Court Services Victoria

Annual Report 2016-17

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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Enquires:

Court Services Victoria

223 William Street

Melbourne Vic 3000

Email: feedback@courts.vic.gov.au

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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 2017.

**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 support judicial independence in the administration of justice in Victoria.

CSV provides the administrative services and facilities necessary for Victorian courts and tribunals to operate independently of the direction of the executive branch of government.

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

As Chair of the Courts Council of Court Services Victoria it is a pleasure to once again present the annual report of Court Services Victoria (CSV).

From its commencement on 1 July 2014 to the present, CSV has expanded and grown. It is now well embedded in the constitutional and legal framework of Victoria. CSV has established itself as the primary service and utility provider to the Victorian courts and the tribunal.

The performance of the individual jurisdictions is a matter for those jurisdictions. However, jurisdictions are unable to perform at an optimum level unless they are properly served and resourced. CSV has gone a long way to enable the courts and the tribunal to reach their aspired levels of performance and achievement.

In this regard it is noteworthy that in the reporting year the State Government provided substantial funding to the Magistrates’ and Children’s Courts in response to their case management needs and the implementation of the Royal Commission on Family Violence. The Courts Council is very appreciative of the funding of the Magistrates’ and Children’s Courts.

In addition, there has been funding allocated for the improvement of technology across the jurisdictions. This provision will be transformative and lead to the Victorian courts and tribunal maintaining their national and international leadership role.

On behalf of the Courts Council I express appreciation of the past Chief Executive Officers of CSV and the current CEO, Mr David Ware. He, together with his staff, have been unfailing in their loyalty, devotion and hard work in serving the Victorian courts and tribunal. I also thank Mr Greg Wilson, Secretary of the Department of Justice, for the assistance he and his staff have provided to CSV though the year.

Finally, it is a matter of great celebration and satisfaction for the courts and tribunal that CSV now enters its fourth year. I thank my Courts Council colleagues for their assistance and support throughout the year and wish Council members well for the coming year.

**The Honourable Marilyn Warren AC**

**Chief Justice of Victoria**

**Chair of the Courts Council**

## Message from the Chief Executive Officer

I am pleased to present the third Court Services Victoria (CSV) Annual Report. I would like to thank all CSV managers and staff for their continued hard work and for the support and assistance I have received since I commenced as CEO in January 2017. CSV has made much progress since its establishment in July 2014 to support judicial independence in the administration of justice in Victoria.

### The Governance of Court Services Victoria

The Courts Council is the governing body of CSV. An important role for the CSV CEO is to ensure that the Council is well-supported to meet all of its governance responsibilities.

CSV supports the six jurisdictions that form the third arm of government in Victoria; applying, upholding and safeguarding the rule of law.

There are 1700 staff employed by CSV, with the great majority employed in the jurisdictions, working directly for each jurisdiction’s CEO and supporting the operations of that court or tribunal. CSV staff are also employed in the Judicial College of Victoria to support the CEO and operations of the College.

Each of the jurisdictions publish their own annual reports, and the significant work and achievements of their staff is detailed in those reports.

Consistent with CSV’s role as a support agency, this annual report focusses on the work of the four corporate operating divisions that provide financial, human resources, assets and security, and IT support to the jurisdictions. This report is intended to be read alongside the annual reports of each of the jurisdictions. Together these reports complete the picture of a year of achievement for Victoria’s courts and tribunals.

### Ensuring the Safety and Security of our Courts

In response to the increasing demands on our courts, and the recommendations of the Royal Commission into Family Violence, the Assets and Security division developed a landmark 15-year Strategic Asset Plan that was launched in February 2017. For the first time, the plan provides a blueprint for the future development of courts and tribunals across the state, with a focus on ensuring that victims of family violence and their families can be safe and free from intimidation while attending court.   
  
Court Security Officers and screening equipment will be deployed to regional courts as part of CSV’s rollout of a new Court Security Model. When fully implemented, the new Court Security Model will ensure all Victorian court and tribunal locations have specialised security staff and screening equipment present on sitting days.

### Contemporary IT capability

Significant strides have been made over the past year to modernise the IT infrastructure that supports in-court and tribunal technology and the independence of CSV from the Department of Justice and Regulation.

A key objective of the modernisation of IT infrastructure is to support transformation through innovation, without compromising the reliability of services.

Over the past year, enhanced IT capability has delivered efficiency improvements through more integrated and digitised services; greater accessibility, support and safety for court and tribunal users; and governance mechanisms that strengthen performance and financial management and statutory compliance.

### **Investing in our People**

This year, our People, Culture and Risk Management division has focused on supporting the jurisdictions to develop the right jobs and skills to support Victoria’s courts. A Business Intelligence Workforce Dashboard and Performance and Learning Management System was launched to better monitor and understand the capacity, capability and performance of our workforce. These initiatives were introduced to support ongoing performance and development discussions between managers and staff, and are part of the CSV Capability Framework to ensure CSV can meet current and future staffing needs.

### Major Budget Initiatives

During the reporting period, an extensive effort was dedicated to preparing business cases for the 2017-18 State Budget process. This work was critical to ensuring that courts and tribunals are equipped to respond to growing demand and system pressures, and to implement service reforms required to respond to the outcomes of the Royal Commission into Family Violence, the Access to Justice Review and sentencing reform.

Supported by the considerable ground-work undertaken by CSV over the reporting period, the 2017-18 State Budget allocated just over $300 million over four years to the Victorian court system – the largest injection of funding for many years. Of this, $250 million will support the major reforms recommended by the Royal Commission into Family Violence. Access to Justice initiatives, technology enhancements and the expansion of ground-breaking programs and services will also be funded.

### Priorities ahead

The key priority for CSV over the coming year is to provide the necessary support to the Victorian court system to begin implementing the significant reform program funded by the 2017-18 State Budget. A dedicated change management function has been established within CSV to ensure this objective is met through the provision of strong governance and collaboration with jurisdictions.

CSV’s commitment to maintaining service excellence to support independent judicial administration in Victoria is an ongoing endeavour. A key focus over the year ahead will be to continue strengthening CSV’s organisational governance and capabilities and strong financial and risk management framework. Investing in the health and wellbeing of our staff and promoting a culture of learning and development is a particular priority for me. There is much to do and much to look forward to, and CSV is ready for the challenges ahead.

**David Ware**

Chief Executive Officer

# SECTION 1: GOVERNANCE AND ORGANISATIONAL STRUCTURE

## About Court Services Victoria

### Purpose, Functions and Powers

The function of Court Services Victoria (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 impact 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 separate legal entities.

The CSV annual report is separate and distinct from the annual reports produced by the Victorian courts, VCAT and the College. Those reports detail 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 sourced from an annual appropriation. The *Appropriation (2016-17) Act 2016* (Vic) refers to the 'Department of Courts'. For appropriation purposes only, the 'Department of Courts' is CSV. 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 jurisdictions and the College. CSV employs the staff necessary to carry out and support these 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 (see next section) to ensure the proper administration of support services and facilities at each jurisdiction.

### Establishment and Ministerial Powers

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

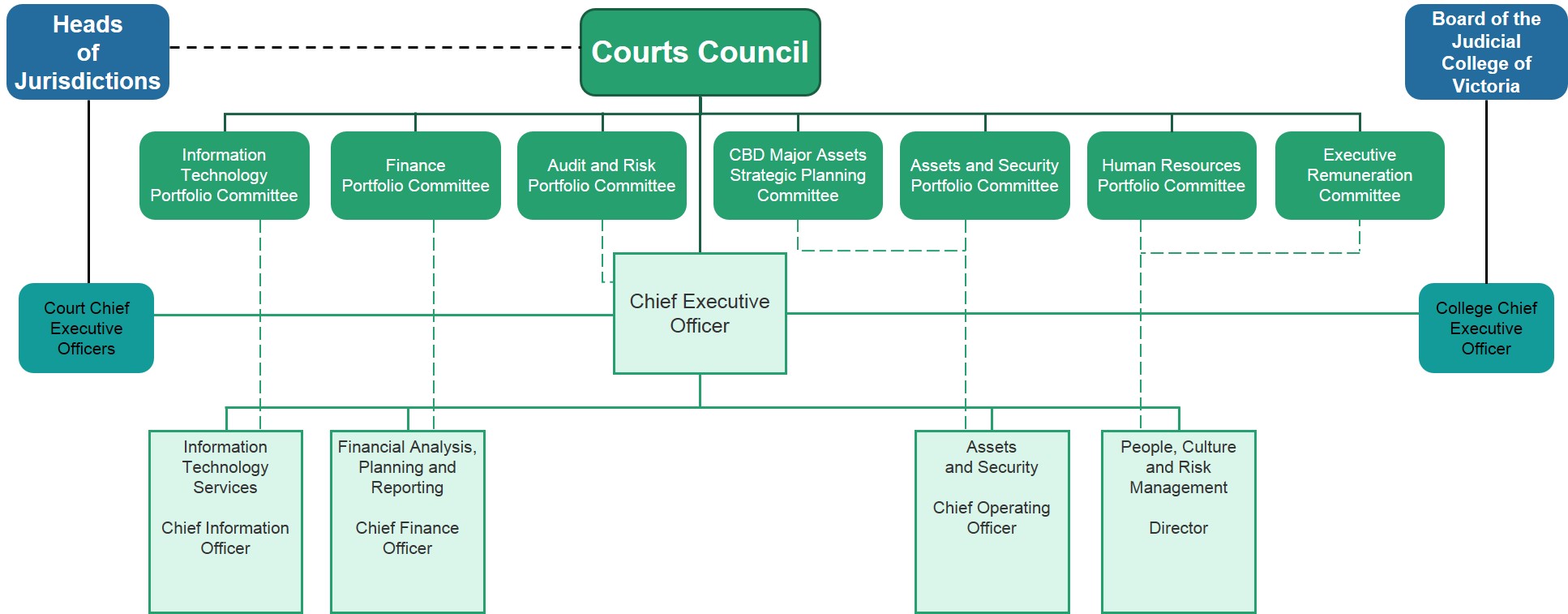
The Attorney-General is the relevant Victorian Minister with portfolio responsibility for CSV. However, the purpose of the CSV Act was to establish CSV as a body designed to provide the administrative services and facilities necessary for Victorian courts and tribunals to operate independently of the direction of the executive branch of government. The Attorney­General's statutory powers with respect to CSV are budget approval (section 41, CSV Act), agreement to allocation statements (section 48, CSV Act) and recommending the vesting of Crown Land to CSV (section 58, CSV Act).

A Memorandum of Understanding (MOU) between the Attorney-General and the Courts Council sets out principles and processes for the relationship between CSV and the executive branch of government. A copy of the MOU is available at www.courts.vic.gov.au.

In performing its functions, CSV serves the Victorian community by strengthening the different constitutional roles of the executive and the judiciary, and by supporting Victoria’s system of responsible government and the rule of law.

## Organisational Structure and Corporate Governance

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



#### Notes:

1. Court CEOs are appointed by the Courts Council on the recommendation of the respective Head of Jurisdiction. Court CEOs 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. This is 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 committees (shown in the above diagram) are the standing committees of the Courts Council. The committees were 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 for all matters not related to the operation of the College.

## Governing Body

### Courts Council

The CSV governing body is the Courts Council. 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 2017, the Courts Council had one appointed member.

The Courts Council is responsible for 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 CSV CEO.
* 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.

**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.

**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' area of expertise is the relationship between economics and the law, and he is a co-author of The Australasian Institute of Judicial Administration’s *Report on 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. Committees meet regularly, with the exception of the Executive Remuneration Committee that meets as required.

#### Audit and Risk Portfolio Committee

The Audit and Risk Portfolio Committee advises on the development of an internal annual audit program; assesses the accuracy of the financial statements; and ensures the 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, the members of the committee during the 2016-17 financial year are listed below.

* Stewart Leslie Chair, Independent Member
* Dr Philip Williams Independent Member, Courts Council
* 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 provides oversight 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 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 responsibilities. The committee assists the Courts Council in monitoring the annual budget for CSV, ensuring transparency of the budget, identifying budget pressures and issues requiring remediation, overseeing the development of the Expenditure Review subcommittee bids, and in the use of contingencies.

#### Human Resources Portfolio Committee

The Human Resources Portfolio Committee advises the Courts Council on human resources (HR) 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 that 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

David Ware was appointed as the CSV CEO on 30 January 2017, by the Courts Council, under section 22 of the CSV Act.

Brian Stevenson served as Acting CSV CEO from 16 November 2016 to 29 January 2017, and Kerry Osborne was CSV CEO until 15 November 2016.

The functions and powers of the CSV 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 CSV CEO is also responsible for the appointment and management of CSV staff (other than the appointment of the Court CEOs).

### Operational Divisions

CSV is supported operationally by four divisions.

* People, Culture and Risk Management
* Financial Analysis, Planning and Reporting
* Information Technology Services
* Assets and Security

Services provided to jurisdictions and the College include information technology (IT) services, HR, 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 judicial independence in the administration of justice in Victoria.

As at 30 June 2017, the heads of each division are listed below.

* Maria Vasilopoulos Acting Director, People, Culture and Risk Management (see Note 1)
* Lisa Wills Chief Finance Officer
* Justin Bree Chief Information Officer
* Brian Stevenson Chief Operating Officer

Notes:

1. Gabrielle Reilly was Director of People, Culture and Risk Management until 25 November 2016; Bronwyn Corr was Acting Director from 21 November 2016 to 13 March 2017; and Maria Vasilopoulos commenced in the role of Acting Director of People, Culture and Risk Management on 14 March 2017.

### Court Chief Executive Officers

The Court CEOs oversee the administrative support services for their respective jurisdictions, and provide support to the relative Head of Jurisdiction.

Each Court 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 College CEO 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 its annual report.

As at 30 June 2017, the Court and College CEOs are listed below.

* 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

During 2016-17, the operating divisions that support CSV were altered. The functions of the Corporate Services division were taken over by People, Culture and Risk Management, or absorbed by the remaining three divisions.

## PEOPLE, CULTURE and risk management

The People, Culture and Risk Management division experienced significant change during 2016-17. An organisational restructure resulted in the addition of Koori Programs and Initiatives, and oversight of CSV’s risk and audit functions.

The division provides specialist consultancy services and expert advice supporting the employee life cycle including recruitment and retention, performance and career planning, capability development and engagement, employee relations, occupational health and safety, specialist payroll administration and change management support.

Delivery of services is based on the individual needs of each jurisdiction.

### Health and Wellbeing

CSV continued its commitment to health and wellbeing during 2016-17. Key strategic initiatives included vicarious trauma prevention and management; managing and responding to family violence within the workplace and development of a comprehensive wellbeing program for all CSV employees.

### Senior Managers’ Development Program

The Senior Managers’ Development Program pilot began in June 2016. This innovative and challenging program was aimed at developing the leadership and management skills of high-performing senior employees. Program content included self-awareness, adaptive problems and challenges, leading and managing, strategic and critical thinking, and innovation and continuous improvement. Feedback from the pilot was very positive and a second program was launched in April 2017.

### Learning and Organisational Development

The Learning@CSV program provided employees with opportunities to develop key capabilities and deliver service excellence. During 2016-17 a range of capability-building programs were delivered to approximately 570 CSV participants. Key areas included performance and development, foundational management for supervisors and team leaders, self-awareness and leadership for middle managers, recruitment, mentoring, writing skills and responding safely and effectively to people affected by the drug Ice.

### Koori Programs and Initiatives

The Koori Programs and Initiatives unit ensures CSV has a contemporary approach in responding to issues relevant to Koori staff, community and users of the criminal and civil court system. Working in collaboration with jurisdictions, the unit is responsible for coordinating the strategic development and delivery of Victoria’s Koori justice policies and programs across all courts and tribunals. Key Koori projects and initiatives delivered in 2016-17 include the below.

#### Koori Cultural Awareness Program

A Koori Cultural Awareness Program for all CSV employees was launched in early 2017. The program was adapted and delivered to the County Koori Court support staff, as well as part of the Magistrates’ Court induction program for new court registrars, and as a specific Koori Family Violence program. A Koori managers’ program was also developed targeting employees responsible for managing Aboriginal staff and/or programs.

#### Aboriginal Justice Agreement

CSV was instrumental in contributing to the review of the Aboriginal Justice Agreement 3 (AJA 3), leading to discussions for the development of AJA 4. With a continued focus on self-determination, CSV’s planning for AJA 4 has been informed by feedback from the AJA Koori Caucus.

#### Koori Cultural Support

A focus of the implementation of the Koori Inclusion Action Plan is the provision of cultural advice to jurisdictions. CSV continued to support jurisdictions to implement key actions relating to employment and recruitment, and cultural awareness, and supported the development of Koori-specific brochures for the Coroners Court of Victoria and other judicial bodies. CSV also provided an avenue for community consultation through the Courts Koori reference group, Regional Aboriginal Justice advisory committees and Koori Court Aboriginal reference groups.

### Transforming through Innovation: Workforce Planning and Development Framework

Australia’s workforce and workplace is changing. In response, CSV is developing a Workforce Planning and Development Framework to ensure we can meet challenges, and identify opportunities, to develop the right jobs and skills to support Victoria’s courts. In 2016-17 the division created a new platform to inform the development of the workforce framework and its methodology.

Phase one of the Business Intelligence Workforce Dashboard was developed to incorporate workforce metrics, including full-time equivalent and headcount, composition, employee movement, leave and workforce demographics. Launched in November 2016, the workforce dashboard allows Court CEOs and HR practitioners across CSV to better monitor and understand their staff to meet current and future needs.

Phase two will implement additional workforce metrics, including workforce costs, recruitment, occupational health and safety, learning and development, and talent management and succession planning.

Additionally,a new Performance and Learning Management System (PALMS) was implemented in early 2017. The system supports ongoing performance and development discussions between managers and staff. The learning management component of PALMS provides access to a range of internal, external and online programs and resources to support capability development aligned to the CSV Capability Framework. Information from PALMS will also be used to inform the development of the workforce framework.

## Financial Analysis, Planning and Reporting

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.

### 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 unit 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 unit also provides appropriation management and reporting, production of financial statements and statutory reporting taxation, banking, general ledger management and accounts receivable.

Key achievements for the unit include the below.

* Maintained productive relationships with the jurisdictions and DTF to support the work of the courts and tribunals.
* In consultation with the courts and tribunals, developed finance policies and procedures to ensure compliance with new Standing Directions of the Minister for Finance.
* Strengthened internal financial reporting for the Courts Council, the Finance Portfolio Committee and the Audit and Risk Portfolio Committee.
* Produced the CSV Annual Financial Statement as required in legislation and in accordance with best practice.
* Established an independent IT infrastructure for the CSV budget system, enhancing standardised reporting and financial transparency.

### Strategic Analysis and Review

Over the last year, the unit established specialist data analytics and reporting capabilities to improve the quality of funding submissions and performance reporting to the government, and support evidence-based decision-making.

Key achievements for the unit include the below.

* Supported submissions to government that resulted in increased funding for the courts and tribunals.
* Completed the establishment of key performance indicators across the jurisdictions to align with the International Framework for Court Excellence for the 2016-17 Victorian Budget.
* Continued to improve external reporting for the Courts' Report on Government Services, the Australian Bureau of Statistics performance data and other external agencies.
* The establishment of new data analytics and reporting capabilities, including an upgrade of the enterprise data warehouse and business intelligence platforms, and development of modern best practice dashboards for senior executives, management and operational staff.
* The development of a predictive model to forecast the future demand of court services using data science and geospatial techniques.

### Procurement

The unit supported procurement activity across jurisdictions to ensure compliance, best practice and value-for-money outcomes. A review of the Procurement Framework identified opportunities for improvement, and preliminary work on the recommendations has commenced.

Procurement policies have been redeveloped and implemented to meet the requirements of the revised 2016 Standing Directions, issued under section 8 of the Financial Management Act.

### Legal and Governance

The unit provides legal support and advice to assist the Courts Council and operating divisions, as well as each jurisdiction upon request. The unit has provided legal advice on major procurement, diverse property matters and administrative law; as well as various compliance matters, including freedom of information, privacy and other governance requirements.

### Transforming through Innovation: Business Analytics

Data is a critical element in any modern organisation, and business analytics is the science of how to leverage data to make better organisational decisions. The division recognised that jurisdictions would need to develop an analytics-orientated culture to meet the growing demands of a modern and fast-changing judicial system.   
  
Partnering with Melbourne Business School (MBS), which is part of the University of Melbourne, the division offered a five-day Business Analytics module to leaders, managers and business analysts across the jurisdictions and divisions. The 24 participants who completed the module gained an understanding of the latest techniques, and applied analytical models and tools to help better decision-making and outcomes across the jurisdictions.   
  
The participants worked in groups to complete a modelling project of case completion times, and then provided recommendations on how the findings could be used to better manage the scarce resources of the jurisdictions and CSV. Participants will have the opportunity to participate in an Advanced Business Analytics module in 2018, and upon completion will be awarded a Professional Certificate in Management from the University of Melbourne.

The division also offered three-month internships to graduates from the Master of Business Analytics course at MBS, and looks forward to continuing to work with the school in the future.

## Information Technology Services

#### The Information Technology Services (ITS) division delivers a high-value service for IT infrastructure, case management systems and in-court systems to the jurisdictions. The division also leads IT strategy development and works collaboratively to support IT jurisdictional objectives and outcomes. The division is led by the Chief Information Officer, Justin Bree.

### In-court Technology

#### The division has supported significant improvements in high-definition video conferencing systems in 112 court rooms across 30 Magistrates’ Court buildings. Modern video conferencing allows for the separation of victims from the accused while giving evidence, which is particularly important in cases of family violence. These improvements also reduce the requirement for transportation and alleviate security concerns associated with moving prisoners.

### Technology Independence for CSV

Even though the courts were separated from the Department of Justice and Regulation in 2014, CSV continued to rely on the department for some technology infrastructure and certain support services.  
  
In June 2017, after an extensive examination of how to separate the technology environments of the courts and the department, the CenITex Government Shared Platform was determined to be the optimal choice with regards to cost, technology modernisation and support. The transition to this platform will deliver a significant technology upgrade and a contemporary computing environment to court users. The upgrade project has commenced and will continue throughout the next financial year.

### Courts Case Management System Enhancements

#### To support legislative reform concerning the collection of outstanding court fines and infringements, enhancements to the County Court and Magistrates’ Court case management systems were required, in conjunction with a new electronic interface to share fine and cost data with Infringement Management and Enforcement Services (IMES). A dedicated project team within ITS, in collaboration with the jurisdictions and IMES, has been working on delivering these changes since October 2016.

### Security and Risk

ITS works with the jurisdictions to continually assess information security requirements in an ever-changing threat and risk environment. This year, ITS completed several information security reviews with a view to strengthening existing security measures. Further work in the area of cyber security is planned, as managing information security will continue to be a challenge due to the highly dynamic nature of threats and risks.

### 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 – providing transcripts in approximately 12,000 hearings during 2016-17.

This year's performance for timely delivery of transcripts and quality exceeded all service benchmarks. More than 98 per cent of transcripts were delivered on time across the Supreme Court, Court of Appeal, County Court and Coroners Court.

Revised turnaround times for committals proceeding to the Supreme Court are being implemented to assist the court in expediting the listing of trials.

A formal document outlining the authorisations required in all County Court criminal matters has been endorsed by the Chief Judge. This ensures that all County Court and VGRS staff have a common understanding of the processes in place.

The replacement of the VGRS Transcript Management Suite is in its final stages with the new system, TOMAS, due for release in August 2017. TOMAS will offer more efficient use of VGRS resources and support the changing requirements of transcription and recording in Victoria's courts.

VGRS has begun working with the Public Records Office of Victoria to draft a Retention and Disposal Authority (RDA) for approval from the courts. The RDA will solidify the status of transcription and recordings as permanent or temporary public records and specify their storage, retention and access requirements.

### Transformation through Innovation: Virtual Servers

Like many organisations, CSV seeks to reduce the cost of IT without compromising the reliability of services. Managing the life cycle of physical infrastructure and leveraging different technologies presents opportunities to achieve positive outcomes for the courts.

The Magistrates’ Court have numerous locations across the state. Some of the server hardware in regional locations is ageing and the replacement of this hardware represents a considerable financial commitment.

Rather than simply replace the existing hardware, ITS worked with the Magistrates’ Court to trial the use of virtual servers in the Seymour Magistrates’ Court. Virtual servers eliminate the need for local hardware. Instead, users access virtual machines hosted in a centralised data centre.

The trial was a success and further work has commenced to expand the use of virtual servers. In time, this will lead to significantly reduced hardware costs, improved flexibility and an improved ability to establish and maintain services for the courts.

## Assets and Security

The Assets and Security division supports accessible justice for all Victorians through a portfolio of buildings that are functional, safe, secure and sustainable to meet the service needs of the jurisdictions and the community.

Working in partnership with jurisdictions, the division plans and manages court and tribunal assets and security requirements for 66 courts across 75 buildings.

### Delivery of Family Violence Initiative Upgrades

In response to the recommendations from the Royal Commission into Family Violence the division has been upgrading a number of court locations to help make them safer for women and children. The division worked closely with the Magistrates' Court to plan, design and implement minor modifications to existing buildings and infrastructure to accommodate additional workers and create safe waiting areas, discreet entries and separate pathways at Horsham, Heidelberg, Bendigo, Broadmeadows, Geelong, Sunshine, Wangaratta, Werribee, Dandenong and Ringwood.

### Safe and Secure Courts

Last year’s Victorian Court Safety Audit Project assessed the physical structure and operations of the Victorian Magistrates’ Court buildings to ensure that victims of family violence can be safe and free from intimidation while attending court. The audit informed the development of the Victorian Court Security Model that includes the addition of entry screening equipment at regional courts and the introduction of Court Security Officers (CSOs) at courts and tribunals. In 2016-17 a major tender commenced to select a supplier to recruit, train and deploy CSOs across the state.

Additionally, comprehensive planning and consultation was undertaken to inform the safety and security asset upgrades at 16 courts. Installation of registry counters was completed at Dromana, Stawell, Portland, Bacchus Marsh and Maryborough. The remaining 11 court upgrades are scheduled for completion by mid-2018.

### Infrastructure Upgrades and Maintenance

The division works with jurisdictions on a program of infrastructure upgrades to address critical priorities. The division addressed issues with disability compliance at Dromana and Wonthaggi; delivered upgrades to the lifts at the Melbourne Magistrates' Court; and improved roof safety access at the Supreme Court.

Additionally, the recovery project for the 104-year-old courthouse in Cobram that was burnt down last year has offered a unique opportunity to restore the historic building and commence a range of required infrastructure upgrades.

### Leased Properties

Long-term lease renewals were approved by the Courts Council for Ringwood, Frankston and Dandenong courts. The renewals provide CSV with long-term tenure, ensuring continuity in the delivery of court and tribunal services for the community.

A new Melbourne Drug Court commenced operation on 3 March 2017. The division secured this accommodation as an interim solution whilst a longer term and fit-for-purpose facility is secured. Testing facilities were constructed at the Melbourne Magistrates’ Court and have been operating successfully since March.

### Essential Services Maintenance Contract

A new contract commenced on 1 May 2016 for maintenance of essential safety measures, mechanical equipment and passenger lifts to ensure the proper functioning of CSV buildings.

The contract provides for significant improvements on the information of the built assets, and routines for ensuring the reliability of fire protection systems and equipment. Regular reporting helps to better inform strategic planning and life cycle management.

### Emergency Management and Business Continuity

The division is committed to developing organisational capability to plan and respond more effectively to business interruption and emergency events. A revised policy framework and associated templates in business continuity and emergency management were approved by the Courts Council. The division is working with jurisdictions to support the development of localised plans to ensure rapid response and recovery from a crisis or business interruption, and training staff to better respond during an incident.

### Shepparton Law Courts Redevelopment

The $73 million multi-jurisdictional Shepparton Law Courts redevelopment is progressing well, with the five level structure complete. Stage one of the project, housing the new courts, is due for completion in late 2017. Once complete, the Shepparton Law Courts will form a regional headquarters for the Hume/Goulburn region. The new courts will provide more accessible and responsive services for regional Victoria and offer a safe and secure environment for all court users.

### Transformation through Innovation: Strategic Asset Plan

CSV’s first Strategic Asset Plan, a landmark 15-year infrastructure reform plan, provides a vision for creating a modern, technology-enabled, interconnected court and tribunal network to meet the needs of jurisdictions and Victoria’s expanding population.

The plan is based on a robust and evidence-based framework that focuses on service delivery requirements and enables prioritisation of asset investment. With only 16 per cent of Victoria’s court buildings currently meeting infrastructure benchmarks, the plan provides a holistic approach to address longstanding issues, and enables the delivery of specialist court services – ­including those highlighted in the Royal Commission into Family Violence.

Additionally, the plan prioritised the development of the new Bendigo and Werribee Law Courts, which received funding for stage one planning in the 2017-18 State Budget. It also highlighted the need for asset life cycle management and critical infrastructure upgrades, which also secured initial funding in the budget.

The plan addresses the complexity of issues facing each jurisdiction and will assist the transformation of Victoria’s courts and tribunals into a modern, cohesive, flexible and fit-for-purpose service environment throughout Victoria.

## Output performance

The CSV operational and budgetary objectives and performance are aligned with the jurisdictions' performance. The Victorian Budget 2016–17 outlined the mission statement, objectives and performance indicators for the courts output.

### Courts Mission Statement

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

### Courts Objective

*The fair, timely and efficient dispensing of justice.*

### Courts Indicators

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

There were no changes to the courts output structure for 2016-17.

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

For more information about the outcomes and data presented below, 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 2016-17, an additional Global Measure from the IFCE was integrated into the courts output performance measures outlined in the Victorian Budget Paper No. 3 (BP3):

* Court file integrity – availability, accuracy and completeness

This measure is based on the results of court file audits against three rigorous criteria – availability, accuracy and completeness.

### Performance Against Measures

Table 1: Courts Output – Performance against measures 2016-17

| *Performance measures* | *Unit of measure* | *2016‑17 estimate* | *2016‑17 actual* | *Performance Variation (%)* |
| --- | --- | --- | --- | --- |
| ***Quantity*** |  |  |  |  |
| Average cost per case – Civil matters disposed in the Supreme Court | dollars | 2,303 | 2,396 | 4.0 |
| *Probate matters finalised in the Supreme Court are included in average cost per case calculations.* | | | | | |
| Average cost per case – Civil matters disposed in the County Court | dollars | 5,716 | 5,505 | -3.7 |
| Average cost per case – Civil matters disposed in the Magistrates’ Court | dollars | 598 | 629 | 5.2 |
| *The actual cost per case is higher than estimated due to greater than anticipated expenditure during 2016-17, which is due to the impacts of carryover and externally funded programs. The civil caseload was also lower than estimated, primarily due to a reduction in the number of civil default order finalisations and dismissals pursuant to Rule 21.11 of the Magistrates' Court General Civil Procedure Rules 2010.* | | | | | |
| Average cost per case – Family Division matters disposed in the Children’s Court | dollars | 1,046 | 1,023 | -2.2 |
| Average cost per case – Civil matters disposed in VCAT | dollars | 595 | 743 | 24.9 |
| *The actual cost per case is higher than estimated because of additional one-off program funding received during 2016-17 and an increase in activity in the Civil and Planning lists, which has driven up average costs. Increased activity is a result of the introduction of the VCAT (Fees) Regulations 2016 on 1 July 2016.* | | | | | |
| Average cost per case – Coronial matters disposed in the Coroners Court | dollars | 2,909 | 3,014 | 3.6 |
| Average cost per case – Criminal matters disposed in the Supreme Court | dollars | 38,025 | 36,493 | -4.0 |
| Average cost per case – Criminal matters disposed in the County Court | dollars | 17,570 | 15,228 | -13.3 |
| *The actual cost per case is lower than estimated due to the County Court finalising a higher number of criminal cases than was anticipated when calculating the estimated average cost per case.* | | | | | |
| Average cost per case – Criminal matters disposed in the Magistrates’ Court | dollars | 547 | 643 | 15.8 |
| *The actual cost per case is higher than estimated due to greater than anticipated expenditure during 2016-17, which is due to the impacts of carryover, Night Court, and externally funded programs. The criminal caseload was also lower than estimated due to a backlog in infringement matters referred to the Magistrates' Court.* | | | | | |
| Average cost per case – Criminal matters disposed in the Children’s Court | dollars | 224 | 296 | 32.1 |
| *The Children’s Court experienced a short-term increase in the number of unpaid infringements registered for enforcement during 2015-16, which was not repeated in 2016-17. In 2016-17, the court finalised over 4,900 fewer criminal division matters than in 2015-16. This resulted in the actual cost per case being higher than estimated.* | | | | | |
| Case clearance rate**1**– Civil matters disposed in the Supreme Court | per cent | 100 | 100.6  (27,545/  27,386) | 0.6 |
|  | | | | | |
| Case clearance rate**1** – Civil matters disposed in the County Court | per cent | 100 | 97.0  (5,867/  6,051) | -3.0 |
| Case clearance rate**1** – Civil matters disposed in the Magistrates’ Court | per cent | 100 | 91.2  (57,703/  63,242) | -8.8 |
| *Civil matters for the Magistrates’ Court comprise civil, intervention order and Victims of Crime Assistance Tribunal cases. An increase in cases initiated for all of these matters, as well as the complexity of these matters, resulted in the actual clearance rate being lower than estimated.* | | | | | |
| Case clearance rate**1**– Family Division matters disposed in the Children’s Court | per cent | 95 | 92.8  (19,473/  20,981) | -2.3 |
| Case clearance rate**1** – Civil matters disposed in VCAT | per cent | 100 | 98.2  (84,878/  86,461) | -1.8 |
| Case clearance rate**1** – Coronial matters disposed in the Coroners Court | per cent | 100 | 100.6  (6,285/  6,248) | 0.6 |
| Case clearance rate**1** – Criminal matters disposed in the Supreme Court | per cent | 100 | 97.3  (606/  623) | -2.7 |
| Case clearance rate**1** – Criminal matters disposed in the County Court | per cent | 100 | 94.2  (5,321/  5,647) | -5.8 |
| *A number of factors influenced this outcome, including increased trial complexity and higher numbers of not-reached trials at the beginning of 2017.* | | | | | |
| Case clearance rate**1** – Criminal matters disposed in the Magistrates’ Court | per cent | 100 | 119  (198,185/  166,499) | 19 |
| *The actual case clearance rate is higher than estimated due to changes in the practices for initiating infringement matters referred to the court. Some matters from 2015-16 are still being finalised within the criminal division.* | | | | | |
| Case clearance rate**1** – Criminal matters disposed in the Children’s Court | per cent | 100 | 111.4  (20,791/  18,658) | 11.4 |
| *The actual case clearance rate is higher than estimated due to a small decrease in the number of initiated criminal cases.* | | | | | |
| ***Quality*** |  |  |  |  |
| Court file integrity in the Supreme Court – availability, accuracy and completeness | per cent | 90 | 83 | -7.8 |
| *The Supreme Court deliberately applies very stringent court file integrity criteria with the aim of embedding the highest standards of court file integrity as usual practice. Up to this point in time, the Supreme Court has limited the scope of its file audits to hard-copy files, believing this would highlight the areas most in need of improvement. This has proven to be correct with the primary audit failures relating to anomalies between hard-copy files and their corresponding CourtView electronic index. Continuous improvement actions are being implemented to address audit failures. The Supreme Court has been running the audit internally for the last two years and has evidenced year-on-year improvements to overall court file integrity.* | | | | | |
| Court file integrity in the County Court – availability, accuracy and completeness | per cent | 90 | 74 | -17.8 |
| *The actual court file integrity outcome is less than estimated as the court is currently working through an improvement plan where some improvements will take longer than 12 months to implement.* | | | | | |
| Court file integrity in the Magistrates’ Court – availability, accuracy and completeness | per cent | 90 | 79 | -12.2 |
| *The actual court file integrity outcome is less than estimated due to the high volume of cases dealt with by the court and the resource intensive nature of paper files. The Magistrates’ Court has introduced a Court File Standards Protocol to improve the process and deliver a higher standard of court file management.* | | | | | |
| Court file integrity in the Children’s Court – availability, accuracy and completeness | per cent | 90 | 85.7 | 4.8 |
|  | | | | | |
| Court file integrity in the Coroners Court – availability, accuracy and completeness | per cent | 90 | 89.9 | 0.1 |
| Court file integrity in VCAT – availability, accuracy and completeness | per cent | 90 | 86 | -4.4 |
| ***Timeliness*** |  |  |  |  |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Supreme Court | per cent | 90 | 92 | 2.2 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the County Court | per cent | 90 | 89 | -1.1 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Magistrates’ Court | per cent | 80 | 80 | 0 |
| On‑time case processing – Family Division matters resolved or otherwise finalised within established timeframes in the Children’s Court | per cent | 90 | 90.7 | 0.7 |
| On‑time case processing – Civil matters resolved or otherwise finalised within established timeframes in VCAT | per cent | 90 | 87 | -3.3 |
| On‑time case processing – Coronial matters resolved or otherwise finalised within established timeframes in the Coroners Court | per cent | 75 | 80.3 | 7.1 |
| *Established timeframe for coronial matters is one year from case lodgement to finalisation, based on average case complexity and historical benchmarking. The actual on-time case processing outcome is higher than estimated due to the Coroners Court’s continued efforts to resolve coronial cases in an efficient and timely manner, including continuous improvement to case management processes and staff training.* | | | | | |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Supreme Court | per cent | 75 | 85 | 13.3 |
| *The established timeframe for Supreme Court Criminal matters is one year from case lodgement to finalisation, based on average case complexity and historical benchmarking. The actual on-time case processing outcome is higher than estimated due to significant reductions in case processing times for criminal matters in the Court of Appeal, with over 93% of those matters being resolved within one year of lodgement. These figures include Court of Appeal and trial matters only; they do not include criminal applications in the Trial Division.* | | | | | |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the County Court | per cent | 85 | 92 | 8.2 |
| *The actual on-time case processing outcome is higher than estimated due to a continued focus on monitoring the timely disposition of cases. The proactive management of criminal case listings has also assisted to ensure appropriate time to trial.* | | | | | |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Magistrates’ Court | per cent | 85 | 81 | 4.7 |
| On‑time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Children’s Court | per cent | 90 | 92.2 | 2.4 |
| ***Cost*** |  |  |  |  |
| Total output cost | $ million | 487.0 | 494.7 | 1.6 |

**1***The case clearance rate is calculated as (number of cases disposed/number of cases initiated.*

## 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.

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

Refer to the financial statements for comparison of budget and actual.

### Three-Year Financial Summary

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

Table 2: Three-year financial summary

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2016-17**  **$'000** | **2015-16**  **$'000** | **2014-15**  **$'000** |
| Revenue from Government | 457,763 | 432,701 | 412,389 |
| Total income from transactions | 490,874 | 457,819 | 449,332 |
| Total expenses from transactions | 493,412 | 458,291 | 443,160 |
| Net result from transactions (surplus) | (2,539) | (472) | 6,172 |
| Net result for the period (surplus) | 5,577 | 178,347 | 4,092 |
| Net cash flow from operating activities | 31,646 | 25,957 | 36,108 |
| Total assets | 1,086,817 | 1,064,833 | 828,921 |
| Total liabilities | 187,139 | 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 2016-17, CSV’s net result from transactions was a deficit of $2.539 million that comprises a total income of $490.9 million[[1]](#footnote-1) and expenditure of $493.4 million.
* Of the $490.9 million actual revenues utilised for the operation of the courts’ system, approximately $71 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 $4 million more than in 2015-16. The remaining funds were 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 day-to-day operating costs of the jurisdictions.
* CSV’s net assets of $899.7 million comprises total assets of $1.087 billion and liabilities of $187.1 million. Further details are provided in the balance sheet in the financial statements.
* CSV cash flow at year-end consisted of $9.1 million. During the year cash transactions included receipts of $482.4 million, payments of $450.7 million, purchases of non-financial assets of $41 million, proceed of sales of non-financial assets of $2.2 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.

The CSV 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 set out 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 Jurisdiction Services, the jurisdictions and the College are based on an historical allocations profile adjusted for savings, indexation and new funding

Table 3: CSV’s budget allocation by jurisdiction

|  |  |
| --- | --- |
| By Business Area | 2016-17  Published Budget  $m |
| Supreme Court | 69.3 |
| County Court | 83.8 |
| Magistrates’ Court | 135.4 |
| VCAT | 43.3 |
| Children’s Court | 19.3 |
| Coroners Court | 15.8 |
| Judicial College of Victoria | 2.3 |
| Jurisdiction Services | 117.7 |
| **Total CSV** | **486.9** |

### Disclosure of Grants and Transfer Payments (other than contributions by owners)

CSV has provided assistance to certain companies and organisations. Financial assistance provided in 2016-17 is detailed below.

Table 4: Grant and other transfer payments

|  |  |  |
| --- | --- | --- |
| **Organisation** | **Nature of Grant and Other Transfer Payment** | **Expenditure (exc. GST) $** |
| Australian Bureau of Statistics | National Criminal Courts Statistics Unit Inter-Governmental Agreement | 75,699 |
| Belgium Avenue Neighbourhood House | Community Conversion Grant for the Community Engagement and Crime Prevention Project | 5,000 |
| Child Rights International | Translation and Pilot Contribution for Community Justice Practices in Cambodia | 15,000 |
| Court Network | Court Services Network Agreement | 857,252 |
| Department of Health and Human Services | Alcohol and Other Drug Treatment Services for Participants of the Court Integrated Service Program | 373,743 |
| Department of Health and Human Services | Leasing Arrangements for Properties to House the Homeless | 1,346,963 |
| Department of Health and Human Services | Neighbourhood Justice Centre Program | 53,834 |
| Department of Justice and Regulation | Coronial Council of Victoria Secretariat Support Funding 2016/17 for Reportable Deaths Project | 700,000 |
| Department of Justice and Regulation | Correctional Services Funding Contribution | 107,025 |
| Forensicare | Contribution to Fund Mental Health Court Liaison Officer at Sunshine Magistrates Court | 131,300 |
| Jesuit Social Services | Adolescent Family Violence Restorative Pilot | 20,000 |
| Jesuit Social Services | Youth Diversion Pilot Program Funding | 363,636 |
| Judicial College of Victoria | 2016-17 Output Appropriation Funding | 2,459,400 |
| Launch Housing | Justice Housing Support Program | 957,666 |
| National Judicial College of Australia | 2016-17 Victoria Contribution | 86,298 |
| Supreme Court Library | 2016-17 Publications and Services Contribution | 925,381 |
| Swinburne University of Technology | Family Drug Treatment Court Research Project Contribution | 22,727 |
| The Wellington Collingwood Gift Fund | Funding for Implementing Strategic Plan for Governance Restructure and the Establishment of a Formal Consortium of Agencies | 30,000 |
| Other | Miscellaneous | 4,217 |
| **TOTAL** |  | **8,535,141** |

# SECTION 3: WORKFORCE DATA

## Workforce Data

People and Culture monitor CSV-wide workforce data.

The following table includes data for actual full-time equivalent (FTE) Victorian Public Service (VPS) employees and does not include statutory appointees.

Table 5: Details of employment levels in June 2016 and 2017

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **30 June 2016** | | | | | | | **30 June 2017** | | | | | | |
|  | **All employees** | | **Ongoing** | | | **Fixed term and casual** | | **All employees** | | **Ongoing** | | | **Fixed term and casual** | |
|  | **Number (headcount)** | **FTE** | **Full-time**  **(headcount)** | **Part-time**  **(headcount)** | **FTE** | **Number (headcount)** | **FTE** | **Number (headcount)** | **FTE** | **Full-time**  **(headcount)** | **Part-time**  **(headcount)** | **FTE** | **Number (headcount)** | **FTE** |
| **Demographic data** | | | | | | | | | | | | | | |
| **Gender** | | | | | | | | | | | | | | |
| Male | 545 | 537 | 437 | 16 | 447.6 | 92 | 89.4 | 572 | 560.2 | 453 | 17 | 463.8 | 102 | 96.4 |
| Female | 1205 | 1102.3 | 805 | 239 | 952.9 | 161 | 149.4 | 1290 | 1186.5 | 853 | 243 | 1004.4 | 194 | 182.1 |
| **Age** | | | | | | | | | | | | | | |
| Under 25 | 159 | 154.7 | 122 | 2 | 122.6 | 35 | 32.1 | 192 | 187.2 | 147 | 2 | 147.9 | 41 | 37.3 |
| 25-34 | 619 | 596.6 | 420 | 51 | 449.8 | 148 | 146.8 | 648 | 621.8 | 420 | 57 | 453.2 | 172 | 169.6 |
| 35-44 | 329 | 291.1 | 210 | 86 | 261.4 | 33 | 29.7 | 368 | 330.9 | 246 | 82 | 296.1 | 41 | 35.8 |
| 45-54 | 304 | 277.8 | 214 | 71 | 261.1 | 19 | 16.7 | 324 | 299.2 | 232 | 71 | 279.6 | 21 | 19.6 |
| 55-64 | 265 | 250.9 | 216 | 31 | 237.4 | 18 | 13.5 | 254 | 238.3 | 200 | 32 | 221.1 | 21 | 16.2 |
| Over 64 | 74 | 68.2 | 60 | 14 | 68.2 | 0 | 0 | 76 | 69.3 | 61 | 16 | 70.3 | 0 | 0 |
| **Classification data** | | | | | | | | | | | | | | |
| VPS 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| VPS 2 | 450 | 424.3 | 289 | 57 | 326.3 | 104 | 98 | 450 | 424.3 | 265 | 55 | 301.5 | 130 | 122.8 |
| VPS 3 | 322 | 303 | 183 | 45 | 211.7 | 94 | 91.3 | 350 | 329.4 | 213 | 44 | 240.8 | 93 | 88.6 |
| VPS 4 | 184 | 169.8 | 128 | 34 | 149.9 | 22 | 19.9 | 238 | 222.3 | 161 | 35 | 183.5 | 42 | 38.8 |
| VPS 5 | 135 | 129.2 | 98 | 18 | 110.8 | 19 | 18.4 | 154 | 146.6 | 118 | 22 | 133.5 | 14 | 13.1 |
| VPS 6 | 112 | 107.6 | 95 | 7 | 99.8 | 10 | 7.8 | 118 | 113.2 | 96 | 11 | 103.4 | 11 | 9.8 |
| Allied Health 3 | 2 | 1.3 | 0 | 2 | 1.3 | 0 | 0 | 2 | 1.3 | 0 | 2 | 1.3 | 0 | 0 |
| Trainee Registrar | 148 | 144.7 | 140 | 7 | 143.7 | 1 | 1 | 150 | 147.2 | 144 | 6 | 147.2 | 0 | 0 |
| Deputy Registrar | 76 | 71.8 | 68 | 8 | 71.8 | 0 | 0 | 95 | 89.5 | 83 | 11 | 88.5 | 1 | 1 |
| Registrar Grade 3 | 189 | 162.3 | 125 | 61 | 159.9 | 3 | 2.4 | 177 | 151.8 | 117 | 58 | 150.4 | 2 | 1.4 |
| Registrar Grade 4 | 46 | 43.2 | 40 | 6 | 43.2 | 0 | 0 | 38 | 35.9 | 33 | 5 | 35.9 | 0 | 0 |
| Registrar Grade 5 | 48 | 44.1 | 38 | 10 | 44.1 | 0 | 0 | 51 | 46.2 | 39 | 11 | 45.2 | 1 | 1 |
| Registrar Grade 6 | 18 | 18 | 18 | 0 | 18 | 0 | 0 | 18 | 18 | 18 | 0 | 18 | 0 | 0 |
| Solicitor Grade 3 | 2 | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **1732** | **1621.3** | **1224** | **255** | **1382.5** | **253** | **238.8** | **1841** | **1725.7** | **1287** | **260** | **1449.2** | **294** | **276.5** |
| STS | 6 | 6 | 6 | 0 | 6 | 0 | 0 | 9 | 9 | 7 | 0 | 7 | 2 | 2 |
| Executive Officer 1 | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 1 | 0 | 0 |
| Executive Officer 2 | 6 | 6 | 6 | 0 | 6 | 0 | 0 | 7 | 7 | 7 | 0 | 7 | 0 | 0 |
| Executive Officer 3 | 5 | 5 | 5 | 0 | 5 | 0 | 0 | 4 | 4 | 4 | 0 | 4 | 0 | 0 |
| **Total Senior employees** | **18** | **18** | **18** | **0** | **18** | **0** | **0** | **21** | **21** | **19** | **0** | **19** | **2** | **2** |
| **Total employees** | **1750** | **1639.3** | **1242** | **255** | **1400.5** | **253** | **238.8** | **1862** | **1746.7** | **1306** | **260** | **1468.2** | **296** | **278.5** |

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 through recruitment 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 2017. Judicial officers are not included.

2. The above figures include all employees defined as CSV staff in section 3 of the CSV Act: the CSV CEO; a Court CEO; a person employed under section 36; a judicial employee; the CEO of the College; or a person employed under section 16(2) of the *Judicial College of Victoria Act 2001* (Vic).

3. For the purposes of practicality, as a true reflection of the CSV workforce, and for ease of comparison with data reported in previous years, FTE figures have not been rounded to the nearest whole number.

### 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. 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.

Table 6: Number of executive officers by gender at 30 June 2017

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | All | | Male | | Female | |
| Class | No. | Var. | No. | Var. | No. | Var. |
| EO-1 | 1 | 0 | 1 | 0 | 0 | 0 |
| EO-2 | 7 | +1 | 3 | -1 | 4 | +2 |
| EO-3 | 4 | -1 | 1 | 0 | 3 | -1 |
| **Total** | **12** | **0** | **5** | **-1** | **7** | **+1** |

The number of executives in the Report of Operations is based on the number of executive positions that are occupied at the end of the financial year. Note 9.4 in the financial statements lists the actual number of EOs and the total remuneration paid to EOs over the course of the reporting period. Note 9.4 does not include the CSV CEO (Accountable Officer) or the College CEO, nor does it distinguish between executive levels or disclose separations. Separations are executives who have left CSV during the relevant reporting period. To assist readers, these numbers are reconciled in Table 7 below.

Table 7: Reconciliation of executive numbers

|  |  |  |
| --- | --- | --- |
|  | **2016** | **2017** |
| Executives (As listed in Financial Statement) | 12 | 11 |
| Accountable Officer | 1 | 1 |
| Judicial College of Victoria CEO | 1 | 1 |
| Less Separations | (2) | (2) |
| Plus Commencements during 2016-17 | - | 1 |
| **Total executive numbers at 30 June** | **12** | **12** |

The following table discloses the annualised total salary for senior employees of CSV, categorised by classification. The salary amount is reported as the full-time annualised salary.

Table 8: Annualised total salary for executives and other senior employees

|  |  |  |
| --- | --- | --- |
| **Income Band** | **Executives** | **STS** |
| < $160,000 | 0 | 3 |
| $160,000 - $179,999 | 1 | 4 |
| $180,000 - $199,999 | 3 | 2 |
| $200,000 - $219,999 | 1 | 0 |
| $220,000 - $239,999 | 2 | 0 |
| $240,000 - $259,999 | 1 | 0 |
| $260,000 - $279,999 | 2 | 0 |
| $280,000 - $499,999 | 0 | 0 |
| **Total** | **10** | **9** |

Notes

1. The contracted remuneration of executives and payments to senior staff is the total salary amount, excluding superannuation (company and employee), and vehicle leasing arrangements as at the last full pay period in June of the reporting period.

2. This table does not include the CSV CEO (Accountable Officer), or the CEO of the College as the College is a separate reporting entity.

### Employment and conduct principles

CSV continues to respect and uphold public sector employment and conduct principles by treating employees fairly and reasonably, upholding human rights, ensuring a reasonable avenue of redress for personal grievances, providing equal employment opportunities and selecting on merit. Employees have been correctly classified in workforce data collection.

During 2016-17, CSV reviewed its recruitment policies and processes. A new Recruitment and Selection Policyand associated process was developed and implemented that confirms CSV’s commitment to the below.

* Employing a highly-skilled and capable workforce to deliver quality services to the Victorian community.
* Ensuring diversity and equality by promoting and maintaining a safe and inclusive work environment where all employees are respected, valued and supported.
* Increasing participation of Aboriginal and/or Torres Strait Islander people, and seeking to employ people of any gender, age, religion, and sexual orientation, plus people with a disability, and people from varied cultural backgrounds.
* Ensuring recruitment and selection processes are based on merit, and involve a competitive process and a genuine attempt to create a viable field of candidates.

## Staff Health, Safety and Wellbeing

During 2016-17, CSV continued to promote healthy workplaces, conduct awareness programs and provide targeted and strategic occupational health and safety (OH&S) professional development activities. Each jurisdiction continued to use the OH&S self-assessment process as a measure of the effectiveness of health and safety management systems.

There were 154 reported incidents in 2016-17 compared to 159 in 2015-16. This represented a slight decrease of three per cent. The number of incidents reported relating to CSV employees increased, whereas the number of incidents lodged on behalf of court users or contractors decreased.

There were 10 accepted standard WorkCover claims for the 2016-17 year, compared with five accepted claims in 2015-16. Although the total number of standard WorkCover claims increased during the past year, the number of ‘lost time’ standard claims remained at two. This is attributable to the strategies developed to support injured employees to remain at, or return to, work as quickly as possible, and the proactive preventative programs that address causes of workplace injuries.

The capability of managers and employees was enhanced through targeted programs and initiatives including Beyond Blue sessions on mental health, Vicarious Trauma information sessions, the inclusion of OH&S obligations into role descriptions, proactive and fit-for-purpose approaches to risk management and the management of injured or ill employees.

CSV was a finalist in the Australian Psychological Society’s Workplace Excellence Awards for 2016 for its Vicarious Trauma project in the Assessment Individual, Team or Organisation category.

***Table 9: Performance against OH&S measures***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **KPI** | **2014-15** | **2015-16** | **2016-17** | **Notes** |
| Incidents | Number of incidents | 124 | 159 | 154 | 1 |
| Rate per 100 FTE | 6.3 | 8.1 | 7.5 |  |
| Claims | Number of standard claims | 7 | 5 | 10 | 2 |
| Rate per 100 FTE | 0.35551 | 0.25694 | 0.48591 | 2 |
| Number of lost time claims | 5 | 2 | 2 | 2 |
| Rate per 100 FTE | 0.25394 | 0.10277 | 0.09718 | 2 |
| Number of claims exceeding 13 weeks | 2 | 2 | 2 | 2 |
| Rate per 100 FTE | 0.10157 | 0.10277 | 0.09718 | 2 |
| Fatalities | Fatality claims | 0 | 0 | 0 | 2 |
| Claims costs | Average cost per standard claim | $53,664 | $49,432 | $107,146 | 2 |
| Return to work | Percentage claims with RTW plan <30 days | 70% | 100% | 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 | Completed |  |
| Evidence of OH&S criteria(s) in purchasing guidelines (including goods, services, and personnel) | Completed | Completed | Completed |  |
| Consultation and participation | Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs). | Completed | Completed | Completed |  |
| Compliance with agreed structure on DWGs, HSRs and IRPs. | Completed | Completed | Completed |  |
| Risk Management | Percentage of internal audits/inspections conducted as planned | 100% | 100% | 100% |  |
| Percentage of issues identified actioned arising from:   * Internal audits * HSR Provisional Improvement Notices (PINS) * WorkSafe notices | Action plans developed  100%  100% | Action plans developed  0  0 | Action plans developed  NA  100% | 3 |
| Training | Percentage of managers and staff that have received OH&S training:   * Induction * Management training * Contractors, temporary staff and visitors | 100%  25%  In development | 100%  60%  25% | 100%  80%  60% |  |
| Percentage of HSRs trained:   * Acceptance of role * Refresher training * Reporting of incidents and injuries | 97%  90%  100% | 59%  41%  100% | 75%  80%  100% |  |

Notes:

1. Includes employees and court users.

2. WorkSafe Victoria data for 2016-17 provided on 3 August 2017.

3. No Provisional Improvement Notices were received and three entry notices were issued by WorkSafe.

# 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 Victoria facilitates the VIPP on behalf of the Victorian Government, providing assistance to suppliers and assessment services to government agencies.

CSV did not commence or complete any procurements to which the VIPP applied during the 2016-17 reporting period.

## Compliance with Building Act 1993 (Vic)

CSV satisfies the prescribed standards relating to the maintenance of fire safety and safety measures required under the Building Regulations of 2006.

An annual essential safety measures report is maintained for each building that outlines the required level of performance for each essential safety measure, and ensures that assets are being maintained in accordance with the regulations.

CSV maintains an annual essential safety measures report, and records of all maintenance checks and service/repair work carried out on an essential safety measure. This report is available for inspection by the Municipal Building Surveyor or Chief Officer of the fire brigade.

## Government Advertising Expenditure

CSV did not conduct any advertising campaign in the financial year 2016-17.

## 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.

## National Competition Policy

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

* 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) encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Protected Disclosure Act provides certain protection to people who make disclosures in accordance with the Protected Disclosure 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 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](mailto: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 ensuring all new employees are aware of their rights under the legislation and ensuring that existing employees, who have carer responsibilities, are supported to balance work responsibilities and caring commitments in accordance with the Victorian Public Service Enterprise Agreement 2016.

CSV also has people management policies that support the guiding principles of the Carers Recognition Act, including those listed below.

* Employee Assistance Program
* Personal/Carer’s Leave Policy (review completed during 2016-17)
* Flexible Working Arrangements Policy
* Respect in the Workplace Policy
* Hours of Work Policy (review completed during 2016-17)
* Purchased Leave Policy.

## Consultancy Expenditure

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

In 2016-17, there were 17 consultancies where the total fees payable to the consultants were $10,000 or greater. The total expenditure incurred during 2016-17 in relation to these consultancies is $2.41 million (excluding GST).

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

|  |  |
| --- | --- |
| **($ thousand)** | |
| ***Consultant*** | ***Purpose of consultancy*** | ***Total approved project fee (excl. GST)*** | ***Expenditure 2016-17 (excl. GST)*** | | ***Future expenditure (excl. GST)*** | |
| Aboriginal and Torres Strait Islander Corporation | Consultancy service to Aboriginal Family Violence Prevention and Legal Service Victoria | 25,765 | 25,765 | | 0 | |
| Billard Leece Partnership PTY LTD | Master planning and architectural design for strategic plan implementation | 130,000 | 120,000 | | 0 | |
| Centring Pty Ltd | VCAT Fees review | 265,400 | 14,213 | | 0 | |
| Centring Pty Ltd | Supreme Court Fees review | 82,560 | 75,100 | | 0 | |
| Comprara Pty Ltd | CSV Asset Management Plan | 34,050 | 34,050 | | 0 | |
| Elizabeth Grainger | Strategic review of CSV facilities management, property division model and associated service delivery | 44,300 | 44,300 | | 0 | |
| Ernst & Young | Review of Procurement Framework | 79,057 | 71,870 | | 0 | |
| GHD Pty Ltd | Family Violence Strategy | 20,900 | 20,900 | | 0 | |
| Jacobs Groups | Strategic review for security enhancement | 38,500 | 38,500 | | 0 | |
| Jesuit Social Services | Consultancy service to Children's Court on Youth Diversion pilot program | 48,968 | 48,968 | | 0 | |
| KPMG | Consultancy services for Family Violence Reform Framework | 181,818 | 128,790 | | 0 | |
| PwC Australia | Case Management Strategy | 752,179 | 752,179 | | 0 | |
| PwC Australia | Full business case (including Gateway Review) for expanding Family Court Division | 564,601 | 559,758 | | 0 | |
| PwC Australia | Family Violence Implementation Readiness and Change Plan | 172,770 | 172,770 | | 0 | |
| Terry Healy Consulting | Review of governance arrangements for CSV | 30,600 | 30,600 | | 0 | |
| The Boston Consulting Group Pty Ltd | Consultancy service to provide strategic planning for the Magistrates' Court Reform | 230,000 | 230,000 | | 0 | |
| The University of Melbourne | Consultancy service for the evaluation of the Youth Diversion pilot program at the Children's Court | 27,273 | 27,273 | | 0 | |
|  | **Consultancy above $10,000** | **2,728,741** | **2,395,036** | | **0** | |

### Details of Consultancies Valued Under $10,000

In 2016-17, there were three consultancies where the total fees payable to the consultants was less than $10,000. The total expenditure incurred during 2016-17 in relation to these consultancies was $0.01million (excl. GST).

Table 11: Consultancies valued under $10,000

|  |  |
| --- | --- |
| **($ thousand)** | |
| ***Consultant*** | ***Purpose of consultancy*** | ***Total approved project fee (excl. GST)*** | ***Expenditure 2016-17 (excl. GST)*** | | ***Future expenditure (excl. GST)*** | |
| GHD PTY LTD | Strategic asset plan, professional asset plan, and business case advisory | 4,000 | 3,925 | | 0 | |
| Ashurst Australia | Consultancy on commercialisation of activities at CSV, review CSV Act and CSV Annual Report | 8,659 | 5,700 | | 0 | |
| ZZZ-Vouch | Consultant - Fees Project | 3,465 | 3,465 | | 0 | |
|  | **Consultancy under $10,000** | **16,124** | **13,090** | | **0** | |
|  | | | | | | |
|  | **Total Consultancy** | **2,744,865** | **2,408,126** | | **0** | |

### Disclosure of Major Contracts

CSV entered into two contracts greater than $10 million in the year ended 30 June 2017.

Table 12: Contracts greater than $10 million

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Company | Descriptions | Start Date | End Date | Contract Value |
| ADCO Constructions (VIC) Pty Ltd | Delivery of construction works for Shepparton Law Courts Redevelopment | 15/04/2016 | 30/06/2018 | $51,886,799 plus GST |
| St John Ambulance Australia (VIC) Inc. | Provision of transport of Deceased Persons Services in Metropolitan Melbourne (including Regional Victoria Repatriation Services) | 1/09/2016 | 31/08/2019 | $25,650,000 plus GST |

## Information and Communication Technology Expenditure

For the 2016-17 reporting period, CSV had a total ICT expenditure of $52.3 million.

Table 13: Information and Communication Technology expenditure

|  |  |  |  |
| --- | --- | --- | --- |
| **($ thousand)** | | | |
| **All operational ICT expenditure** | **ICT expenditure related to projects to create or enhance ICT capabilities** | | |
| **Business-as-usual (BAU) ICT expenditure** | **Non business-as-usual (non-BAU) ICT expenditure** | **Operational expenditure** | **Capital  expenditure** |
| (Total) | (Total = Operational expenditure and capital expenditure) |  |  |
| 37,406 | 14,890 | 3,704 | 11,186 |

Notes:

1. ICT expenditure refers to CSV’s costs in providing business-enabling ICT services within the current reporting period. It comprises BAU ICT expenditure and non-BAU ICT expenditure.

2. Non-BAU ICT expenditure relates to extending or enhancing CSV’s current ICT capabilities.

3. BAU ICT expenditure is all remaining ICT expenditure that primarily relates to ongoing activities to operate and maintain the current ICT capability.

## Office-based environmental impacts

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

### Plant and Equipment

CSV is continually upgrading and developing its physical environment, including developing a comprehensive asset assessment and life cycle upgrade program to replace building plant equipment with energy efficient alternatives.

### Energy

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

### 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.

The procurement unit managed the implementation of the State Purchase Contract for Stationery and Workplace Consumables. The current incumbent provides the opportunity to purchase ‘planet-friendly’ items and promotes the importance of ethical sourcing, with a focus on corporate social responsibility.

CSV has also established a number of purchasing principles to encourage consolidated ordering, planet-friendly purchases, reduction of packaging waste, disposal considerations through toner recycling programs, reduction of delivery frequency and the reduction of the carbon footprint of deliveries. No hard copy catalogues are available, with all staff directed to the online catalogue.

### Transport

Courts deliver services through a range of facilities dispersed across the state, requiring staff to travel between locations and other work sites. Courts are continuing to increase the use of video-conferencing facilities where feasible.

### 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 includes tree planting days with staff and community groups to offset our waste.

## Freedom of Information

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

In 2016-17, CSV received 57 Freedom of Information (FOI) applications. Five were from the media, and 52 were from the general public.

Of the total requests received by CSV, the majority were for documents excluded from the FOI process. One applicant applied to the FOI Commissioner for review of a determination by CSV. The FOI Commissioner affirmed CSV’s decision. One applicant applied to VCAT and that request is still pending.

CSV processed 96 per cent of the requests within the statutory requirements.

Table 14: Freedom of Information Outcomes

|  |  |
| --- | --- |
| **FOI Outcome** | **Number of requests** |
| **Court documents excluded from the FOI process or documents that are publicly available or available to the public for a fee (sections 14(1)(a) and 14(1)(b) of the Freedom of Information Act)** | **42** |
| **Valid requests (application fee paid or waived) - total** | **15** |
| Access granted in full | 0 |
| Access granted in part | 0 |
| Access denied | 4 |
| No document exists/No document located | 2 |
| Transferred to other agency | 1 |
| Refused without identifying documents | 2 |
| Not proceeded with | 5 |
| In process | 1 |
| **Total requests received** | **57** |

### Court Documents

The Freedom of Information Act does not apply to documents held by courts in respect of their judicial functions (section 6 of the Freedom of Information Act). Each court or tribunal has its own arrangements for accessing such documents and applicants are encouraged to contact the relevant court or tribunal in the first instance for these type of documents. Contact details can be found on each court or tribunal’s website.

### Making a Request

Access to documents available under FOI may be obtained through written request to CSV FOI, as detailed in section 17 of the Freedom of Information 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 (e.g. photocopying or search and retrieval charges).

Further information regarding FOI 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.

## Risk Management Attestation

Standing Direction 3.7.1 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 Risk Management Framework, which is verified by its Audit Committee.

The Audit and Risk Portfolio Committee of CSV has considered a 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 2016/17 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 concurs with the conclusion reached by the Chief Executive Officer.

CSV is strongly committed to continuous improvement. The partial compliance for risk management is due primarily to an identified need to improve the quality of risk information captured and provided to the Audit and Risk Portfolio Committee to enable it to better oversight risk. It also reflects the need for a greater emphasis and consideration to be placed on managing inter-agency and State significant risks. The necessary remedial actions will be put in place over the course of the next year.

On this basis I certify that CSV has partially complied with the mandatory risk management requirements and fully complied with the mandatory insurance requirements of the Victorian Government Risk Management Framework as specified in Ministerial Standing Direction 3.7.1 – 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**

20 September 2017

## Statement of availability of other information

Under Financial Reporting Direction (FRD) 22H Standard Disclosures in the Report of Operations, CSV is required to retain the following information for the 2016-17 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

The CSV Annual Report 2016-17 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 22H | Purpose, functions, powers and duties |  |
| FRD 8D | Objectives, indicators and outputs |  |
| FRD 22H | Key Initiatives and projects |  |
| FRD 22H | Nature and range of services provided |  |
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| FRD 22H | Organisational structure |  |
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| FRD 8D, | Performance against output performance measures |  |
| FRD 8D | Budget portfolio outcomes |  |
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| FRD 15D | Executive Officer disclosures |  |
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| FRD 22H | Summary of the financial results for the year |  |
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| FRD 22H | Application and operation of *Freedom of Information Act 1982* (Vic) |  |
| FRD 22H | Compliance with building and maintenance provisions of *Building Act 1993* (Vic) |  |
| FRD 22H | Statement on National Competition Policy |  |
| FRD 22H | Application and operation of the *Protected Disclosure Act 2012* (Vic) |  |
| FRD 22H | Application and operation of the *Carers Recognition Act 2012* (Vic) |  |
| FRD 22H | Details of consultancies over $10,000 |  |
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| **Compliance attestation and declaration** | | |
| SD 5.2.3 | Attestation for compliance with Ministerial Standing Direction |  |
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| **Declaration** |  |  |
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| **Other requirements under Standing Directions 5.2** | | |
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| **Other disclosures as required by FRDs in notes to the financial statements** | | |
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| FRD 11A | Disclosure of ex-gratia expenses |  |
| FRD 13 | Disclosure of parliamentary appropriations |  |
| FRD 21C | Disclosures of responsible persons, executive officers and other personnel (contractors with significant management responsibilities) in the Financial Report |  |
| FRD 103F | Non-financial physical assets |  |
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| **LEGISLATION** | | |
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| *Carers Recognition Act 2012* (Vic) | |  |
| *Victorian Industry Participation Policy Act 2003* (Vic) | |  |
| *Financial Management Act 1994* (Vic) | |  |
| *Court Services Victoria Act 2014* (Vic) | |  |

# Glossary

|  |  |
| --- | --- |
| CEO | Chief Executive Officer |
| the College | The Judicial College of Victoria |
| Court CEOs | The CEOs of the jurisdictions (Victorian courts and tribunal) |
| Courts Council | The governing body of Court Services Victoria, comprising the Heads of Jurisdiction and up to two non-judicial members appointed by the Heads of Jurisdiction |
| CSV | Court Services Victoria |
| DTF | Department of Treasury and Finance |
| FOI | Freedom of information |
| FTE | Full-time equivalent |
| HR | Human resources |
| IMES | Infringement Management and Enforcement Services |
| IT | Information technology |
| ITS | Information Technology Services |
| Jurisdictions | Victorian courts and tribunal, which are 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 |
| Jurisdiction Services | Collective term used internally to refer to the four divisions within CSV |
| MOU | Memorandum of Understanding |
| OH&S | Occupational health and safety |
| RDA | Retention and Disposal Authority |
| VCAT | Victorian Civil and Administrative Tribunal |
| VGRS | Victorian Government Reporting Service |
| VPS | Victorian Public Service |

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