV
* to appoint the Court CEO for each jurisdiction on the recommendation of the relevant Head of Jurisdiction
* any other functions that are conferred on the Courts Council by the CSV Act or any other Act.

### Courts Council Members

**Chief Justice of the Supreme Court of Victoria**

The Honourable Chief Justice Marilyn Warren AC was first appointed as a judge of the Supreme Court of Victoria in 1998 and subsequently appointed Chief Justice of Victoria in 2003.

**Chief Judge of the County Court of Victoria**

The Honourable Justice Peter Kidd was appointed Chief Judge of the County Court of Victoria in September 2015.

His Honour Judge Michael McInerney was the Acting Chief Judge prior to Chief Judge Kidd’s appointment.

**Chief Magistrate of the Magistrates' Court of Victoria**

His Honour Judge Peter Lauritsen commenced in the role of Chief Magistrate on 29 November 2012, after being first appointed as a Magistrate in 1989.

**President, Victorian Civil and Administrative Tribunal**

The Honourable Justice Gregory Garde AO RFD was appointed as a judge of the Supreme Court of Victoria and President of the Victorian Civil and Administrative Tribunal in 2012.

**State Coroner, Coroners Court of Victoria**

Her Honour Judge Sara Hinchey was appointed as a Judge of the County Court in May 2015, and was appointed as State Coroner on 15 December 2015.

His Honour Judge Ian Gray was the State Coroner prior to Judge Hinchey’s appointment.

**President of the Children's Court of Victoria**

Her Honour Judge Amanda Chambers was appointed as a judge of the County Court of Victoria and President of the Children's Court of Victoria on 9 June 2015.

**Independent Member**

Dr Philip Williams AM heads the legal and competition team of Frontier Economics (Australia). Dr Williams' key area of expertise is the relationship between economics and the law, and he is a co-author of the Australasian Institute of Judicial Administration Report of Court Governance.

### Committees

The Courts Council has established seven standing committees and defined their functions and procedures. These committees are an important feature of CSV's governance structure.

The committees consider a range of issues pivotal to CSV's operations. Regular meetings of the Portfolio Committees are held, with the exception of the Executive Remuneration Committee that meets as required.

#### Audit and Risk Portfolio Committee

The Audit and Risk Portfolio Committee acts in an advisory capacity to foster the development of an internal annual audit program; assess the accuracy of the financial statements; and ensure the effectiveness and efficiency of financial systems and processes of CSV are consistent with the requirements of *the Financial Management Act 1994* (Vic), the *Audit Act 1994* (Vic), and other legislation and prescribed requirements.

In accordance with the Financial Reporting Directions under the *Financial Management Act 1994* (Vic), the members of the committee during the 2015-16 financial year were:

* Stewart Leslie Chair, Independent Member
* The Honourable Justice Peter Almond Supreme Court of Victoria
* His Honour Judge Paul Lacava County Court of Victoria
* Margaret Salter Independent Member
* Megan Boston Independent Member

#### Assets and Security Portfolio Committee

The Assets and Security Portfolio Committee (formerly the Accommodation and Assets Portfolio Committee) provides oversight in relation to the strategic direction and management of property, assets, accommodation requirements, facilities' management and capital works programs across CSV.

#### CBD Major Assets Strategic Planning Committee

The CBD Major Assets Strategic Planning Committee provides special oversight in the planning and development of a comprehensive CBD Legal Precinct Asset Strategy.

#### Finance Portfolio Committee

The Finance Portfolio Committee supports and advises the Courts Council in exercising its fiduciary authority. The committee assists the Council in monitoring the annual budget for CSV; ensuring transparency over CSV budget matters; identifying budget pressures and issues requiring remediation; overseeing the development of the Expenditure Review Sub-Committee bids; and the use of contingencies.

***Human Resources Portfolio Committee***

The Human Resources Portfolio Committee provides informed advice to the Courts Council in relation to human resource matters including policy development and review; and provides comment, strategic guidance and recommendations on matters considered by the committee at its regular meetings.

#### Information Technology Portfolio Committee

The Information Technology Portfolio Committee ensures the ongoing and future investment in technology-based products and solutions are effective within the respective jurisdiction or business unit.

#### Executive Remuneration Committee

The Executive Remuneration Committee meets as required to consider matters relating to executive remuneration, performance and governance for the assessment and approval of executive salaries, terms and conditions.

## Senior Executive

### Court Services Victoria Chief Executive Officer

Kerry Osborne was appointed as CSV's CEO by the Courts Council under section 22 of the CSV Act on 16 November 2015.

Michael Carroll served as Acting CEO from 6 August 2015 to 15 November 2015, and Alan Clayton PSM was CEO until 5 August 2015.

The functions and powers of the CEO include the management of the support services and functions of CSV in accordance with the strategy, plan, procedures and functions of the Courts Council. The CEO is also responsible for the appointment and management of CSV staff (other than the appointment of the Court CEO’s).

### Operational Divisions

CSV’s operational unit, Jurisdiction Services (JS), comprises four divisions.

These include:

* Corporate Services (previously People & Business Services)
* Financial Analysis, Planning and Reporting
* Information Technology Services
* Assets and Security (previously Asset Planning and Management)

JS offers a range of specialist support to jurisdictions and the College, including information technology services, human resources, project management, corporate finance, asset and facilities management, and major projects and compliance.

These services are essential to the independence of CSV and create strong foundations for the strengthening of judicial independence in Victoria.

As at 30 June 2016, the heads of each division were:

* Michael Carroll Chief Corporate Officer (see Note 1)
* Lisa Wills Chief Finance Officer
* Justin Bree Chief Information Officer (see Note 2)
* Brian Stevenson Chief Operating Officer

Notes:

1. Michael Carroll was Acting Chief Executive Officer from 6 August 2015 to 15 November 2015.

2. Krist Davood was Chief Information Officer until 9 July 2015, Glen McLean was Interim Chief Information Officer from 10 July 2015 to 4 December 2015, and Sharon Butchard, was Acting Chief Information Officer from 5 December 2015 to 23 March 2016. Justin Bree commenced in the role of Chief Information Officer on 24 March 2016.

### Jurisdiction Chief Executive Officers

The functions of the jurisdiction CEOs include the management and provision of administrative support services for their respective jurisdictions, and providing support to the relative head of jurisdiction.

In performing their functions, each jurisdiction CEO is responsible to, and must comply with, any directions given by their Head of Jurisdiction in relation to the operations of their jurisdiction, and the CSV CEO in relation to all other matters. For more information about each jurisdiction, refer to their respective annual reports.

The CEO of the College is responsible to, and must comply with, any directions given by the Board of the College in relation to the operation of the College, and the CSV CEO in relation to all other matters. For more information about the College, refer to the Judicial College of Victoria Annual Report.

The CEOs for the reporting period were:

* Louise Anderson, Supreme Court of Victoria
* Fiona Chamberlain, County Court of Victoria
* Andrew Tenni, Magistrates' Court of Victoria
* Keryn Negri, Victorian Civil and Administrative Tribunal
* Simon McDonald, Children's Court of Victoria
* Samantha Hauge, Coroners Court of Victoria
* Samantha Burchell, Judicial College of Victoria

# SECTION 2: YEAR IN REVIEW

Jurisdiction Services (JS) provides administrative support and expertise to Victoria’s courts and tribunals to meet their operational needs, and CSV’s statutory obligations.

During 2015-16, the JS Divisional structure was altered with the aim of refining services and capability to better align with the needs of the jurisdictions and the College.

The key achievements of each Division are outlined in this section.

## Corporate Services Division

The Corporate Services Division encompasses key business areas that support the operation of the jurisdictions and the college, as well as the promoting the ongoing sustainability of the CSV entity. The Division is led by the Chief Corporate Officer, Michael Carroll.

#### Court Services Victoria Project Management Framework

A project management framework was developed to provide the support structure for the promotion and application of best practice project management and delivery. The framework supports the enhancement of staff project management capability and provides a ‘toolshed’ that includes documents and templates to support best practice. The framework has been supported through a new monthly reporting process that drives accountability for the delivery of major entity initiatives. Training and support activities have been provided to all staff.

#### Vesting Orders

Vesting Orders were made to allow the vesting of 43 court premises in CSV and the subdivision and vesting of a further 12 court related allotments so that all but a handful of court related premises have been vested in CSV. CSV has become the Committee of Management with respect to each of those properties.

#### CSV Governance Statement and Handbook

A Governance Statement and a Governance Handbook for CSV have been developed. These documents support CSV and the Courts Council, as the governing body of CSV, to clearly identify the governance framework in which CSV operates to achieve its objectives and maximise the performance of its statutory function, while ensuring compliance with its legal obligations and associated requirements (including accountability and risk management).

#### Koori Inclusion Action Plan (KIAP) and Koori Employment Strategy

There has been ongoing evolution with each jurisdiction’s KIAP. This process has been guided by the CSV KIAP Steering Committee chaired by Justice Stephen Kaye, AM.

A significant KIAP initiative was the Koori Employment Strategy which was endorsed by the Courts Council in March 2016. The strategy was developed under the guidance of the Human Resources Portfolio Committee and will support the recruitment of Koori staff by providing a culturally sensitive and appropriate selection process. It is anticipated that by increasing our Koori employment network, CSV will be better able to develop effective initiatives aimed at addressing the over-representation of Aboriginal people within the criminal justice system.

#### Appointment of Koori Elders and Respected Persons

The authority to appoint Koori Elders and Respected Persons for the purpose of performing functions in relation to the Koori Court Divisions was formally transferred from the Secretary, Department of Justice and Regulation to the CSV CEO via amendments made by the *Justice Legislation Further Amendment Act 2016***.**

### Victorian Government Reporting Service

The Victorian Government Reporting Service (VGRS) team continued to provide high-quality criminal recording and transcription services to Victoria’s courts. VGRS transcribed over 420,000 transcript pages and distributed in excess of one million pages of transcript to the judiciary and other parties. This was complimented by auxiliary services to the courts including the delivery of training to the Magistrates' Court bench clerks and Coroners Court staff, jury views across the state, and the recording and transcription of overseas witness examinations.

These performance results demonstrate a reliable, flexible and fast service that consistently meets or exceeds the courts' needs. This has been achieved by highly skilled staff with specialist knowledge, and an organisational focus on technological improvements.

During 2015-16, VGRS completed its largest and most significant data consolidation project. More than 1,000,000 recording and transcript files, held in multiple storage systems, were migrated to a centralised storage area network with specialised disaster recovery and redundancy features. This investment has improved responsiveness to the courts and other customers.

This year's performance for timely delivery of transcripts and quality exceeded all service benchmarks. More than 97% of transcripts were delivered on time, and on three separate quarterly reporting occasions achieved a result of 100%.

A comprehensive strategic review of alternate recording and transcription service delivery models in Australia and New Zealand was undertaken during 2015-16. The review found that the current practice of outsourcing transcript production to contractors when demand for service peaks, is the optimum model for operational flexibility and responsive to the fluctuating demands of the courts.

### People and Culture

During 2015-16, the People and Culture Unit was restructured to better support CSV as an independent entity. Gabrielle Reilly is the Director of People and Culture.

The Unit provides specialist advice, support, programs and initiatives in collaboration with the jurisdictions and the College. It also identifies opportunities and delivers human resource services which contribute to the development of a capable and engaged workforce.

#### Capability Framework

The CSV Capability Framework was developed to provide a focus on the key capabilities and behaviours that will drive the realisation of CSV’s organisational priorities and culture. It reflects the core and critical capabilities and behaviours required to support CSV as an independent and unique entity. The development of the Capability Framework was informed by results from the inaugural Culture and Engagement Survey, data from the 360 degree feedback process for senior managers, strategic planning and other consultation processes.

#### Learning and Organisational Development

The Learning@CSV program provided staff with targeted opportunities that enabled them to further develop their professional expertise and deliver service excellence. During 2015-16 a range of capability-building programs were delivered catering for 569 CSV attendees. Key areas of capability focus included performance management and development; foundational management for supervisors and team leaders; leadership and innovation for middle managers; peer mentoring; manager as coach; and strategic capability.

Three online mandatory compliance learning modules were developed to form part of the induction for new staff. These modules were Respect in the Workplace; Code of Conduct; and Occupational Health and Safety.

#### Health, Safety and Wellbeing

An extensive review of existing responses to, and management of the potential for vicarious trauma in courts and tribunals was conducted during the second half of 2015. The resultant *Assessment and Control of Vicarious Trauma Report* identified opportunities for a more supportive and integrated model, with three different points of intervention: prevention, management and safety net.

A new Employee Assistance Program (EAP) provider was engaged and commenced on 1 September 2015. Available to all employees, the EAP provides short-term, personal and confidential counselling.

#### Enterprise Agreement

The Victorian Public Service Enterprise Agreement 2016 was finalised in May 2016 with the terms of the Agreement being backdated to 1 January 2016. The People and Culture team managed negotiations within CSV and Industrial Relations Victoria and the development of a CSV-specific appendix that updates, simplifies and integrates all court-specific provisions.

## Financial Analysis, Planning and Reporting Division

The Financial Analysis, Planning and Reporting Division works collaboratively with the jurisdictions to ensure a consistent and coordinated financial services capability. The Division is led by the Chief Finance Officer, Lisa Wills.

The functions of this division include:

* Finance
* Strategic Analysis and Review
* Procurement

### Finance

Parliament provides a separate appropriation for the delivery of services and facilities to the courts, tribunals and the College. To meet this requirement, the Finance Team builds strong financial management capacity, systems and processes to manage and report activities to the Courts Council and the Department of Treasury and Finance (DTF). The team also delivers corporate finance functions including appropriation management and reporting; production of financial statements and statutory reporting taxation; banking; and accounts receivable.

Over the last year, the team has:

* Continued to maintain productive relationships with the jurisdictions and DTF to support the work of the courts and tribunals.
* Maintained finance and procurement policies and procedures to ensure compliance with the Financial Management Compliance Framework.
* Established governance and reporting arrangements to meet the needs of the Courts Council, Finance Portfolio Committee, Audit and Risk Portfolio Committee and Courts Procurement Group.
* Produced the CSV Annual Financial Statement, including setting policies and procedures as required in legislation and in accordance with best practice.
* Undertook a significant review of the CSV financial position resulting in changes to internal financial management practices including use of appropriation funding and budget setting.
* Commenced the establishment of the independent IT infrastructure for the CSV budget system.

### Strategic Analysis and Review

The team established specialist business intelligence capability to improve the quality of financial and performance reporting and meet the decision-making needs of the Courts Council and Finance Portfolio Committee.

Key achievements for the team include:

* Supporting funding submissions to government resulting in increased funding for the courts and tribunals.
* Completing the establishment of key performance indicators across the jurisdictions in-line with the International Framework for Court Excellence for the State Budget.
* Continuing to improve external reporting for the Courts' Report on Government Services, the Australian Bureau of Statistics performance data and other external agencies.
* Establishing new analytics capability and developed a multiyear Business Intelligence (BI) and Business Analytics strategy including an upgrade of data warehouse and BI platforms.
* Developing proof of concepts for advanced analytics including geospatial and predictive modelling.

### Procurement

The team supported jurisdictions' procurement activity to ensure compliance, best practice and value-for-money. They also supported the CSV Procurement Board in ensuring the strategies, policies, procedures and probity arrangements are consistent with the CSV Procurement Framework.

Key achievements for the team include:

* Continuing to provide contract management services for the courts’ security contract.
* Establishing a CSV fleet management function previously provided by the Department of Justice and Regulation.
* Supporting a number of significant tenders and contract negotiations including the transport of deceased persons, employee assistance programs, language services, transcription services, essential services maintenance and legal subscriptions.

### Responding to Challenges

Financial sustainability continues to be a key priority for CSV to ensure an appropriate level of support for the judiciary, magistrates and tribunal members. CSV is striving to ensure that the courts are supported by contemporary services and systems that enable efficient and effective court administration.

Significant legacy issues in our built infrastructure and information technology require major investment to provide safe, secure and fit-for-purpose buildings and systems for the judiciary. As such, we will continue to work with government to secure the necessary investment.

In addition to the challenges of providing appropriate infrastructure and information technology, CSV has absorbed year-on-year efficiency and productivity savings that have reduced the funding available to the courts. Combined with a cost base that is rising faster than funding, CSV will continue to operate in a fiscally demanding environment.

## Information Technology Services Division

Information Technology Services Division provides high-quality support and expert strategic advice to jurisdictions to support their information technology (IT) requirements and operations. The Division is led by the Chief Information Officer, Justin Bree.

The Division supports IT infrastructure, case management systems and in-court systems with a focus on delivering a high-value service to the jurisdictions.

The division also leads IT strategy development working cooperatively with the jurisdictions to ensure that it supports jurisdictional objectives and outcomes.

#### Desktop Refresh and Windows Upgrade Project

A major upgrade of PC hardware and software was completed in February 2016. The upgrade involved replacing ageing hardware and out-of-support software for 2,700 users.

#### IT Infrastructure Improvements

Network bandwidths were upgraded and storage capacity was increased at a number of courts to improve the reliability of access to information for users. Mitigation of infrastructure risks for a number of court case management systems was also undertaken to ensure the availability of systems for the day-to-day operations of the courts.

#### IT Risk Profile

A program aimed at obtaining a clear understanding of the current aggregated IT risks was initiated during 2015-16. The division will consult with the jurisdictions on an approach to mitigate the risks and implement future changes.

#### eLodgement Project

The aim of eLodgement is to reduce reliance on paper and to provide a greater level of convenience, allowing court users to submit documents anytime, anywhere, without having to attend court.

During the previous reporting period, systems were introduced in the County Court of Victoria's Criminal Division and VCAT's TAC list to enable court users, including the legal profession, to submit documents and data electronically via eLodgement.

In 2015-16, three new lists were added to the eLodgement system – VOCAT’s Koori List, VCAT’s Review and Regulations and Legal list, and the County Court Appeals list.

### Responding to Challenges

A key challenge for CSV is managing information technology requirements in an environment of increasingly antiquated systems and ageing technologies. A number of court systems, such as the case management systems, have reached the end of their serviceable life. Work is continuing to ensure these systems remain serviceable in the short term, however, a sustainable long term solution is necessary and requires significant additional funding.

Another challenge is ensuring that information technology is fit-for-purpose and capable of supporting a modern and contemporary justice system. Investment in digital solutions is necessary to improve the efficiency and effectiveness of court administration, and improve access. CSV will continue to work with government to secure funding for digital technologies.

## Assets and Security Division

The Assets and Security Division works in partnership with jurisdictions to plan and manage CSV’s asset and security requirements. The Division is led by the Chief Operating Officer, Brian Stevenson.

This year, the Court Security Unit joined the Division ensuring greater strategic and operational alignment and supporting a range of key work that contributes to achieving safer and more secure courts across the state.

#### Delivery of Family Violence Initiative Facility Upgrades

In 2015-16, work progressed on court facility upgrades to support Victorian Government Family Violence Initiatives, including accommodating new support workers and developing safer waiting areas. Following consultation with court Registrars to consider building work impacts, works are being progressively developed and completion of the full scope is anticipated by mid-2017.

#### Court Safety and Security

In 2015-16 the Victorian Government funded the Victorian Court Safety Audit Project. The purpose of the audit was to assess the physical structure and operations of Victorian Magistrates’ Court buildings to ensure that victims of family violence can be safe and free from intimidation while attending court. The audit also considered the safety of all other people attending Victorian courts and tribunals. The audit was a joint project between JS and the Magistrates’ Court of Victoria.

#### Delivery of Infrastructure Upgrades

A range of infrastructure upgrades continued to be delivered across all jurisdictions. Works have focussed on critical asset risks in the Supreme Court and Children’s Court, and in several Magistrates’ Court locations including Melbourne, Sunshine, Ballarat, Heidelberg and Geelong.

#### Hazardous Materials Audit

A Hazardous Materials Audit was commenced across CSV managed properties. The audits assess each court site for hazardous materials such as asbestos, polychlorinated biphenyls and synthetic mineral fibre. The final report will inform and identify risks and plan future remediation work.

#### Project and Asset Management Information Management

A data management system was developed to streamline project and asset information management. This will assist the division to efficiently maintain project and asset information enabling systematic project management and reporting. It will also ensure asset management information is readily accessible to inform planning and management decisions. This system is a central plank in CSV's response to the Victorian Government's Asset Management and Accountability Framework.

#### Strategic Leased Properties Management Plan

A Strategic Leased Properties Management Plan is being developed to actively manage existing leased properties, prepare for end-of-lease term or renegotiation, and provide a comprehensive market assessment approach to determine if alternative leased accommodation delivers best value for money.

#### Property Services Team

A Property Services Team was established to deliver end-to-end facility and asset management services to jurisdictions. This includes strategic planning and trend analysis, budget and reporting functions, capital planning and project delivery, project management, facilities management, performance analysis, property and contract management, security and safety and customer service. The team supports CSV to achieve financial and economic efficiency and effectiveness through consolidation of resources and streamlining of services.

#### Essential Services Maintenance Contract

A robust procurement process was undertaken to establish an Essential Services Maintenance (ESM) Contract which commenced on 1 May 2016. The new contract will deliver benefits through direct oversight of the delivery of ESM and other key services and transparency in the cost of those services. The contract provides for regular reporting on the condition of CSV’s assets to inform strategic planning and life cycle management of the plant and equipment on each site.

### Responding to Challenges

A history of under investment in court assets remains a significant challenge for CSV. The development of the Strategic Asset Plan and Multi-Year Asset Investment Strategy will provide the evidence and catalyst for the ongoing investment required to meet current and future challenges and needs, also ensuring that our assets are safe, secure and fit for purpose.

The Strategic Asset Plan, which is in the final stages of development, is intended to provide a blueprint for strategic planning and future development for the portfolio of courts and tribunal across the state. An investigation of best practice and emerging service trends; analysis of demand; and a review of court building conditions and functionality has enabled comprehensive service planning that informs priority asset needs and an investment strategy for the next 15years

The strategy accounts for the complexity of issues facing each jurisdiction and will enable transformation into a modern, cohesive, flexible, fit-for-purpose and high quality service environment throughout Victoria.

## Capital Projects

### Shepparton Law Courts Redevelopment

Construction of the $73 million Shepparton Law Courts redevelopment commenced on 12 April 2016 and is scheduled for completion in late-2017. The redevelopment will feature a five-storey, state-of-the-art multi-jurisdictional court facility that will also accommodate a range of services for the Greater Shepparton community.

A number of key activities have been completed including the acquisition of the adjoining land, rezoning of the site, subdivision and consolidation of the four separate Crown Allotments that previously made up the Shepparton Law Courts. Extensive local consultation, community engagement and planning workshops were conducted to inform the master planning, feasibility, design and service requirements. Robust procurement and tender processes have resulted in the engagement of early-works and main construction contractors within project budget. The early works program was completed in April 2016 and enabled the main construction to commence at that time.

The project governance is managed by a steering committee with representatives from relevant jurisdictions, local community members and judicial officers.

### Broadmeadows Children’s Court

The $11.44 million Children’s Court in Broadmeadows opened in November 2015. This state-of-the-art facility supports the Children’s Courts requirements including innovative approaches in resolving matters in the Family Division and the delivery of a range of support services to the community.

In an Australian first, the court features a purpose-built Cubby House designed to provide a sanctuary for children to help them escape the emotional environment of the court. The Cubby House offers a relaxing and fun space with games, iPads, books, comfortable seating and an outdoor area with garden space. A youth worker is also on hand to provide support for the children. The Cubby House initiative was developed in partnership with the Alannah and Madeline Foundation.

## Output performance

CSV's operational and budgetary objectives and performance are aligned with jurisdiction's performance. The State Budget Papers describe the objectives and associated performance indicators for the Courts output.

The mission for the Courts output, as outlined in the Victorian Budget 2015–16 was:

Victoria’s courts and tribunals safeguard and maintain the rule of law through the fair, timely and efficient dispensing of justice.

#### Courts Output objective

The fair, timely and efficient dispensing of justice.

There were no changes to the Courts output structure for 2015-16.

#### Indicators

* Clearance of criminal caseload (finalisations/Lodgements)
* Clearance of civil case load (finalisations/Lodgements)

Data in relation to the two clearance rate indicators is included in Table 1 with each of the Courts output measure results.

For more information about Courts outcomes and data, refer to the individual Annual Reports of each jurisdiction.

### International Framework for Court Excellence

The International Framework for Court Excellence (IFCE) is a management framework designed to help courts improve their performance. Developed for court use internationally, the Framework covers values, concepts, and tools to assess and improve the quality of justice and court administration within the court and tribunal system.

In 2015-16 three of the Global Measures from the IFCE were integrated into the Courts output performance measures outlined in the Victorian Budget Papers (BP3), which are:

1. **Cost Per Case:** Money expenditures per case (net cost per finalisation).
2. **Case Clearance Rate**: The number of finalised (outgoing) cases expressed as a percentage of registered/filed (incoming) cases.
3. **On-Time Case Processing**: The percentage of cases resolved or otherwise finalised within established timeframes.

### Performance Against Measures

Table 1: Courts Output – Performance against measures 2015 - 2016

| **Performance Measures** | **Unit of measure** | **2015-16 Estimate** | **2015-16 Actual** | **Performance variation (%)** | **Notes** |
| --- | --- | --- | --- | --- | --- |
| **Quantity** |  |  |  |  |  |
| Average cost per case – Civil matters disposed in the Supreme Court | $ dollar | 2,174 | 2,119 | -2.5 | 1 |
| Average cost per case – Civil matters disposed in the County Court | $ dollar | 5,914 | 5,282 | -11 | 2 |
| Average cost per case – Civil matters disposed in the Magistrates’ Court | $ dollar | 989 | 980 | -0.9 |  |
| Average cost per case – Civil matters disposed in the Victorian Civil and Administrative Tribunal | $ dollar | 574 | 626 | 9.1 | 3 |
| Average cost per case – Family Division matters disposed in the Children’s Court | $ dollar | 1,255 | 976 | -22.2 | 4 |
| Average cost per case – Coronial matters disposed in the Coroners Court | $ dollar | 3,218 | 2,566 | -20.3 | 5 |
| Average cost per case – Criminal matters disposed in the Supreme Court | $ dollar | 45,527 | 34,163 | -25.0 | 6 |
| Average cost per case – Criminal matters disposed in the County Court | $ dollar | 18,181 | 15,741 | -13 | 7 |
| Average cost per case – Criminal matters disposed in the Magistrates’ Court | $ dollar | 458 | 571 | 24.7 | 8 |
| Average cost per case – Criminal matters disposed in the Children’s Court | $ dollar | 264 | 227 | -14.0 | 9 |
| Case clearance rate – Civil matters disposed in the Supreme Court | per cent | 100 | 102.8(28,579/27,808) | 2.8 | 10  |
| Case clearance rate – Civil matters disposed in the County Court | per cent | 100 | 111(6,473/5,821) | 11 | 10, 11 |
| Case clearance rate – Civil matters disposed in the Magistrates’ Court | per cent | 100 | 91(55,316/60,699) | -9 | 10, 12 |
| Case clearance rate – Civil matters disposed in the Victorian Civil and Administrative Tribunal | per cent | 100 | 102(87,448/85,961) | 2 | 10 |
| Case clearance rate – Family Division matters disposed in the Children’s Court | per cent | 85 | 95.5(19,110/20,003) | 12.3 | 10, 13 |
| Case clearance rate – Coronial matters disposed in the Coroners Court | per cent | 100 | 104.6(6,596/6,305) | 4.6 | 10 |
| Case clearance rate – Criminal matters disposed in the Supreme Court | per cent | 100 | 105.1(593/564) | 5.1 | 10, 14 |
| Case clearance rate – Criminal matters disposed in the County Court | per cent | 100 | 99(5,453/5,522) | -1 | 10 |
| Case clearance rate – Criminal matters disposed in the Magistrates’ Court | per cent | 100 | 124(199,960/160,942) | 24 | 15 |
| Case clearance rate – Criminal matters disposed in the Children’s Court | per cent | 100 | 108.6(25,718/23,688) | 8.6 | 16 |
| **Quality** |  |  |  |  |  |
| Quality of court registry services in Supreme Court | per cent | 85 | 85 | 0 |  |
| Quality of court registry services in County Court | per cent | 85 | 85 | 0 |  |
| Quality of court registry services in Magistrates’ Court | per cent | 91 | 80 | -11 | 17 |
| **Timeliness** |  |  |  |  |  |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Supreme Court | per cent | 90 | 93 | 3 | 18 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the County Court | per cent | 90 | 86 | -4 | 19 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Magistrates’ Court | per cent | 80 | 85 | 5 | 20 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Victorian Civil and Administrative Tribunal | per cent | 85 | 91 | 6 | 21 |
| On‑time case processing – Family Division matters resolved or otherwise finalised within established timeframes in the Children’s Court | per cent | 90 | 90.9 | 0.9 |  |
| On‑time case processing – Coronial matters resolved or otherwise finalised within established timeframes in the Coroners Court | per cent | 75 | 80.2 | 5.2 | 22 |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Supreme Court | per cent | 75 | 84 | 9 | 23 |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the County Court | per cent | 85 | 90 | 5 | 24 |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Magistrates’ Court | per cent | 85 | 84 | -1 | 25 |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Children’s Court | per cent | 90 | 94.4 | 4.4 |  |
| **Cost** |  |  |  |  |  |
| Total output cost | $ million | 466.1 | 465.3 | 0.2 |  |

#### Notes:

1. Probate matters finalised in the Supreme Court are included within the cost per case calculations.

2. The 2015-16 actual cost per case is lower than the estimate due to an increase in the number of Civil matters disposed in 2015-16 in the County Court resulting in a decrease to the average cost per case for civil matters.

3. The 2015-16 actual is higher than the 2015-16 estimate for the Victorian Civil and Administrative Tribunal (VCAT) due to a decrease in the expected number of cases finalised, some one-off project costs to improve the customer services through investment in digital services and case management services and also an increase in the revised budget of Court Services Victoria.

4. The 2015-16 actual is lower than the estimate as a result of an audit of Family Division matters (see note 13) undertaken by the Children’s Court. This has resulted in an increase in the number of finalised matters with a subsequent decrease in cost per case.

5. The 2015-16 actual is lower than the estimate due to the Coroners Court finalising a greater number of coronial matters in 2015-16 than originally estimated, due to a re-prioritising of workloads and processes with closer weekly monitoring to ensure finalisation is completed in a timely manner. The Coroners Court have also up-skilled other staff to assist with finalisation's on an ad-hoc basis.

6. The 2015-16 actual is lower than the estimate due to the Supreme Court amending the counting method for criminal cases disposed to include all criminal disposals. The previous counting method did not include applications heard and determined by judicial officers under the *Surveillance Devices Act 1999*, the *Witness Protection Act 1991*, the *Major Crime (Investigative Powers) Act 2004* and proceeds of crime matters.

7. The 2015-16 actual average cost per case is lower than the 2015-16 estimate as the County Court has seen a significant increase in the total number of cases finalised within 12 months due to ongoing, continual review and enhancement of the Court’s listing practices. This has resulted in a decrease to the average cost per case for criminal matters.

8. The 2015-16 actual is higher than the 2015-16 estimate due to efficiencies implemented in Infringement cases. The Magistrates’ Court is consolidating multiple infringement matters for the same individual into a single case on lodgement. Without affecting the courts workload, this has resulted in the expected number of criminal finalisations being reduced with the flow-on effect of increasing the average cost per case.

9. The 2015-16 actual is lower than the estimate due to the Children’s Court finalising a greater number of criminal cases in 2015-16 than originally estimated.

10. The case clearance rate is calculated as (number of cases disposed/number of cases initiated).

11. The County Court’s 2015-16 actual clearance rate is greater than the 2015-16 estimate as, over the month of July 2015, the Court undertook an internal audit of active civil cases greater than 24 months which increased the number of cases finalised over the financial year. The majority of cases finalised has been by way of Plaintiff parties filing Consent Orders (59.06) with the Registrar which has also had an impact on the total number of cases finalised.

12. The 2015-16 actual is lower than the estimate due to increasing lodgements in the civil jurisdiction. The civil jurisdiction in the Magistrates’ Court is comprised of civil, intervention order cases and Victims of Crime Assistance Tribunal (VOCAT) cases. Magistrates’ Court of Victoria finalised more cases for each jurisdiction, however, the increasing caseload and complexity of matters lead to a decrease in the clearance rate.

13. The 2015-16 actual clearance rate is higher than the 2015-16 estimate due to the Children’s Court having undertaken an audit of Family Division matters heard in 2015-16 in order to more accurately reflect the number of matters finalised. This has resulted in an increase in reported matters finalised and a 13.4% increase in the reported clearance rate. Additional measures have been introduced to ensure that matter finalisation continues to be reported accurately on an ongoing basis and to ensure that reporting measures reflect the throughput outcomes achieved by the Court.

14. The 2015-16 actual clearance rate is higher than the 2015-16 estimate due to a slight reduction in criminal cases initiated in the Trial Division and the Court of Appeal compared to previous years. The numbers making up the clearance 2015-16 actual clearance rate differ from the estimate due to the Supreme Court amending the counting method for criminal cases disposed to include all criminal disposals. The previous counting method did not include applications heard and determined by judicial officers under the *Surveillance Devices Act 1999*, the *Witness Protection Act 1991*, the *Major Crime (Investigative Powers) Act 2004* and proceeds of crime matters.

15. The 2015-16 actual clearance rate is higher than the 2015-16 estimate due to the Magistrates’ Court of Victoria implementing changes to case initiation processes in 2015-16 to improve efficiency.

16. The 2015-16 actual clearance rate is higher than the 2015-16 estimate due to increasing overall demand in the Children's Court Criminal Division. Initiations increased by 14% and finalisations increased by 18%. Criminal matters heard in open court (both initiated and finalised) remained relatively stable. However there was a 29% increase (3,114 matters) in unpaid infringement matters initiated through the Children and Young Person Infringement Notice System (CAYPINS), and a 42% increase (4,064) in the number of CAYPINS matters finalised. Additionally, the Children’s Court obtained additional prosecution resources to enable out-of-court discussions with defence. This has enabled open court matters to be finalised more efficiently and reduced contested hearing rates.

17. The 2015-16 actual Quality of Registry Services result is lower than the estimate due to an increase of caseload in all jurisdictions. Demands on Magistrates’ Court of Victoria registry service have also increased and the court is currently unable to respond in preferred timeframes to counter and phone enquiries.

18. Probate matters are not included in On-time case processing for the Supreme Court of Victoria.

19. The 2015-16 actual On-time Case Processing result is lower than the 2015-16 estimate due to the increasing complexity of cases before the County Court. The Common Law Division cases, on average, take longer to finalise (over 24 months) due to the complex nature of these cases. The majority of cases are ongoing personal injury related WorkCover cases, Serious Injury Cases and Transport Accident Commission cases. The internal audit of active civil cases greater than 24 months old has also impacted on this outcome.

20. The 2015-16 actual is higher than the 2015-16 estimate for On-time Case Processing as the Magistrates’ Court have finalised more cases than expected within established timeframes. The court analyses listing practices and procedures and makes modifications to ensure all cases can be heard in a timely manner. Cases that are finalised outside the preferred timeframes are generally of a complex nature.

21. The 2015-16 actual is higher than the 2015-16 estimate, due to VCAT's data review which improved the quality of data in its case management systems, boosted case finalisations and streamlined and strengthened data capture processes. Overall this review also increased case disposal.

22. The 2015-16 On-time case processing is higher than the 2015-16 estimate as a result of the Coroner’s Court implementing process improvements in the administrative area for natural cause deaths. This has led to a higher On-time case processing rate within three months of case initiation.

23. The actual 2015-16 On-time case processing is higher than the 2015-16 estimate due to significant reductions in case processing times for criminal matters in the Court of Appeal with over 90% of those matters being resolved within one year of lodgement. (The Victorian Budget 16/17 Budget Paper 3 erroneously referred to the established timeframe for Supreme Court Criminal matters as two years from lodgement to finalisation instead of one year.) These figures include Court of Appeal matters and trial matters only and do not include criminal applications in the Trial Division.

24. The actual 2015-16 On-time case processing result for the County Court has exceeded the estimate as a result of continual review and enhancement of the Court’s listing practices, this has enabled more effective judicial management of conviction and sentence appeals from the Magistrates’ Court and the listing of criminal custody trials within 7-8 months from committal date. Given this, the Court has seen a significant increase in the total number of cases finalised within 12 months.

25. The 2015-16 actual is higher than the 2015-16 estimate as the Magistrates’ Court of Victoria regularly analyses listing practices and procedures and makes modifications to ensure all cases can be heard in a timely manner. In criminal for example, fast tracking of family violence related matters has seen an increase of matters finalised due to specific timeframes.

## Financial Summary and Review

The budget outcomes provide a comparison between the actual financial statements of CSV and the forecast financial information (initial budget estimates) published in Budget Paper No.5 Statement of Finances (BP5).

The budget outcomes statement is not subject to audit by the Victorian Auditor­General’s Office and is not prepared on the same basis as CSV 's financial statements.

Refer to the Financial Statements for comparison of budget and actual.

### Two-Year Financial Summary

As CSV is in its second year of operation only two years of revenue and expenditure figures are available.

Table 2: Two-year financial summary

|  |  |  |
| --- | --- | --- |
|  | 2015-16$'000 | 2014-15$'000 |
| Revenue from Government  | 432,701 | 412,389 |
| Total income from transactions | 457,819 | 449,332 |
| Total expenses from transactions | 458,291 | 443,160 |
| Net result from transactions (surplus) | (472) | 6,172 |
| Net result for the period (surplus) | 178,347 | 4,092 |
| Net cash flow from operating activities  | 25,957 | 36,108 |
| Total assets  | 1,064,833 | 828,921 |
| Total liabilities  | 190,256 | 196,250 |

### Court Services Victoria Current Year Financial Review

* CSV considers the net result from transactions to be the appropriate measure of financial management that can be directly attributed to government policy. This measure excludes the effects of revaluations (holding gains or losses) arising from changes in market prices and other changes in the volume of assets shown under ‘other economic flows’ on the comprehensive operating statement, which are outside the control of CSV.
* In 2015-16, CSV’s net result from transactions was a deficit of $0.472 million which comprises a total income of $457.9 million[[1]](#footnote-1) and expenditure of $458.3 million.
* Of the $457.9 million actual revenues utilised for the operation of the courts’ system, approximately $66 million is made available via a section 29 appropriation from the collection of court fees[[2]](#footnote-2) (known as the Court Fee Pool), approximately $2 million less than in 2014-15. The remaining funds are received from the Victorian Government via both Annual and Special appropriations. The Court Fee Pool is intended to be used to fund innovation initiatives to improve services within the jurisdictions, but budgetary pressures often mean that it is used to meet the cost of day-to-day operating costs of the jurisdictions.
* CSV’s net assets of $874.6 million comprises total assets of $1.065 billion and liabilities of $190.2 million, further details are provided in the balance sheet in the financial statements. CSVs physical assets were revalued in 2015-16 by the Valuer-General and increased by $183 million.
* CSV cash flow at year-end consisted of $8.4 million, during the year cash transactions included receipts of $466.4 million, payments of $440.4 million, purchases of non-financial assets of $28.3 million, proceed of sales of non-financial assets of $2.5 million and net cash used in financing activities of $0.5 million.

### Budget Allocation

While CSV receives Parliamentary appropriation for its functions, budget is allocated to each of the jurisdictions, and made available for the provision of services and facilities to the College, in accordance with budgets approved by the Attorney-General under section 41 of the CSV Act.

CSV’s budget breakdown for the purposes of corporate functions, the jurisdictions, and the College is shown in the table below, and includes funding from annual and special appropriations as well as trust funding. Charges relating to the corporate functions as set out in the table below include the whole of CSV charges such as Capital Asset Charges and Depreciation.

Built into appropriation funding is depreciation, rent, accommodation and a capital asset charge. These are classified as non-discretionary items and funding is held and managed centrally by CSV.

The budget allocation profiles of JS, the jurisdictions and the College are based on an historical allocations profile adjusted for savings, indexation and new funding.

Table 3: Court Services Victoria’s budget allocation by jurisdiction

|  |  |
| --- | --- |
| By Business Area | 2015-16Published Budget$m |
| Supreme Court | 65.5 |
| County Court | 89.8 |
| Magistrates’ Court  | 124.7 |
| VCAT | 41.3 |
| Children’s Court  | 19.2 |
| Coroner’s Court  | 16.3 |
| Judicial College of Victoria | 2.1 |
| Jurisdiction Services | 107.1 |
| Total CSV | 466.1 |

### Disclosure of Grants and Transfer Payments

Table 4: Grants and other transfer payments

|  |  |
| --- | --- |
| Organisation | Payment$ |
| African Community Foundation | 9,000 |
| Australian Bureau of Statistics | 74,724 |
| Court Network | 730,125 |
| Department of Health and Human Services | 34,167 |
| Department of Justice & Regulation | 103,800 |
| Jesuit Social Services | 136,364 |
| Judicial College of Victoria | 2,098,600 |
| Luke Batty Foundation | 25,000 |
| Supreme Court Library | 350,000 |
| Other minor grants | 198,288 |
| **Total grants and other transfers** | **3,760,068** |

# SECTION 3: WORKFORCE DATA

## Workforce Data

People and Culture undertakes monitoring of CSV-wide workforce data.

The data provided is actual full-time equivalent (FTE) data for VPS employees and does not include Statutory Appointees.

Table 5: Full time equivalent (FTE) staffing

|  |  |
| --- | --- |
| Full Time Equivalent – 30 June 2015 | 1,665.7 |
| Full Time Equivalent – 30 June 2016 | 1,639.3 |

Table 6: Summary of employment levels

|  |  |  |
| --- | --- | --- |
|  | **Ongoing employees** | **Fixed term and casual employees** |
|  | Number(headcount) | Full time(headcount) | Part time(headcount) | FTE | FTE |
| June 2015 | 1,542 | 1,297 | 245 | 1,446.5 | 219.2 |
| June 2016 | 1,497 | 1,242 | 255 | 1,400.5 | 238.8 |

Table 7: Details of employment levels

|  |  |  |
| --- | --- | --- |
|  | **30 June 2015** | **30 June 2016** |
|  | **Ongoing employees** | **Fixed term and casual employees** | **Ongoing employees** | **Fixed term and casual employees** |
|  | Number(headcount) | FTE | FTE | Number(headcount) | FTE | FTE |
| **Gender** |
| Male | 489 | 481.6 | 82.3 | 453 | 447.6 | 89.4 |
| Female | 1,053 | 964.9 | 136.9 | 1,044 | 952.9 | 149.4 |
| **Total** | **1,542** | **1,446.5** | **219.2** | **1,497** | **1,400.5** | **238.8** |
| **Age** |
| Under 25 | 139 | 138.4  | 22.1 | 124 | 122.6 | 32.1 |
| 25-34 | 475 | 455.2 | 141.4 | 471 | 449.8 | 146.8 |
| 35-44 | 310 | 272.7 | 25.6 | 296 | 261.4 | 29.7 |
| 45-54 | 298 | 274.9 | 20 | 285 | 261.1 | 16.7 |
| 55-64 | 256 | 246.5 | 8.8 | 247 | 237.4 | 13.5 |
| Over 64 | 64 | 58.8 | 1.3 | 74 | 68.2 | 0 |
| **Total** | **1,542** | **1,446.5** | **219.2** | **1,497** | **1,400.5** | **238.8** |
| **Classification** |
| Executive Officer 1 | 1 | 1 | 0 | 1 | 1 | 0 |
| Executive Officer 2 | 3 | 3 | 0 | 6 | 6 | 0 |
| Executive Officer 3 | 5 | 5 | 0 | 5 | 5 | 0 |
| VPS 1 | 1 | 0.8 | 0 | 0 | 0 | 0 |
| VPS 2 | 373 | 350.6 | 89.9 | 346 | 326.3 | 98 |
| VPS 3 | 250 | 232.5 | 78.4 | 228 | 211.7 | 91.3 |
| VPS 4 | 168 | 155.5 | 21.6 | 162 | 149.9 | 19.9 |
| VPS 5 | 117 | 113 | 15 | 116 | 110.8 | 18.4 |
| VPS 6 | 108 | 105.9 | 4.1 | 102 | 99.8 | 7.8 |
| STS | 3 | 3 | 0 | 6 | 6 | 0 |
| Allied Health 3 | 3 | 1.7 | 0 | 2 | 1.3 | 0 |
| Trainee Registrar | 147 | 146.6 | 1 | 147 | 143.7 | 1 |
| Deputy Registrar | 65 | 61 | 0 | 76 | 71.8 | 0 |
| Registrar Grade 3 | 186 | 161.3 | 6.2 | 186 | 159.9 | 2.4 |
| Registrar Grade 4 | 40 | 37.7 | 1 | 46 | 43.2 | 0 |
| Registrar Grade 5 | 45 | 41.3 | 2 | 48 | 44.1 | 0 |
| Registrar Grade 6 | 19 | 19 | 0 | 18 | 18 | 0 |
| Solicitor Grade 3 | 8 | 7.6 | 0 | 2 | 2 | 0 |
| **Total** | **1,542** | **1,446.5** | **219.2** | **1,497** | **1,400.5** | **238.8** |

Notes

1. All figures reflect active employees in the last pay period of June each year. The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants and temporary staff employed by employment agencies. ‘Ongoing employee’ means people engaged on open-ended contracts of employment and executive officers on a standard executive contract who were active in the last pay period of June. Judicial officers are not included.

2. The above figures include all members of the staff of CSV, as defined in section 3 of the CSV Act: the Chief Executive Officer, a Court Chief Executive Officer (classified as executive and VPS officers), a person employed under section 36, a judicial employee, the Chief Executive Officer of the Judicial College of Victoria, or a person employed under section 16(2) of the Judicial College of Victoria Act 2001 (Vic).

### Executive Officer Data

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

The definition of executive officer does not include Governor in Council appointments as statutory office holders.

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

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

Table 8: Number of executive officers classified into ‘ongoing’ and ‘special projects’

|  |  |  |  |
| --- | --- | --- | --- |
|   | All | Ongoing | Special projects |
| Class | No. | Var. | No. | Var. | No. | Var. |
| EO-1 | 1 | +1 | 1 | +1 | 0 | 0 |
| EO-2 | 6 | +3 | 6 | +3 | 0 | 0 |
| EO-3 | 5 | 0 | 5 | 0 | 0 | 0 |
| **Total** | **12** | **+4** | **12** | **+4** | **0** | **0** |

Note

1. Includes CEO CSV (not previously reported in 2014-15), one vacancy filled and two roles converted to EO during the year.

Table 9: Breakdown of executive officers into gender for ‘ongoing’ and ‘special projects’

|  |  |  |
| --- | --- | --- |
|  | Ongoing | Special projects |
|  | Male | Female | Vacancies | Male | Female | Vacancies |
| Class | No. | Var. | No. | Var. | No. | No. | Var. | No. | Var. | No. |
| EO-1 | 1 | +1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EO-2 | 4 | +1 | 2 | +2 | 0 | 0 | 0 | 0 | 0 | 0 |
| EO-3 | 1 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **6** | **+2** | **6** | **+2** | **0** | **0** | **0** | **0** | **0** | **0** |

Note

1. Includes CEO CSV (not previously reported in 2014-15), one vacancy filled and two roles converted to EO during the year. The above table also reflects two executive roles reclassified from EO-3 to EO-2 during the year.

The ‘Reconciliation of executive numbers’ table below has been altered from the previous year to provide easier reconciliation of number of executives. This table now includes the number of executives excluded from Note 25 of the Financial Statement (‘Remuneration of Executives and Payments to Other Personnel’) and vacancies at June. The numbers shown for 2014-15 were as reported and did not include a vacancy as at June 2015.

Table 10: Reconciliation of executive numbers

|  |  |  |
| --- | --- | --- |
|  | 2015 | 2016 |
| Executives with total remuneration over $100,000 (Financial Statement Note 25) | 10 | 9 |
| Add Vacancies at 30 June (Table 10) | - | 0 |
|  Executives employed with total remuneration below $100,000 | 3 | 3 |
|  Executives not included in Note 25 (‘Remuneration of executives’) |  | 2 |
| Less Separations | (2) | (2) |
|  **Total executive numbers at 30 June** | **11** | **12** |

Notes

1. The Financial Statement (Note 25) does not distinguish between executive levels, does not disclose separations, vacancy positions, executives whose total remuneration is below $100,000, and does not include the Accountable Officer (CEO CSV), or CEO of the Judicial College of Victoria as the College reports its finances separately. To assist readers, these numbers are now included in the above table.

2. Data relating to executives whose total remuneration is below $100,000 reflects those who were only employed for part of the year.

### Employment and conduct principles

CSV continues to respect and uphold public sector conduct, value and encourage diversity, manage underperformance, review personal grievances and select on merit.

The selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination. Employees have been correctly classified in workforce data collection.

## Staff Health, Safety and Wellbeing

The health, safety and wellbeing of CSV employees continued to be a high priority during 2015-16. The Occupational Health and Safety (OH&S) self-assessment process undertaken in each jurisdiction ensured ongoing vigilance in relation to OH&S compliance.

There were 158 reported incidents compared to 124 in 2014-15. This represented an increase of 21.5%. The increase follows implementation of awareness promotion strategies and targeted OH&S activities.

The benefits of increased awareness and risk reporting was evidenced by the reduction in WorkCover claims. There were eight accepted WorkCover claims for the 2015-16 year, compared with 14 accepted claims in 2014-15.

Health promotion was emphasised through the implementation of the CSV Healthy Workplace initiative. The aim of the initiative is to provide employees with the knowledge to look after their own health and wellbeing while concurrently implementing initiatives within the workplace to improve the health and wellbeing of the working environment, and to minimise the risks associated with sedentary work.

CSV employees had the opportunity to be involved in the *Life* program which included four education sessions and a one-on-one health check in order to assist employees to reduce their risk of type 2 diabetes and cardiovascular disease.

Beyond Blue presented five sessions for employees and managers to raise awareness of and provide education about the impact of mental health issues and how to manage mental health issues in the workplace.

Table 11: Performance against OH&S measures

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Measure** | **KPI**  | **2014-15** | **2015-16** | **Notes** |
| Incidents  | Number of incidents  | 124 | 158 | 1 |
| Rate per 100 FTE | 6.3 | 8.1 | 1 |
| Claims  | Number of standard claims | 7 | 5 | 2 |
| Rate per 100 FTE | 0.35551 | 0.25694 | 2 |
| Number of lost time claims | 5 | 2 | 2 |
| Rate per 100 FTE | 0.25394 | 0.10277 | 2 |
| Number of claims exceeding 13 weeks | 2 | 2 | 2 |
| Rate per 100 FTE  | 0.10000 | 0.10277 | 2 |
| Fatalities  | Fatality claims | 0 | 0 | 2 |
| Claims costs  | Average cost per standard claim | $65,931 | $36,892 | 2 |
| Return to work  | Percentage claims with RTW plan <30 days  | 70% | 100% |  |
| Management commitment  | Evidence of OH&S Policy statement, OH&S objectives, regular reporting to senior management of OH&S and OH&S plans (signed by CEO or equivalent)  | Completed | Completed  |  |
| Evidence of OH&S criteria(s) in purchasing guidelines (including goods, services, and personnel)  | Completed | Completed  |  |
| Consultation and participation  | Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs)  | Completed | Completed  |  |
| Compliance with issue resolution procedures IRPs  | Completed | Completed  |  |
| Risk Management  | Percentage of internal audits/inspections conducted as planned Percentage of issues identified actioned arising from:* Internal audits
* HSR Provisional Improvement Notices (PINS) and
* WorkSafe notices
 | 100%Action plans developed100%100% | 100%Action plans developed 00 | 3 |
| Training  | Percentage of managers and employees that have received OH&S training:* Induction
* Management training
* Contractors, temporary employees and visitors
 | 100%25%In development | 100% 60%25% |  |
|  |
|  |
| 4 |
| Percentage of HSRs trained:* Acceptance of role
* Refresher training
* Reporting of incidents and injuries
 | 97%90%100% | 59%41% 100% | 55 |

Notes:

1. Includes employees and court users.

2. WorkSafe Victoria data for 2015-16 provided on 22 July 2016.

3. No Provisional Improvement Notices were received and no notices were issued by WorkSafe Victoria in 2015-16.

4. Compliance for contractors and temporary employees continues to evolve to ensure CSV meets its OH&S obligations, and protocols for visitors are currently being developed.

5. HSR training is scheduled for the second half of 2016.

# Section 4: Other disclosures

## Victorian Industry Participation Policy

The *Victorian Industry Participation Policy Act 2003* (Vic) requires departments and public sector bodies to report on the implementation of the Victorian Industry Participation Policy (VIPP). Departments and public sector bodies are required to apply VIPP in all procurement activities valued at $3 million or more for metropolitan Melbourne and state wide projects, or $1 million or more for procurement activities in regional Victoria. Industry Capability Network (ICN) Victoria facilitates the VIPP on behalf of the Victorian Government, providing assistance to suppliers and assessment services to government agencies

During 2015-16, CSV commenced one contract with a large commercial contractor (ADCO Constructions) totalling $51,886,799 (ex GST) to which a VIPP Plan was required. This contract covers construction of the Shepparton Law Courts Redevelopment.

The total VIPP Plan commitments achieved as a result of this contract include:

* an average of 93 per cent of local content commitment was made
* 85 new jobs and 800 retained jobs (Annualised Employee Equivalent (AEE)
* 23 new apprenticeships/traineeships and 60 retained apprenticeships/traineeships.

Benefits to the Victorian economy in terms of skills and/or technology transfer include the involvement of local contractors and suppliers through an industry participation plan and the release of a range of sub-contract and trade tenders within the region. A key expectation placed on the consultant team was the need for the new court to be an exemplar across a range of technologies and with respect to sustainable design that will result in a transfer of knowledge and capability to local contractors. There will be 85 new jobs created, an additional 15 new apprenticeships and 8 new trainee positions. The economic impact assessment for the project indicates that the project will deliver substantial economic benefit to the region. It will deliver cumulative gross regional product (GRP) of $22.4 million during the construction and up to $5.2 million during its operation. The projected GRP total impact would boost the region’s total ($2.2 billion in 2011/12) by around 0.2 per cent per annum in the long-run.

## Consultancy Expenditure

### Details of Consultancies Valued at $10,000 or Greater

CSV entered into ten consultancies valued at $10,000 or greater.

Table 12: Consultancies valued at $10,000 or greater

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Consultant | Purpose of consultancy | Total approved project fee (excluding GST) | Expenditure 2015-16 (excluding GST) | Future expenditure (excluding GST) |
| Centring Pty Ltd | VCAT Fees review | 228,400  | 128,976 | 0 |
| Consultel IT&T Pty Ltd | Planning of next-generation in-court technology environment | 115,885  | 88,596  | 27,289  |
| Flanagan Brown-Greaves Pty Ltd | Assessment and Control of Vicarious Trauma Project | 21,000  | 21,000  | 0 |
| GHD Pty Ltd | Strategic Asset Planning Services | 220,016  | 220,016  | 0 |
| Health Outcomes International | Children's Court - Evaluation of Conciliation Conferencing Program  | 27,273  | 27,273  | 0 |
| Iedex Pty Ltd | Preparation of CSV's strategy 2016-19 and Jurisdiction Services 2015-16 Business Plan | 48,841  | 48,841  | 0 |
| KPMG | Magistrates’ Court - KPMG development of Drug Court of Victoria expansion business case | 87,804  | 87,804  | 0 |
| RMIT University | Children’s Court - Evaluation of the Youth Diversion Pilot Program by Professor Stuart Thomas | 81,669  | 41,360  | 40,309  |
| The Boston Consulting Group Pty Ltd | Magistrates' Court of Victoria Major Strategic Review to modernise the Court's processes & structures | 1,375,000  | 1,375,000  | 0 |
| The University Of Melbourne | Consultancy for a Magistrates' Court of Victoria Learning Strategy | 17,538  | 17,538  | 0 |
|  | **TOTAL** | **2,223,425** | **2,056,403**  | **67,598**  |

### Details of Consultancies Under $10,000

CSV entered into two consultancies under $10,000.

Table 13: Consultancies valued under $10,000

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Consultant (under $10,000)** | **Purpose of consultancy** | **Total approved project fee (excl GST)** | **Expenditure 2015-16 (excl GST)** | **Future expenditure (excl GST)** |
| Boccalatte Pty Ltd | Development of branding and communication strategy for the Neighbourhood Justice Centre | 20,000  | 5,000  | 0 |
| Perrott Strategic Pty Ltd | Development of Communications Strategy and provision of communications services to the Asset and Security Division | 8,600  | 8,600  | 0 |
|  | **TOTAL** | **28,600**  | **13,600**  | **0** |

### Disclosure of Major Contracts

CSV entered into one contract greater than $10 million in the year ended 30 June 2016.

Table 14: Contracts greater than $10 million

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Company | Description | Start Date | End Date | Contract Value |
| ADCO Constructions (VIC) Pty LtdAB: 015 094 531 272 | Shepparton Law Courts Redevelopment  | 15/04/2016 | 31/10/2017 | $51,886,799plus GST |

## Information and Communication Technology Expenditure

### Details of Information and Communication Technology (ICT) expenditure

For the 2015-16 reporting period, CSV had a total ICT expenditure of $50.6 million.

Table 15: Information and Communication Technology expenditure

|  |  |  |  |
| --- | --- | --- | --- |
| **Business As Usual (BAU) ICT expenditure(Total)** | **Non-Business As Usual (non-BAU) ICT expenditure(Total comprises *Operational Expenditure* and *Capital Expenditure*)** | **Operational Expenditure (non-BAU)** | **Capital Expenditure (non-BAU)** |
| 38,046,538 | 12,572,424 | 8,473,161 | 4,099,263 |

Notes:

1. ICT expenditure refers to CSV's costs in providing business-enabling ICT services. It comprises business-as-usual (BAU) ICT expenditure and non-business-as-usual (Non-BAU) ICT expenditure.
2. Non-BAU ICT expenditure relates to extending or enhancing CSV’s current ICT capabilities, and consists of project expenditure and ICT government funded initiatives.
3. BAU ICT expenditure is all remaining ICT expenditure which primarily relates to ongoing activities to operate and maintain the current ICT capability.

## Government Advertising Expenditure

CSV did not conduct any advertising campaigns.

## Freedom of Information

The *Freedom of Information Act 1982* (Vic) (FOI Act) allows the public a right of access to documents held by CSV.

In 2015-16, CSV received 58 Freedom of Information (FOI) applications:

* ten were from the media
* two were from Members of Parliament
* 46 were from the general public.

Of the total requests received by CSV, the majority were for documents excluded from the FOI process or were invalid requests. Six applicants applied to the FOI Commissioner for review of a determination by CSV.

Of these requests:

* four are pending
* two were affirmed, of which, one was the subject of appeal to VCAT.

CSV processed 100% per cent of the requests within the statutory requirements.

Table 16: Freedom of Information Outcomes

|  |  |
| --- | --- |
| **FOI Outcome** | **Number of requests** |
| **Court documents excluded from the FOI process (section 6 of the FOI Act) or documents that are publicly available or available to the public for a fee (sections 14(1)(a) and 14(1)(b) of the FOI Act)** | **23** |
| **Invalid requests (application fee not paid or not waived)**  | **15** |
| **Valid requests (application fee paid or waived) - total** | **20** |
| - Access granted in full | 5 |
| - Access granted in part | 4 |
| - Access denied  | 5 |
| - No document exists/ No document located | 2 |
| - Transferred to other agency | 3 |
| - Not proceeded with | 1 |
| - In process | 0 |
| **Total requests received** | **58** |

#### Court Documents

The FOI Actdoes not apply to documents held by courts in respect of their judicial functions (section 6 of the FOI Act). Each court or tribunal has its own arrangements for accessing such documents.

#### Making a Request

Access to documents may be obtained through written request to CSV FOI, as detailed in section 17 of the FOI Act.

Requests for documents in the possession of CSV should be made in writing, accompanied by the application fee or request for a fee waiver, and be addressed to:

Court Services Victoria

Freedom of Information

PO Box 13193

Law Courts Vic 8010

Email: foi@courts.vic.gov.au

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

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

Further information regarding Freedom of Information can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au). CSV’s Part II Information Statement can be found at www.courts.vic.gov.au.

## Compliance with Building Act 1993 (Vic)

CSV is responsible for a significant built environment and asset base of courts characterised by numerous and aged facilities dispersed throughout the State. Consequently, some of these buildings were constructed during period when current regulations did not apply and hold exemptions for specific elements of non-compliance.

Courts meet statutory obligations required under Essential Safety Measures with respect to maintenance and building provisions as under Building Regulations 2006, Schedule 9.

## National Competition Policy

Under the National Competition Policy, the guiding legislative principle is that legislation, including future legislative proposals, should not restrict competition unless it can be demonstrated that:

* The benefits of the restriction to the community as a whole outweigh the costs.
* The objectives of the legislation can only be achieved by restricting competition.

CSV complies with the requirements of the National Competition Policy.

## Compliance with the Protected Disclosure Act 2012 (Vic)

The Protected Disclosure Act 2012 (Vic) (PD Act) encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The PD Act provides certain protection to people who make disclosures in accordance with the PD Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

CSV does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. CSV is committed to ensuring transparency and accountability in administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

CSV will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. CSV will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

### Reporting Procedures

Disclosure of improper conduct or detrimental action by CSV or any of its employees or officers may be made to:

The Independent Broad-based Anti-corruption Commission (IBAC)

Level 1, North Tower, 459 Collins Street

Melbourne Vic 3000

Telephone: 1300 735 135

Website: [www.ibac.vic.gov.au](http://www.ibac.vic.gov.au)

### Further information

Information about what constitutes corrupt and specified conduct, how to make a disclosure, what happens when a disclosure is made, the protections and support available to disclosers, and the support available to a CSV employee who is being investigated can be found in the Making and Handling Protected Disclosures Procedures.

To request a copy of the Making and Handling Protected Disclosures Procedures, please contact feedback@courts.vic.gov.au.

## Compliance with the Carers Recognition Act 2012 (Vic)

CSV complies with its obligations under the *Carers Recognition Act 2012* (Vic) by making all new employees aware of their rights under this legislation and ensuring that existing employees, who have carer responsibilities, are supported to balance work hours and their role as a carer in accordance with the Victorian Public Service Workplace Determination 2012 and subsequent Victorian Public Service Enterprise Agreement 2016.

CSV also has people management policies that support the guiding principles of the *Carers Recognition Act 2012* including:

* Personal/Carer’s Leave Policy
* Flexible Working Arrangements Policy
* Respect in the Workplace Policy.

## Office-based environmental impacts

CSV is continuing to take a proactive approach in relation to Environmental Management with an aim to reduce its environmental impacts and to increase the efficient use of resources. These activities include:

* Preparing an information paper entitled 'creating a green and sustainable organisation.' The purpose of the paper is to explore the key environmental issues relevant to office operations, the legislative and policy context and steps required to develop an environment management system. The steps required include creation of an environmental policy, governance, strategies for implementation and reporting mechanisms.
* Establishment of Environmental Management Committees and the Jurisdiction Services Green Group.
* Promoting ‘green issues’ through flyers posted in communal building areas such as lift wells, staff areas and intranet pages.
* Promoting events, such as ‘Earth Hour’ and ‘Ride to Work Day’.
* Reviewing and replacement of building plant equipment with energy efficient alternatives.
* Reviewing induction programs to include environmental information for new staff.
* New commercial leases must met green star energy rating standards to be considered.
* Engaging with the Department of Treasury and Finance in relation to its Green Building initiative.

CSV continues to be guided by environmental policies developed by the Department of Justice and Regulation and reported in accordance with Financial Reporting Direction 24C: Reporting of Office-based Environmental Data by Government Entities [FRD 24C]. Courts deliver a range of services to the community from different building types, offices, complexes and courts across 66 sites geographically dispersed across Victoria.

### Energy

For offices, complexes and courts, energy is predominantly used for lighting, heating and cooling. Projects reducing energy use have included installation of solar panels, retrofitting of incandescent lights with halogen and light-emitting diode (LED) lights, behavioural change programs including communicating to staff a ‘switch off’ message’, and sites participating in Earth Hour (a 24-hour global energy awareness campaign).

### Water

For courts, offices, and complexes, water is used for cooling towers, bathrooms, kitchen amenities and general consumption. Some buildings have flow restrictors on taps and dual flush toilets to reduce potable water use.

Water reduction activities include use of rainwater tanks for flushing toilets and an infrastructure focus on using ecologically sustainable design principles.

### Paper

Courts and offices consume paper to meet operational requirements. Paper reduction activities include the use of secure PIN printing, the expansion of eLodgement projects, reducing paper-based notifications of court events, and the use of recycled paper.

### Procurement

CSV is a consumer of goods and services and plays an influential role in ensuring sustainable procurement, creating a new central procurement office with the establishment of CSV. Projects have included re-use of office furniture, development of guidelines to assist staff in adopting PIN printing, use of fair trade products and changing paper-based business processes to digital.

### Transport

Courts deliver services through a range of facilities dispersed across the state, requiring staff to travel between locations and other work sites.

To address this issue, many courts have increased the use of video-conferencing facilities where feasible.

Sustainable travel has also been promoted by activities including staff ride to work days and the use of environmentally friendly, fuel-efficient and hybrid vehicles.

### Waste

Waste from courts, offices, and complexes are typically paper, cardboard, toner cartridges, and food waste. All facilities have standard office paper recycling arrangements. Some facilities have co-mingled recycling arrangements in place. Community action has included tree planting days with staff and community groups to offset our waste.

## Compliance with the DataVic Access Policy

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, the information included in this Annual Report will be available at www.courts.vic.gov.au in machine-readable format.

## Risk Management Attestation

Standing Direction 4.5.5 made under the *Financial Management Act 1994* requires public sector agencies to provide a statement of attestation of compliance with the mandatory requirements of the *Victorian Government Management Framework* which is verified by its Audit Committee.

The Audit and Risk Portfolio Committee of CSV has considered the Statement by the Chief Executive Officer on compliance with the *Victorian Government Risk Management Framework*, the internal attestation process and independent assessments from Internal Audit. The Chief Executive Officer has indicated that for the 2015/16 financial year CSV has partially complied with the risk management requirements and fully complied with the insurance requirements of the *Victorian Government Risk Management Framework.* The Audit and Risk Portfolio Committee has assessed this attestation and has also concluded that there has been partial compliance with the risk management requirements.

CSV is in the process of reviewing and updating its risk management framework and is working towards full compliance.

On this basis I certify that CSV has partially complied with the Ministerial Standing Direction 4.5.5 – Risk Management Framework and Processes. The Audit and Risk Portfolio Committee has verified this.

**The Hon. Marilyn Warren AC**

**Chair of the Courts Council**

**Court Services Victoria**

5 October 2016

## Statement of availability of other information

Under Financial Reporting Direction (FRD) 22G Standard Disclosures in the Report of Operations, CSV is required to retain the following information for the 2015-16 financial year and make it available upon request (subject to freedom of information requirements, if applicable):

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

The information is available on request from:

Court Services Victoria
PO Box 13193
Law Courts Vic 8010

Email: feedback@courts.vic.gov.au

## Disclosure Index

Court Services Victoria’s Annual Report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of CSV’s compliance with statutory disclosures requirements.

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| FRD 22G | Significant changes in financial position during the year | NA |
| FRD 22G | Major changes or factors affecting performance | NA |
| FRD 22G | Subsequent events | NA |
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| FRD 22G | Application and operation of *Freedom of Information Act 1982* (Vic) | 40 |
| FRD 22G | Compliance with building and maintenance provisions of *Building Act 1993* (Vic) | 42 |
| FRD 22G | Statement on National Competition Policy | 42 |
| FRD 22G | Application and operation of the *Protected Disclosure Act 2012* (Vic) | 42 |
| FRD 22G | Application and operation of the *Carers Recognition Act 2012* (Vic) | 43 |
| FRD 22G | Details of consultancies over $10,000 | 38 |
| FRD 22G | Details of consultancies under $10,000 | 39 |
| FRD 22G | Disclosure of government advertising expenditure | 40 |
| FRD 22G | Disclosure of ICT expenditure | 40 |
| FRD 22G | Statement of availability of other information | 45 |
| FRD 24C | Reporting of office-based environmental impacts | 43 |
| FRD 25B | Victorian Industry Participation Policy disclosures | 38 |
| FRD 29A | Workforce data disclosures | 33-35 |
| SD 4.5.5 | Risk management attestation | 45 |
| SD 4.2(g) | Specific information requirements | 4-48 |
| SD 4.2(j) | Sign-off requirements | 4 |
| **Financial statements required under Part 7 of the FMA** |
| SD 4.2(a) | Statement of changes in equity |  |
| SD 4.2(b) | Operating statement |  |
| SD 4.2(b) | Balance sheet |  |
| SD 4.2(b) | Cash flow statement |  |
| **Other requirements under Standing Directions 4.2** |
| SD 4.2(c) | Compliance with Australian accounting standards and other authoritative pronouncements |  |
| SD 4.2(c)  | Compliance with Ministerial Directions |  |
| SD 4.2(d) | Rounding of amounts |  |
| SD 4.2(c) | Accountable officer’s declaration  |  |
| SD 4.2(f) | Compliance with Model Financial Report |  |
| **Other disclosures as required by FRDs in notes to the financial statements** |
| FRD 9A | Departmental disclosure of administered assets and liabilities by activity  |  |
| FRD 11A  | Disclosure of ex-gratia expenses | NA |
| FRD 13  | Disclosure of parliamentary appropriations |  |
| FRD 21B | Disclosures of responsible persons, executive officers and other personnel (contractors with significant management responsibilities) in the Financial Report |  |
| FRD 103F | Non-financial physical assets  |  |
| FRD 109A | Intangible assets |  |
| FRD 110A | Cash flow statements |  |
| FRD 112D | Defined benefit superannuation obligations |  |
| FRD 114B | Financial Instruments—general government entities and public non-financial corporations |  |
| **LEGISLATION** |
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| *Building Act 1993* (Vic) | 42 |
| *Protected Disclosure Act 2012* (Vic) | 42 |
| *Carers Recognition Act 2012* (Vic) | 43 |
| *Victorian Industry Participation Policy Act 2003* (Vic) | 38 |
| *Financial Management Act 1994* (Vic) |  |
| *Court Services Victoria Act 2014* (Vic) | 31 |

1. This figure relates to actual revenue. [↑](#footnote-ref-1)
2. Under section 29 of the *Financial Management Act 1994* (VIC) which provides for the appropriation of certain revenues for relevant purposes. [↑](#footnote-ref-2)