



VICTORIA POLICE

ANNUAL REPORT 2012-2013



VICTORIA POLICE COMMISSIONERS

1853 - 2013

Charles MacMahon
(1854 - 1858)

Charles MacMahon, a former professional soldier, introduced a military discipline on the organisation and wrote the first Police Regulations.

Hussey Malone Chomley
(1882 - 1902)

A policeman for 50 years, Hussey Chomley was the first Chief Commissioner to come from police ranks. He merged the detective force with general police to form the Criminal Investigation Branch. He introduced examinations for promotion and ordered the first Valour Awards.

Thomas O'Callaghan
(1902 - 1913)

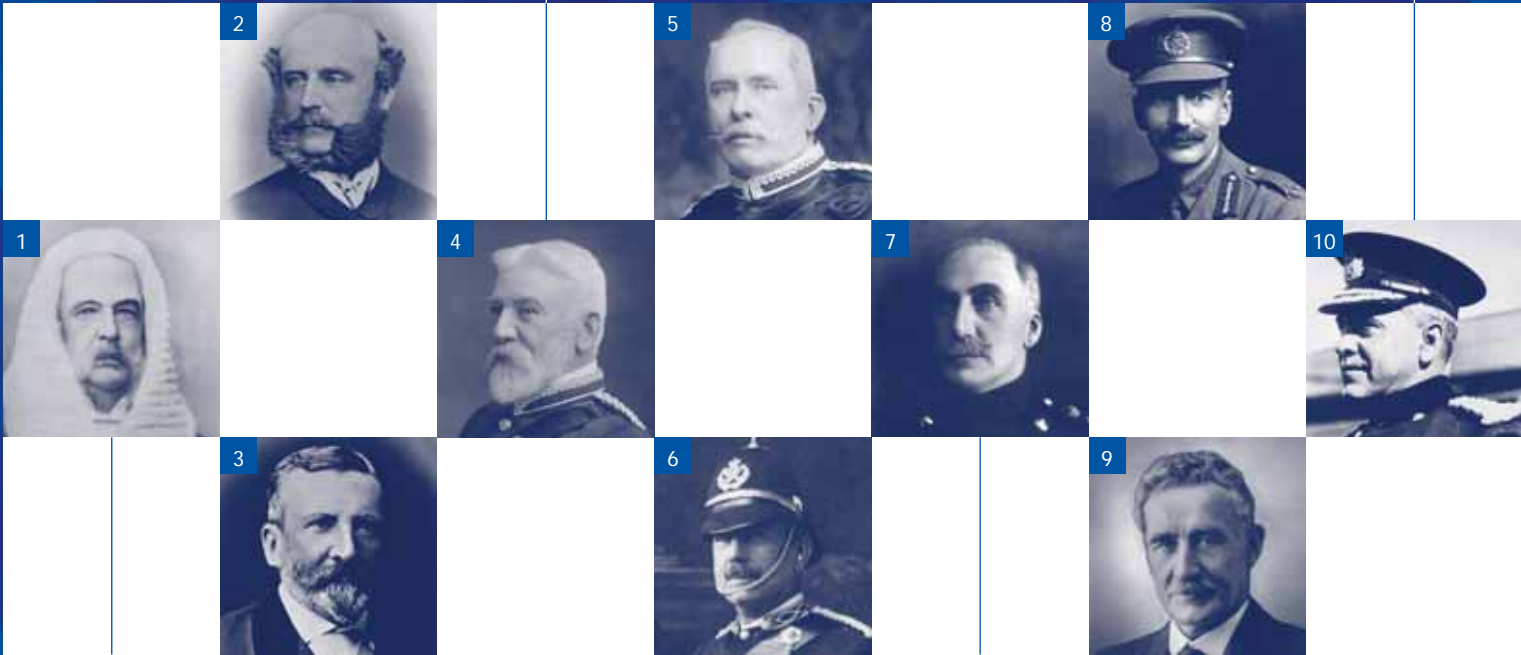
Thomas O'Callaghan was another career policeman. Praised as a zealous detective he was Chief Commissioner from 1902 to 1913. He encouraged the introduction of fingerprint analysis.

Thomas Albert Blamey
(1925 - 1936)

Brigadier General Sir Thomas Blamey was a distinguished soldier of both world wars. He initiated the Police Provident Fund and set up a traffic control group.

John Gellibrand
(1920 - 1921)

Major General Sir John Gellibrand increased the number of police and pushed for police cars to be introduced.



William Henry Fancourt Mitchell
(1853 - 1854)

William Henry Fancourt Mitchell was the first person appointed Chief Commissioner of Victoria Police, initially on a provisional basis. Mr Mitchell substantially increased the organisation's strength. One of his last projects was to publish the first *Police Gazette*.

Frederick Charles Standish
(1858 - 1880)

Captain Frederick Standish re-organised the Melbourne Police district and established the first police station in Russell Street. He re-designed the police uniform to suit Victorian conditions.

Alfred George Sainsbury
(1913 - 1919)

Alfred George Sainsbury had given exemplary police service for 35 years when he was appointed Chief Commissioner in 1913. He replaced troop horses with bicycles and allowed women to join the organisation. During his command The Police Association was formed.

George Steward
(1919 - 1920)

Lieutenant-General Sir George Steward was the most highly qualified and successful public administrator so far appointed Chief Commissioner. He championed improved working conditions and introduced training. He established a Fingerprint Branch, decentralised the Criminal Investigation Branch, and restructured the Plain Clothes Branch. He introduced training and promotion based on merit.

Alexander Nicholson
(1922 - 1925)

Alexander Nicholson was a country policeman. One of his major achievements was the introduction of the Wireless Patrol, a world first!

OUR MISSION

At Victoria Police, our mission is to ensure a safe, secure and orderly society by serving the community and the law.

OUR VALUES

- *Flexibility* – remain open-minded at all times, be adaptive to change, while welcoming difference and practicing tolerance
- *Leadership* – be approachable, consistent and committed to, and inspire these organisational values
- *Integrity* – act with honesty, respecting the right of fair process for all, maintain confidentiality and respect for those we deal with, demonstrate moral strength and courage and behave with honour and impartiality
- *Professionalism* – accept responsibility, be accountable to our customers and ourselves. We must communicate honestly, openly and consistently and continually strive for excellence
- *Respect* – embrace the diversity that exists within our community, valuing opinions while appreciating and acknowledging the efforts of others
- *Support* – recognise and reward the service of our colleagues, and promote professional and career development. At all times, we must care for the wellbeing of our colleagues.

OUR PURPOSE

Preserving the peace.
Protecting life and property.
Preventing offences.
Detecting and apprehending offenders.
Helping those in need of assistance.

OUR SERVICES

- We respond to calls for assistance in matters of personal and public safety, emergencies and serious incidents
- We aim to prevent crime by providing services to ensure community safety through a range of proactive crime prevention programs
- We detect and investigate offences and bring to justice those responsible for committing them
- We support the judicial process to achieve efficient and effective court case management, providing safe custody for alleged offenders, supporting victims and ensuring fair and equitable treatment of victims and offenders
- We promote safe road-user behaviour and enforce road safety laws.

CONTENTS

Highlights for 2012-13	2
Foreword from the Chief Commissioner	7
1. About Victoria Police	9
2. Corporate governance	15
3. Our performance	23
4. Portfolio highlights and key operations	55
<i>Regional operations</i>	56
<i>Specialist operations</i>	57
<i>Strategy</i>	59
<i>Business services</i>	60
<i>Infrastructure</i>	61
5. Appendices	65
6. Financial statements.....	101



Highlights for 2012-13

Victoria Police exists to deliver a safer Victoria. Through focused work and the dedication of our police members, notably we achieved a reduction in road trauma and a reduction in crimes against property.

- 4.8% reduction in fatalities on our roads
- 6.0% reduction in total injuries on our roads
- 3.0% reduction in property crime (rate per 100,000 population)
- 78.2% proportion of community satisfied with policing services (general satisfaction)
- 86.0% proportion of community who have confidence in police.

These positive results have been achieved through the delivery of additional police and PSOs under the Government's election commitment to provide an additional 1,700 police and 940 PSOs by November 2014.

Since November 2010, we have:

- allocated an additional 1,200 police, taking the total to 12,539.7 (FTE)
- deployed 396 new PSOs (Transit).

DELIVERING A SAFER VICTORIA: Reducing crime

Though there has been an increase in crimes against the person, this increase is driven in part by positive reforms to family violence responses, which are resulting in increased reporting. The roll-out of additional police and PSOs is also contributing to increased crime detection.

We achieved a 3.0 per cent reduction (rate per 100,000 population) for crimes against property. This decrease has been driven by reductions in property damage, theft of/from motor vehicles and residential burglary offences. Proactive policing operations, outlined in Chapters 3 and 4 of this report, contributed to our positive performance in reducing property crime.

The increase in detected drug offences is also a positive result. Police have increased their enforcement in relation to drug offences, detecting more people possessing and using drugs.

Delivering a safer Victoria: Crime rates

Crime	Rates per 100,000 population ¹		
	2011-12	2012-13	% change
Crimes against the person	975.1	1,026.7	5.3
Crime against property	4,782.6	4,640.7	-3.0
Drug offences	337.6	378.0	12.0
Other crime	948.0	1,111.7	17.3
Total crime	7,043.2	7,157.1	1.6

Note

¹Data extracted from LEAP on 18 July 2013 and is subject to variation.

**DELIVERING A SAFER VICTORIA:
Reducing the road toll**

During 2012-13, Victoria Police continued its commitment to working with its road safety partners to reduce collisions on our roads, particularly those that result in fatalities or injuries.

At the end of the 2012-13 period, road fatalities had been reduced by 4.8 per cent and total injuries by 6.0 per cent in comparison with the end of 2011-12. Victoria Police has pursued a number of road safety campaigns and operations in 2012-13 to achieve these results. Our regions have worked collaboratively with our Specialist

Operations area and external partners to deliver this result. These operations are detailed in Chapters 3 and 4 of this annual report.

The introduction of the *Victorian Government Road Safety Strategy 2013-2022* provides the new direction for the state's road safety over that period. The strategy established an aim to reduce fatalities and road trauma on Victoria's roads by 30 per cent over the life of the strategy. A key element of the strategy is a strong commitment to enforcement of the key contributing factors to road trauma - speeding, drink and drug driving and poor driver behaviour.

Delivering a safer Victoria: Reducing the fatalities and injuries on our roads*

	2011-12	2012-13	% change
Fatalities	269	256	-4.8
Total injuries**	19,100	17,947	-6.0

Notes

*Data correct at date of download (Fatalities 21 August 2013 and Injuries 25 August 2013). Data download on a different date may reflect minor variations.

**Injury data contains both Serious Injury and Other Injury data in the April 2012-March 2013 period. There is an approximate six week time lag with Injury data.

FINANCIAL SUMMARY

Victoria Police's net result from transactions for 2012-13 is a deficit of \$12.4m, compared to a deficit of \$30.6m in 2011-12.

The deficit from transactions in 2012-13 is driven by

the following items funded from prior year surplus:

- increased employer contributions to the defined benefit superannuation scheme for sworn officers
- additional advertising to recruit PSOs.

	2011-12 (\$m)*	2012-13 (\$m)	Change (%)
Income	2,051.0	2,139.3	4.4
Expenditure	2,081.6	2,151.7	3.4
Surplus/(Deficit)	(30.6)	(12.4)	59.5

Note

*The 2011-12 comparative figures have been adjusted to reflect the reclassification of assets recognised for the first time as an economic flow.



**OUR OPERATING ENVIRONMENT:
The Victoria Police Blueprint 2012-15**

Victoria Police is operating in a rapidly changing social environment, alongside ever growing community expectations in relation to crime and safety. In addition, the Government has set clear expectations regarding our responsiveness to recommendations from external reviews and inquiries, including the Rush Inquiry into the command, management and functions of Victoria Police.

The *Victoria Police Blueprint* is a reflection of, and proactive reaction to our current environmental context.

The *Blueprint* provides an integrated and strategic approach to policing that increases opportunities to deliver a safer Victoria and reduce crime rates.

The actions for the 2013-14 financial year are designed to embed new capacity and capability into practice.

KEY ACHIEVEMENTS IN 2012-13: Victoria Police Blueprint

Area of focus	Key achievements	Focus for next year
<p>Effective police service delivery <i>Policing services are efficient and effective in meeting stakeholder needs and expectations.</i></p>	<p>Developed a capacity to provide targeted expertise and capability building across key areas of service delivery.</p> <p>Implemented a pilot of the SupportLink referral system to ensure people who come into contact with police have access to support services.</p>	<p>Actions for 2013-14 will focus on improving efficiency and effectiveness through a number of strategies, including more flexible resource modelling, continued delivery of key government policy commitments including the recruitment of 1,700 police and 940 PSOs, and reviewing compliance to procedures and legislation.</p>
<p>Improving community safety <i>Victoria Police focuses on the greatest harm so that individuals and communities feel and are safe.</i></p>	<p>A Service Demand [Forecasting] Model was developed with key stakeholders to better understand crime, road policy and security drivers and trends.</p> <p>The introduction of the <i>Victorian Government Road Safety Strategy 2013-2022</i> provides the new direction for the state's road safety over that period.</p>	<p>A number of actions have been developed aimed at reducing crimes against the person, including a State Violence Reduction Strategy that supports the delivery of enhanced front line services, a strategy to tackle amphetamine use in the community, and leading a collaborative response with venue operators, sporting clubs and associations, local governments and major partners in targeting anti social behaviour in sport to ensure the safety and wellbeing of our community.</p> <p>Actions will also continue the positive work and results in reducing road trauma.</p>
<p>Working with our stakeholders <i>Victoria Police works collaboratively and responds to stakeholder expectations.</i></p>	<p>Developed regional, departmental and organisational stakeholder engagement strategies.</p> <p>Reviewed and developed organisational communication strategies (internal and external) to reflect the impact of social media and other emerging technologies.</p> <p>Enhanced systems and processes to support timely response to recommendations from internal and external reviews (TeamCentral).</p>	<p>We will continue to build relationships with our stakeholders and the community through creating and implementing new governance and accountability mechanisms for community engagement that support the delivery of improved frontline services. We will develop a proactive stakeholder engagement plan with executive staff from the Departments of Justice, Treasury and Finance, Premier and Cabinet, Human Services and Health to identify and respond to the drivers of high volume and violent crime, including alcohol, family violence and mental health.</p>

Area of focus	Key achievements	Focus for next year
<p>Achieving through our people <i>Our people are skilled, safe and supported.</i></p>	<p>Drafted a <i>Victoria Police Strategic Workforce Plan</i>, with supporting capability.</p> <p>Finalised and implemented the diversity and equity strategy.</p> <p>Developed a new <i>People</i> service delivery model.</p> <p>Developed and implemented the <i>Education Master Plan</i> to equip staff with the skills and capabilities for continuous professional development.</p> <p>Finalised and implemented the <i>Safety First Strategy</i>.</p>	<p>Actions for 2012-13 aim to integrate our workforce planning model into the Victoria Police Integrated Planning and Risk Management Model (IPRMM) so that capacity, service demand and performance are linked to service delivery at local, regional and state levels.</p> <p>We will continue to achieve through our people by linking our actions to our people's capability, capacity, safety and the delivery of effective and efficient policing services to the community.</p>
<p>Developing our business <i>Business systems and processes support effective police service delivery.</i></p>	<p>Developed a preliminary business case for the Policing Information Process and Practice (PIPP) reform project.</p> <p>Developed a long term investment vision for Victoria Police as a platform for annual budget planning and investment bids to Government.</p> <p>Progressed the reshaping of the budget structure and established a more intensive financial accountability framework.</p> <p>Implemented a new governance model and organisational structure which provides focus and accountability.</p> <p>Implemented infrastructure support to additional police and PSOs.</p>	<p>Actions for 2013-14 aim to improve Victoria Police's business capability.</p> <p>These actions include the organisational implementation of a standardised financial services delivery model across regions, commands and departments; engaging with the Department of Justice and the Better Services Implementation Taskforce to enable a review of current processes in the justice system, and to reduce costs, bureaucracy and improve efficiencies for Victoria Police.</p> <p>The establishment of new accountability processes and measures for information security across all areas of Victoria Police will also be undertaken.</p>

Foreword from the **CHIEF COMMISSIONER**

In accordance with the *Financial Management Act* 1994, I am pleased to present the Victoria Police Annual Report for the reporting period ending 30 June 2013.

The Annual Report is a record of performance against a range of statutory requirements, the Victoria Police Blueprint 2012-15, and the Government's Budget performance measures. We have also included some of our most important programs, initiatives and achievements.

This year, Victoria Police celebrates its 160th anniversary. We have grown from a small force in 1853 of approximately 875 officers, constables and cadets supporting a population of 168,000, to an organisation of over 16,230 people working to keep over 5.6¹ million Victorians safe. Although policing in Victoria has evolved continuously over the last 160 years, our mission remains the same, "to ensure a safe, secure and orderly society by serving the community and the law".

During 2012-13, we faced many challenges. The total crime rate, measured as a rate per 100,000 of population, increased by 1.6 per cent from the 2011-12 rate. While there have been increases across a range of offence types, we can attribute a significant part of this to the deployment of additional police on our streets, resulting in more offences being detected.

Family violence continues to be a major focus for Victoria Police, and we are continuing to see an increase in the reporting of family violence across Victoria. While this is a positive trend, as more victims are willing to report family violence offences to police, everyone deserves to be safe from violence. In February 2013, Victoria Police and the Victorian Government launched the 'Go4Zero' campaign, sending the message

¹ Based on ABS Population Data as at 30 June 2012.



that violence of any kind, whether it is happening in the home or on the streets, is unacceptable. We will continue to strengthen partnerships with government, courts, and our community stakeholders to respond more effectively to family violence, sexual assault and child abuse.

In 2012-13, we also noted some positive results. I am pleased to report that there was a 4.8 per cent decrease in road fatalities compared to the 2011-12 period, with total injuries also decreasing by 6.0 per cent. Whilst the continued decrease in fatalities and injuries is a positive result, there are still too many people being killed or injured on our roads. During 2012-13, 256 Victorians were killed on our roads, and a further 17,947 people were injured. We are working with our road safety partners to ensure we all play a part in reducing the road toll. In May this year, the Victorian Government launched the new *Victoria's Road Safety Strategy 2013-2022* which provides us with a solid framework for road policing over the next decade.

The recruitment, training and deployment of an additional 1,700 frontline police and 940 Protective Services Officers (PSOs) has continued to be a priority for us over the previous 12 months, and this will continue until we reach our targets in November 2014. At 30 June 2013, an additional 1,200 new police had been allocated since the 1,700 initiative commenced in November 2010, with an additional 103 recruits currently in training at the Police Academy. An additional 308 PSOs were also deployed to railway stations across the metropolitan area in 2012-13. As at 30 June 2013, PSOs had been deployed at 53 stations across the rail network, having a positive impact on commuter safety.

In 2012-13, we maintained our focus on strengthening community engagement and improving service delivery to all Victorians. Independent results tell us that 86.0 per cent of Victorians surveyed report that they have confidence in Victoria Police, and that 84.8 per cent of all Victorians who have had direct contact with Victoria Police during 2012-13 were satisfied with the service they received.

In closing, I would like to acknowledge all the members of Victoria Police – police, PSOs and public servants, for their commitment and dedication, and for their many achievements throughout the year.



Ken D. Lay APM
Chief Commissioner

01.

About

VICTORIA POLICE

Effective service delivery is provided through 54 police service areas (PSAs) split across 21 divisions within four regions – North West Metropolitan, Southern Metropolitan, Eastern and Western.

Victoria Police operates under the Victorian *Police Regulation Act 1958*. The Chief Commissioner of Police (CCP) reports directly to the Minister for Police and Emergency Services, the Hon. Kim Wells MP.

We provide policing services to the Victorian community 24 hours a day, seven days a week, working to keep over 5.6¹ million Victorians safe.

Fast facts as at 30 June 2013

Victoria Police budget	\$2.12 billion
Total employees (FTE):	
Police	12,539.7
PSOs	589.7
Recruits	103
Reservists	7
Public servants	2,522.2
Total:	15,761.7

¹ Based on ABS population data as at 30 June 2012.

OUR POLICE REGIONS



Our regions correspond with those of other Victorian government departments, enhancing

cross-department service delivery, particularly in the area of emergency management.

North West Metro		Southern Metro	
Size:	2,980 km ²	Size:	2,884 km ²
Resident population*	1.5 million	Resident population*	1.4 million
Five divisions:	Melbourne, Westgate, Brimbank, Fawkner, Diamond Creek.	Four divisions:	Prahran, Moorabbin, Dandenong, Frankston.
14 PSAs:	Wyndham, Melton, Hume, Whittlesea, Nillumbik, Brimbank, Moreland, Moonee Valley, Maribyrnong, Hobsons Bay, Melbourne, Yarra, Darebin, Banyule.	9 PSAs:	Stonnington, Port Phillip, Glen Eira, Kingston, Greater Dandenong, Casey, Cardinia, Frankston, Mornington Peninsula.
Stations:	37	Stations:	30
Eastern		Western	
Size:	84,620 km ²	Size:	136,700 km ²
Resident population*	2.0 million	Resident population*	900,000
Six divisions:	Nunawading, Knox, Goulburn Valley, Wangaratta, Morwell, Bairnsdale.	Six divisions:	Geelong, Ballarat, Horsham, Warrnambool, Bendigo, Mildura.
17 PSAs:	Bass Coast, Baw Baw, Benalla, Boroondara, East Gippsland, Knox, LaTrobe, Maroondah, Manningham, Mitchell, Monash, Shepparton, Wangaratta, Wellington, Whitehorse, Wodonga, Yarra Ranges.	14 PSAs:	Mildura, Horsham, Swan Hill, Northern Grampians, Southern Grampians, Warrnambool, Surf Coast, Ballarat, Moorabool, Geelong, Macedon Ranges, Bendigo, Central Goldfields, Campaspe.
Stations:	113	Stations:	145

*Population is an approximate only.

Metropolitan and regional maps detailing all regions and police stations are located in Appendix N.

OUR HISTORY:**160 years of Victoria Police: 1853-2013**

The Victoria Police Force was formally established on 3 January 1853. Originally under the control of William Henry Fancourt Mitchell, the first Chief Commissioner, the Force numbered a total strength of 875 men, to serve a population of 168,000.

Six police ranks were established: inspector, sub inspector, chief constable, sergeant, cadet and constable. The first Victoria Police depot was established in the inner-Melbourne suburb of Richmond and included a police hospital.

Victoria Police was Victoria's first single unified police organisation. Before it was established, there had been seven independent policing groups within Victoria - the Gold Escort, the Water Police, the Mounted Police, the City Police (Melbourne), the Geelong Police, the Gold Fields Police and the Rural Bench Constabulary.

Police in the 19th century were more than peacekeepers – they acted as stand-in soldiers, fire fighters and even debt collectors. These were not always popular roles, and as society and the policing environment changed, members faced turbulent conditions.

***Gold fever and the Kelly Gang***

During the gold rush of the 1850s, policemen collected taxes for the government and policed unlicensed miners. On Sunday 3 December 1854, miners unhappy with the gold licensing system and the administration of the goldfields at

Ballarat barricaded themselves in what became known as the Eureka Stockade. A military force, including 94 police, attacked the miners' camp. Up to 30 rebels were killed and four soldiers died. No police lost their lives, but the events of that day are forever etched in Victoria Police history.

The 19th century was also marked by another significant event in Australian history. On 26 October 1878, Sergeant Michael Kennedy rode out with Constables Thomas Lonigan and Michael Scanlon to arrest the outlaw Ned Kelly. Both constables were ambushed and never returned, killed in the line of duty by the Kelly Gang at Stringybark Creek, near Mansfield, Victoria. The hunt for the notorious Kelly Gang lasted two years and ended in June 1880, when Ned Kelly was arrested at Glenrowan. Kelly was hanged at the Old Melbourne Gaol on 11 November 1880. In 2001, a memorial in honour of the policemen killed by the Kelly Gang was unveiled on the anniversary of their deaths at Stringybark Creek.

War and the 1923 strike

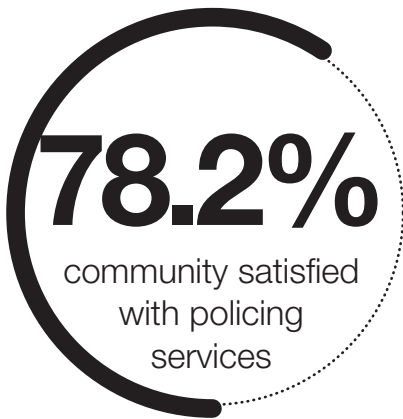
In 1923, Victoria Police members went on strike, prompted by member's dissatisfaction with the lack of a state funded pension and an inequitable supervisory system. Full scale riots and looting followed during which three people were killed. Civilian volunteers were employed by the state to help restore order. A total of 634 members were discharged and two members dismissed.

The history of Victoria Police has also been marked by World War I, the Depression period, followed by problems with unemployment, demonstrations and strikes, and then World War II. By the mid 1960s, the population of Victoria passed two million and police were trying to combat gambling issues, a developing youth culture, Vietnam War demonstrations and the impact of drugs on our society.

Women in Victoria Police

The first two women joined Victoria Police in 1917 when Madge Conner and Elizabeth Beers were appointed as police agents to assist in cases involving women and children. They were unsworn and had no powers of arrest.

In 1924, four women, including Madge Conner, were sworn in on the same basis as male police



 **157**

police who have had their lives brought to a tragic and abrupt end are remembered on 29 September each year

The 2012-13 actions focused on building capability and capacity in corporate and operational support areas to enhance the quality of the services and the support those areas provide to frontline policing operations.

members. By 1929, the number of female police officers doubled with the appointment of four new women to Victoria Police.

In 1972, married women were allowed to join the force, and by 1973 policewomen could be appointed to all Victorian Police branches. That year, women took up postings in the Training Division, Criminal Investigation Bureau and Mobile Traffic Unit.

Since then, women have filled many senior roles. On 23 April 2001, Christine Nixon was appointed the 19th Chief Commissioner of Police and the first female in Australia to head a police organisation.



Honouring our fallen

National Police Remembrance Day, also known as Blue Ribbon Day, is commemorated on 29 September each year. It is a time for members of Victoria Police and the community to honour the dedicated men and women who have died serving their community. Opened in 2002, the Victoria Police Memorial situated in Kings Domain Gardens, Melbourne, stands as a dedication and constant reminder of the service provided by those brave men and women who have been killed in the line of duty.

The memorial is a tribute to the 157 police who have had their lives brought to a tragic and abrupt end. The memorial is a fitting reminder of the sacrifice each have made to provide a safe and secure community.



Technology

The early 20th century was marked by a string of innovations that helped secure Victoria Police's reputation as a premier policing service. Two of the major developments in technology were in the fields of forensics and communications.

The establishment of the Finger Print Bureau in 1903 expanded the use of fingerprint analysis by Victoria Police enabling positive identification of offenders from fingerprints left at crime scenes. In 1956, the Forensic Science Section was established at the University of Melbourne to assist Victoria Police in scientific examination. Dr. John Birrell was appointed in 1957, as full-time advisor in forensic medicine, with the title of Police Surgeon. It was the first position of its kind in the world.

In 1961, legislation was passed covering the use of the breathalyser in charges relating to drink driving and a mobile crime laboratory was introduced to allow forensic scientists greater ability to operate in the field. In 1965, the Norman McCallum Forensic Science Laboratory opened at Spring Street in Melbourne.



Victoria Police Headquarters

Russell Street – 1864 to 1977

William Street – 1977 to 1995

Victoria Police Centre – 1995 to current

VICTORIA POLICE BLUEPRINT 2012-15

The *Victoria Police Blueprint 2012-15 (Blueprint)* commenced as Victoria Police's strategic plan in 2012-13. The *Blueprint* focuses on the changes needed to support frontline service delivery and effective business processes in order to achieve our mission and objectives. The *Blueprint* will build on our capability to continue to deliver high levels of effective policing services to the community.

The *Blueprint* is an integrated and strategic approach to policing that increases opportunities to deliver a safer Victoria and reduce crime rates. The views and input of local communities and partner agencies and organisations will continue to play an important role in shaping our decision making and informing future policing priorities.

The *Blueprint* has five key areas of focus:

1. Effective police service delivery
2. Improving community safety
3. Working with our stakeholders
4. Achieving through our people
5. Developing our business.

As illustrated in Figure 1, the last four areas of focus underpin the first – Effective police service delivery. All five areas support the Victoria Police mission: to ensure a safe, secure and orderly society by serving the community and the law.

Figure 1 The Victoria Police Blueprint



Outcomes and priorities with a three year outlook (2012-15) are identified under each of the five areas of focus. These outcomes and priorities set the direction for the yearly actions, which form our annual business plan.

The development of the *Blueprint* drew on a number of sources including:

- government priorities and commitments (such as 1,700 additional police deployed to frontline positions and 940 PSOs who will ensure the safety of rail commuters)
- an organisation-wide environmental scanning process.

The primary tool for reviewing and developing the actions under the *Blueprint* is the Integrated Planning and Risk Management Model (IPRMM). The IPRMM brings together intelligence, business planning, service delivery and performance management across the organisation.

The model is reflective of a bottom up–top down approach, designed to link corporate support areas to operational frontline policing divisions and provides the opportunity to highlight risks and issues that impact service delivery. The IPRMM is a key tool for reviewing progress of *Blueprint* actions and informing the development of actions for the annual plan.

ACTIONS FOR 2012-13

The 2012-13 actions focused on building capability and capacity in corporate and operational support areas to enhance the quality of the services and the support those areas provide to frontline policing operations. There were 66 separate *Blueprint* actions identified for 2012-13, each of which advanced at least one of the priorities for 2012-15.

At 30 June 2013, all work had been completed on 28 actions (see highlights section for detail on key achievements), and work was close to completion on a further 29 actions which are expected to be complete by the end of July 2013.

Work on the remaining actions progressed, but was incomplete at the end of the year. Some of those actions will be progressed further as new actions in 2013-14 and all will be re-evaluated by the governance committees to ensure lessons learnt are fully realised.

ACTIONS FOR 2013-14

The *Blueprint* actions for 2013-14 were developed through the operation of the IPRMM and were finalised by Executive Command for allocation to the accountable Command executives in time for roll-out at the commencement of the 2013-14 financial year. This second year of the *Blueprint's* three-year framework comprises 45 actions allocated across 14 departments and commands. The actions for the 2013-14 financial year are designed to embed new capacity and capability into practice.



02.

Corporate GOVERNANCE

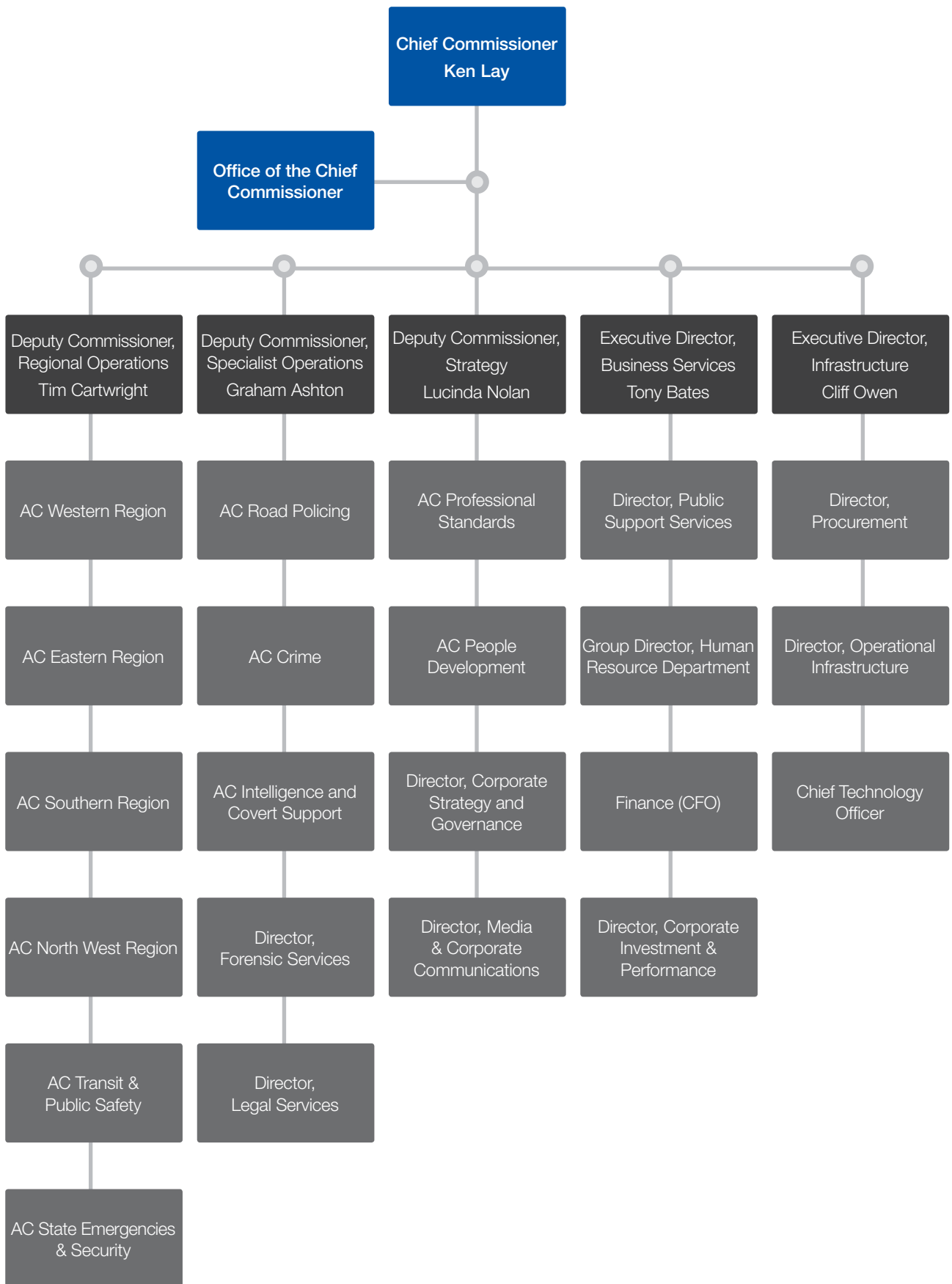
Victoria Police's corporate governance arrangements are modelled on best practice principles to ensure an effective and transparent approach to accountability, decision making and performance management.

Victoria Police is governed by Executive Command, comprised of the Chief Commissioner of Police, three Deputy Commissioners and two Executive Directors. A summary of the achievements for each Executive Command member's portfolio can be found in Chapter 4: Portfolio Highlights and Key Operations.

Executive Command is complemented by a Command group comprised of Assistant Commissioners and Victoria Public Service (VPS) directors, five subcommittees and two standing committees. Each committee is chaired by a member of Executive Command. The executive member responsible for governance policy is the Deputy Commissioner, Strategy.

Each Victoria Police *Blueprint* action is allocated to an accountable Command executive. *Blueprint* actions are the subject of a dedicated project plan that sets out scope, timelines and deliverables. Work is overseen by the Executive Command portfolio holder and by the governance committee established for each of the areas of focus.

VICTORIA POLICE ORGANISATIONAL CHART AS AT 30 JUNE 2013



The State Services Authority *Inquiry into the command, management and functions of the senior structure of Victoria Police* (the Rush Inquiry) recommended that “the Minister for Police and Emergency Services and the Chief Commissioner establish a Corporate Advisory Group [CAG] to provide strategic advice to the Chief Commissioner on reform of Victoria Police and oversight of strategic projects and key corporate services”.

A Corporate Advisory Group has subsequently been established, with senior internal and external representatives and is a critical part of our governance structure.

The following table details the role of each group and committee within the governance structure.

VICTORIA POLICE CORPORATE GOVERNANCE

Committee	Focus	Chair	Meets
Executive Command			
Chief Commissioner Deputy Commissioners Executive Directors	Organisational Setting strategic direction, identifying changes to existing priorities and commitments, advancing initiatives and reforms.	Chief Commissioner	Monthly
Corporate Advisory Group			
Chief Commissioner Deputy Commissioner Strategy Executive Director Business Services Secretary Department of Premier and Cabinet Secretary Department of Treasury and Finance Secretary Department of Justice Ken Loughnan AO (Deputy Chair) Mr David Evans Dr Ian Reinecke AM Mr Alex Malley	Organisational Provides strategic advice to the Chief Commissioner and Executive Command on a range of internal reforms including: <ul style="list-style-type: none"> • cultural change • integrated planning and risk management • information management • workforce planning and flexibility. Continuously reviews the planning and implementation of strategic projects and critical non-operational business activities, including IT procurement and project management, organisational governance and corporate strategy.	Mr Angus Houston AC AFC (Chair)	Quarterly
Command			
Assistant Commissioners Commanders Directors	Region/department: Providing advice and input to Executive Command on issues of organisational significance <ul style="list-style-type: none"> • Leadership and management, delivering <i>Blueprint</i> actions, identifying and briefing on emerging issues and trends, service development and stakeholder engagement. 	Chief Commissioner	Quarterly

Committee	Focus	Chair	Meets
Sub-committees			
Planning, performance and service development			
Community safety	<ul style="list-style-type: none"> Identifying and responding to current crime, safety, disorder, road policing priorities. 	Deputy Commissioner, Regional Operations	
Police service delivery	<ul style="list-style-type: none"> Meeting service demand efficiently and effectively. 	Deputy Commissioner, Special Operations	
Stakeholder engagement	<ul style="list-style-type: none"> Working collaboratively and responding to stakeholder expectations. 'Stakeholders' includes: community, government, partners, media and workforce. 	Deputy Commissioner, Strategy	Monthly
People	<ul style="list-style-type: none"> Improving capacity, capability, safety and wellbeing of Victoria Police employees. 	Executive Director, Business Services	
Business development	<ul style="list-style-type: none"> Developing business systems and processes in support of police service delivery including finance, technology, infrastructure and equipment. 	Executive Director, Infrastructure	
Standing committees			
Risk and corporate oversight			
Victoria Police Audit and Risk Committee (VPARC)	<ul style="list-style-type: none"> Independent assurance and assistance to the Chief Commissioner regarding the financial risk, control and compliance framework for Victoria Police. 	Independent: Mr Mark Peters	Bi-monthly
Information management	<ul style="list-style-type: none"> Information management and information security initiatives and priorities; development of organisational Information Management Strategy; ensuring compliance with and support for Commissioner for Law Enforcement Data Security (CLEDS) initiatives. 	Assistant Commissioner, Intelligence and Covert Support Command, Chief Information Officer	Monthly

**EXECUTIVE MANAGEMENT
CHANGES IN 2012-13**

- Jenny Peachey resigned as Executive Director, Service Reform Group on 24 July 2012
- Jack Blayney commenced as Assistant Commissioner, Western Region on 1 August 2012
- Robert Hill commenced as Assistant Commissioner, Road Policing on 1 August 2012
- Chris O'Neill commenced as Assistant Commissioner, Transit and Public Safety on 1 August 2012
- Shane Patton commenced as Assistant Commissioner, State Emergencies and Security on 1 August 2012
- Andrew Minack commenced as the Director, Corporate Strategy and Governance on 8 October 2012
- Eileen Armato commenced as Director, Public Support Services on 12 November 2012.

RISK MANAGEMENT ATTESTATION

2013 Risk Management Attestation
(In accordance with Standing Direction 4.5.5 of the Minister for Finance)

I, Ken Lay, Chief Commissioner, certify that Victoria Police has risk management processes in place consistent with the Australian / New Zealand Risk Management Standard and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Victoria Police Audit and Risk Committee verifies this assurance and has critically reviewed the risk profile of the organisation within the last 12 months.



Ken D. Lay APM
Chief Commissioner

10 / 07 / 2013

INSURANCE ATTESTATION

I, Ken D Lay APM, certify that Victoria Police has complied with Ministerial Direction 4.5.5.1 – Insurance.



Ken D. Lay APM
Chief Commissioner

12 / 08 / 2013

Blueprint actions are the subject of a dedicated project plan that sets out scope, timelines and deliverables.

Internal audits help Victoria Police accomplish our objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.



GOVERNANCE AND ORGANISATIONAL REVIEW INITIATIVES

Internal audits

Internal audits help Victoria Police accomplish our objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. The audits provide:

- management-orientated appraisals of processes and activities
- independent and confidential advice on remedial action to improve effectiveness, efficiency and economy in the use of resources
- progress reports regarding remedial action taken by management.

This risk-based internal audit program is managed by the Internal Audit Unit (IAU) and performed by a panel of two outsourced service providers (Oakton and Ernst and Young), as well as an in-house internal audit team of five police members who are primarily focusing on the intelligence and covert areas.

The 2012-13 internal audit plan was approved by VPARC and Executive Command. Twenty seven planned internal audit projects were undertaken addressing the following risk themes:

Risk themes	Planned projects undertaken
Contract management and procurement	1
Core police operations	8
Execution of major programs and projects	6
Information management	3
Infrastructure and information technology	2
Regulatory compliance and ethical conduct	2
Core organisation controls	2
Security	1
Other	2

A further nine management requested audits and reviews were also undertaken by the outsourced service providers and in-house team during the course of the financial year.

Continuous auditing

In 2012-13, Continuous Auditing Programs (CAPs) provided control monitoring and data quality assurance to senior management. A Computer-Assisted Audit Techniques (CAATs) *Strategy 2012-15* was developed to maintain and further enhance IAU's capability to apply CAATs effectively. CAATs refers to any computer program used to improve the audit process, ranging from data analytics software, working papers applications to risk management and project management tools.

External audits and reviews

In 2012-13, the following reviews of Victoria Police performance were published:

Victorian Auditor General's Office (VAGO)

Prison Capacity Planning (November 2012)

This review aimed to assess the effectiveness of prison capacity planning, specifically whether prison demand was being forecast effectively, and whether prison capacity was being effectively planned for. The review examined the prison capacity planning functions of Corrections Victoria and the use of Victoria Police's cells to manage periods of short-term high demand.

Management of Unplanned Leave in Emergency Services (March 2013)

This review assessed whether Ambulance Victoria, Metropolitan Fire and Emergency Services Board and Victoria Police were effectively and efficiently managing unplanned leave.

Commissioner for Law Enforcement Data Security (CLEDS)

Review of Implementation of CLEDS Report Recommendations – Electronic Data Storage Devices (October 2012)

This review was designed to assess Victoria Police's progress in implementing the

recommendations made in the 2008 CLEDS review. Those recommendations did not attempt to cover the broad range of security issues associated with the proliferation of personal digital devices that has occurred over the last few years.

Compliance Review – The Victoria Police Licensing and Registration System (November 2012)

A high-level compliance review of the Victoria Police Licensing and Registration System (LARS) in order to identify areas of information security risk and non-compliance with CLEDS standards.

Ombudsman Victoria

Investigation into an alleged corrupt association (October 2012)

Investigation into alleged corruption association pertaining to information received in relation to the death of Carl Williams.

Investigation into allegations of improper conduct involving Victoria Police (October 2012)

Investigation into whistleblower allegation against Mr Simon Overland.

Office of Police Integrity (OPI)

Compliance Audit of Section 95 of the Drugs, Poisons and Controlled Substances Act 1981 (December 2012)

Compliance inspection pursuant to section 95 of the *Drugs, Poisons and Controlled Substances Act 1981*.

Policing people who appear to be mentally ill (November 2012)

This report sets out the findings of a review into the way Victoria Police responds to people who appear to have a mental illness.

Victorian Equal Opportunity and Human Rights Commission

Rights on the road – the experiences of older Victorian drivers (November 2012)

Research to gather information on the extent to which older drivers experience unfair or discriminatory treatment when it comes to decisions about their drivers' licence.

Force-wide recommendation tracking system

TeamCentral is a system which records and monitors the implementation of internal audit recommendations, as well as reviews conducted by external agencies and oversight bodies. The status of all recommendations is reported to VPARC and Executive Command on a bi-monthly basis. As at 30 June 2013, there were a total of 1,060 recommendations recorded on TeamCentral, with 760 of these recommendations (71.7 per cent) completed.

Summary of recommendations by review type (as at 30 June 2013):

Review type	Completed	Pending	Total
CLEDS	166	87	253
Internal Audit	316	164	480
Ombudsman	129	15	144
OPI	70	15	85
VAGO	65	14	79
Other	14	5	19
Total	760	300	1,060

03.

Our PERFORMANCE

We aim to ensure that policing services are efficient and effective in meeting the needs and expectations of our stakeholders including the community and government.

Victoria Police delivers a range of law enforcement services to prevent, detect, investigate and prosecute crime and promote safer road user behaviour.

The *Blueprint* is an enabler to frontline policing, providing the platform to deliver a safer Victoria in a changing and challenging environment.

OUR ENVIRONMENT

Extensive internal and external environmental scanning informs our three year priorities and the annual actions. In particular, the need to build our capacity and capability to respond to changing environmental factors and community expectations, such as:

- drivers of crime, including drugs, alcohol, mental health, profit generation, and social and economic disadvantage
- causes of most road trauma, including speeding, driving under the influence of drugs and alcohol, fatigue, distraction and vulnerable road users
- changing concepts of community which require more than the traditional policing responses

- understanding that ‘harm’ transcends the impact on one particular victim or person and includes social, psychological, financial, occupational and economic harm
- recognising that the concept of jurisdiction is also changing as Victoria Police responds to peace keeping, counter terrorist, emergency management, organised crime, and e-crime issues which compete with geographic-based resources.

These and other contextual factors informed the development of the *Blueprint*.

OUR PERFORMANCE FRAMEWORK: The *Blueprint*

The *Blueprint* is an integrated and strategic approach to policing that increases opportunities to deliver a safer Victoria and reduce crime rates. The views and input of local communities and partner agencies and organisations will continue to play an important role in shaping our decision making and informing future policing priorities.

This chapter provides a report against the 2012-13 priorities and actions within the five areas of focus from the *Blueprint*:

1. Effective police service delivery: policing services are efficient and effective in meeting stakeholder needs and expectations
2. Improving community safety: Victoria Police focuses on the greatest harm so that individuals and communities feel, and are, safe
3. Working with our stakeholders: Victoria Police works collaboratively and responds to stakeholder expectations
4. Achieving through our people: People are skilled, safe and supported
5. Developing our business: Business systems and processes support effective police service delivery.

The quantity, quality and timeliness of the delivery of policing services is measured through 15 key performance measures (as published in the Victorian Government’s Budget Paper 3 (BP3)). It is important to note that the performance measures outlined in the Budget Papers are

overall measures of our performance, against which the *Blueprint* itself is not measured. However, all priorities and actions within the *Blueprint* aim to enhance our performance against these key measures.

High profile operations, including taskforces to tackle organised crime and outlaw motorcycle gangs and to respond to the Royal Commission into Institutional Responses to Child Sexual Abuse, have also contributed to achieving *Blueprint* outcomes. These operations are highlighted in Chapter 4 of this annual report.

In this section, an overview of strategies implemented throughout the 2012-13 financial year is detailed under each area of focus, followed by a summary of performance and key achievements.

1. EFFECTIVE POLICE SERVICE DELIVERY



What we are working to achieve

The *Blueprint* seeks to structure, deploy and escalate our frontline responses to best meet current and future demands. We aim to ensure that policing services are efficient and effective in meeting the needs and expectations of our stakeholders including the community and government.

Actions for effective police service delivery focus on:

- providing service that helps Victorians feel safe and be safe by ensuring police are accessible, visible and able to respond promptly to issues, investigate crime thoroughly and prosecute offenders swiftly

- respecting victims by treating them with sensitivity and professionalism, and keeping them informed
- providing our frontline members with the skills, tools and processes to ensure quality responses to requests for assistance
- referring people in need of assistance to appropriate support services, regardless of their reason for contact with police.

Effective police service delivery both informs and is underpinned by the four other areas of focus: *Improving community safety, Working with our stakeholders, Achieving through our people and Developing our business.*

Actions to enhance effective police service delivery

There were 13 actions outlined in the *Blueprint* for this area of focus in 2012-13, some of which are highlighted below:

- An enhanced structural model of response which provides the most efficient and effective deployment of resources has been developed and is being implemented statewide
- In line with government priorities, Victoria Police has continued to allocate and deploy additional police and PSOs to the areas of greatest need and in the appropriate functional mix
- A victim-centric service delivery strategy has been developed, expanding on the success of the Victims' Charter
- A business case for multi-agency service responses in relation to mental health and complex case management has been progressed
- A statewide pilot of the efficient single portal referral system was successfully undertaken this year.

Improving community safety, Working with our stakeholders, Achieving through our people and Developing our business.

Case study

e-Referral Management System

"Refer it – Resolve it"

The e-Referral Management System is a managed e-referral framework that enables Victoria Police to establish a referral pathway between operational areas and key service providers within the social support sector.

The project aims to deliver five key objectives:

1. Improved facilitation and coordination of service provision for persons/families engaged by police and who require additional social support in order to mitigate the risk of future crises and/or further police intervention
2. Improved efficiencies in the referral process for police officers
3. Improved referral management methods that are considered by participating support agencies to be efficient, practical and effective in engaging target groups
4. Enhancement of existing service system around early intervention
5. Increased compliance with regulatory and organisational requirements.

From Monday 21 January 2013, the e-Referral Management System was fully implemented across the state. In early March, the System underwent an upgrade to facilitate linking of clients via postcode and not just PSA. This will ensure that clients receive contact from the most appropriate agency sooner.

Table 1: Policing services - BP3 measures

Output / Output measures	Unit of measure	2012-13 BP3 target	Actual	% variance	
Public safety and crime reduction					
Policing services					
<i>Quantity</i>					
Criminal history checks conducted to contribute to community safety	number	490,000	481,945	-1.6%	○
Community calls for assistance to which a Victoria Police response is dispatched	number	780,000	884,380	13.4%	✓
Reduction in crimes against the person (rate per 100,000 population)	per cent	↓ 1.0	↑ 5.3	-6.3%	✗
Reduction in crimes against property (rate per 100,000 population)	per cent	↓ 1.0	↓ 3.0	2.0%	✓
Number of alcohol screening tests conducted	number	1,100,000	1,098,831	-0.1%	○
Number of prohibited drug screening tests conducted	number	25,700	23,245	-9.6%	✗
<i>Quality</i>					
Proportion of community satisfied with policing services (general satisfaction)	per cent	70.0	78.2	8.2%	✓
Proportion of the community who have confidence in police (an integrity indicator)	per cent	83.0	86.0	3.0%	✓
Proportion of drivers tested who comply with alcohol limits	per cent	99.5	99.8	0.3%	✓
Proportion of drivers tested who comply with posted speed limits	per cent	99.5	99.9	0.4%	✓
Proportion of drivers tested who return clear result for prohibited drugs	per cent	98.0	96.2	-1.8%	○
Proportion of successful prosecution outcomes	per cent	92.0	92.3	0.3%	✓
<i>Timeliness</i>					
Proportion of crimes against the person resolved within 30 days	per cent	54.0	36.5	-17.5%	✗
Proportion of property crime resolved within 30 days	per cent	21.0	19.3	-1.7%	○
Total output cost - Policing services	\$ million	2,107.6	2,144.3	1.7%	✗

Achieved*

- ✓ target achieved
- within 5% variance
- ✗ exceeds 5% variance

OUR PERFORMANCE

Effective police service delivery: performance against Budget Paper measures

The performance measures outlined in Budget Paper 3 aim to measure effective police service delivery. Along with other Victoria Police operations and activities, the *Blueprint* actions contribute to our performance against these measures. As outlined in the table below, Victoria Police has performed well against the Budget Paper 3 measures in an environment of increasing complexity and demand. Table 1 outlines Victoria Police performance against Budget Paper 3 targets. Explanations for variances greater than five per cent are outlined below the table.

Explanations for variances greater than five per cent

Reduction in crimes against the person (rate per 100,000 population)

Family violence continues to drive up crimes such as assaults and property damage. Increases in these offences can be viewed positively in that Victoria Police is receiving more reports of family violence offences in an area which has been historically under-reported. This is also partly driven by the deployment of additional police and PSOs, which is increasing the rate of detected crime.

Reduction in crimes against property (rate per 100,000 population)

We achieved a 3.0 per cent reduction for crimes against property, exceeding our target of a 1 per cent reduction. The decrease has been driven by reductions in property damage, theft of/from motor vehicles and residential burglary offences. Proactive policing operations, including the Santiago Taskforce and Operation Rio, investigating organised motor vehicle theft and re-birthing across the region, contributed to our positive performance in reducing property crime.

Community calls for assistance to which a Victoria Police response is dispatched

As of November 2012, all Victoria Police Regions' call taking and dispatch needs were

centralised through the Computer Aided Dispatch (CAD) system provided by Emergency Services Telecommunications Authority (ESTA). Previously, Melbourne and Geelong were the only areas covered by CAD and other regional areas relied on manual processes for call taking and dispatch. The incremental roll-out of CAD across Victoria may have led to more consistent and automated recording of calls for assistance, and as a result, there have been increased calls for assistance reported. Other aspects which could have had an impact on this figure is the slight increase in the Victorian population and several policing policies which have made police resources more known and available to the population.

Number of prohibited drug screening tests conducted

The 2012-13 BP3 target of 25,700 was determined based on historic trends and seasonal variations. It also included a proportion of highway patrol tests which had been provided to Road Policing Drug and Alcohol Section (RPDAS). The actual result more accurately reflects the testing capacity of RPDAS. The total number of drug screening tests conducted in 2012-13 (including RPDAS bus tests and highway patrol roadside tests) was 42,160. The 2013-14 BP3 target has been revised accordingly to reflect all drug screening tests conducted within Victoria Police.

Proportion of crimes against the person resolved within 30 days

From 2012-13 onwards, clearance rates are being reported without 'intent to summons' offences, in accordance with a recommendation made by the Office of Police Integrity in the *Report of investigation into Victoria Police crime records and statistical reporting, May 2011*. This was only approved for implementation after targets for these measures were set (from July 2013). As such, the results for these performance measures have been lower for 2012-13.

Profile

Santiago Taskforce and Operation Rio

The Santiago Taskforce was established in October 2008 to address serious and organised crime, including shooting incidents involving a number of families and their associates. In September 2012, Santiago amalgamated operations with the regionally-based Acer Taskforce and crime-based Organised Motor Vehicle Theft Squad to address an unprecedented number of car thefts, believed to be linked to organised crime.

Crime data showed that 51 per cent of all cars stolen in Victoria are taken in Melbourne's north-western suburbs, 2,000 of which disappear each year without a trace, suggesting a major car re-birthing racket may be operating.

Taskforce Rio was launched in the north-west policing region after the number of theft of motor vehicle offences in that area rose from 6,645 to 7,741. The taskforce covers the CBD and municipalities including Hume, Brimbank, Moreland, Whittlesea and Maribyrnong. These areas experienced significant issues with cars being stolen and used to commit crimes and with offences by young joy-riders. Stolen cars were frequently used in petrol station drive-offs.

Taskforce Rio contributed to the overall 7.9 per cent decrease (rate for 100,000 population) in theft of motor vehicle offences in 2012-13.

Total output cost - Policing services

Several factors have contributed to the net additional expenditure for 2012-13. These included Victoria Police exceeding its funded target levels for police for most of the financial year, the increase of PSO recruitment to take advantage of high application levels, and additional overtime and availability allowances for road policing services. In addition, unplanned deployments such as responding to natural disaster events and attendance at industrial disputes to maintain public order increased overtime expenditure.

New 2013-14 Budget Paper performance measures

Victoria Police will report against new, additional performance measures in the 2013-14 Budget Papers. These new measures include:

- crimes against the person – excluding family violence related crime (rate per 100,000 population)
- crimes against property – excluding family violence related crime (rate per 100,000 population)
- crimes against the person – family violence related crime (rate per 100,000 population)
- crimes against property – family violence related crime (rate per 100,000 population).

By separating the family violence and non-family violence related measures, the new measures aim to better inform the community about the factors underpinning reported crime statistics and public confidence in reporting crime.

A new measure has also been introduced in relation to emergency management:

- Victoria Police regions with plans, procedures and resources in place for the bushfire season.

This new measure aims to inform the community about Victoria Police's preparedness to respond to a fire-related emergency. It reports on an important area of Victoria Police activity (pre-fire season training) and capability directly linked to community safety.

Improving community confidence and satisfaction with services provided by police

Confidence in police is a measure of police integrity. The community expect that police can be trusted to carry out their role, to protect

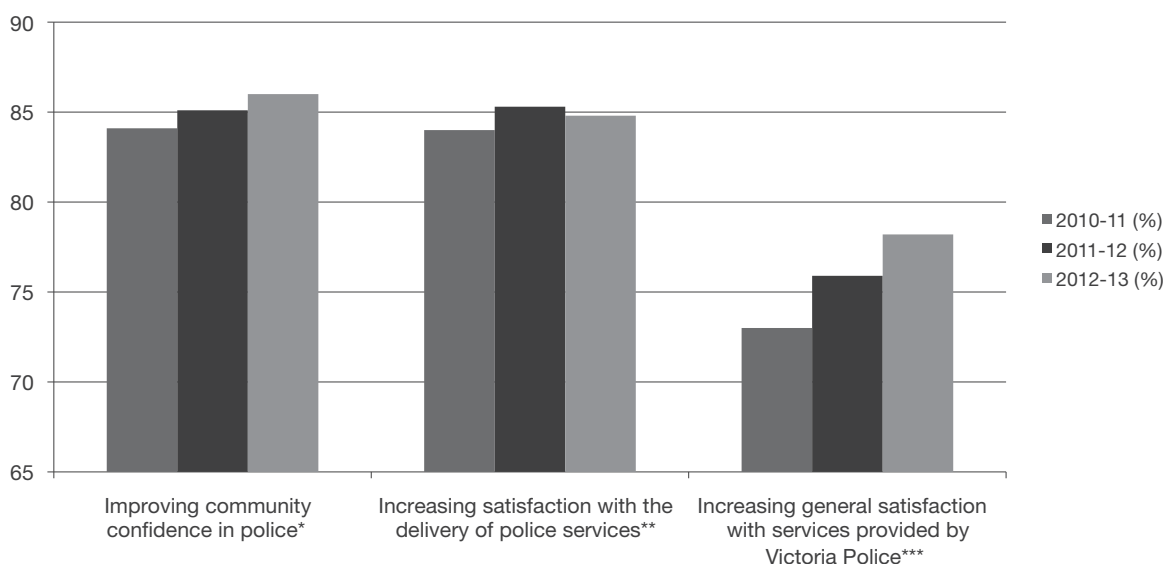
and act on the behalf of the Victorian people.

Over the last three years, we have experienced increases in community confidence in police, and general satisfaction with services provided by police, as outlined in Table 2.

Table 2: Performance results – Community perceptions of policing

	2010-11 (%)	2011-12 (%)	2012-13 (%)	% change (2010-11 to 2012-13)
Improving community confidence in police*	84.1	85.1	86.0	+1.9
Increasing customer satisfaction with the delivery of police services**	84.0	85.3	84.8	+0.8
Increasing general satisfaction with services provided by Victoria Police***	73.0	75.9	78.2	+5.2

Chart 1: Performance results – Community perceptions of policing



Notes All results are measured by the independently conducted National Survey of Community Satisfaction with Policing.

* reporting the proportion of respondents who 'strongly agreed/agreed' that they had confidence in police

** reporting the proportion of respondents who had business contact with Victoria Police in the previous 12 months and were 'very satisfied/satisfied' with the service they received from police during that contact

*** reporting the proportion of respondents who were 'very satisfied/satisfied' with the performance of Victoria Police in general.

In 2012-13, confidence in police increased by 0.9 per cent from 2011-12. Confidence levels for Victoria Police at 86.0 per cent are slightly above the national average result of 85.4 per cent, continuing the increase for this measure over recent years, up from 85.1 per cent in 2011-12.

Of the respondents surveyed who had contact with police in the 2012-13 reporting period, 84.8 per cent indicated they were at least 'satisfied' with the service they received during their most recent contact with Victoria Police.

This represents a slight decrease of 0.8 per cent from the 85.3 per cent result recorded at the end of 2011-12, however this is still slightly above the national average of 84 per cent, and is the highest recorded customer satisfaction percentage nationwide.

General satisfaction with services provided by Victoria Police increased by 2.3 per cent, from 75.9 per cent in 2011-12 to 78.2 per cent in 2012-13.

FOCUS FOR 2013-14

A number of actions in the 2013-14 *Blueprint* aim to increase the efficiency and effectiveness of police service delivery and continue to improve community confidence and satisfaction in policing.

- Developing a Victoria Police integrity framework that sets a clear direction for all staff on expected behaviours
- Developing a flexible resourcing model to ensure service delivery can be maintained in response to a range of operational demands
- Ensuring Victoria Police fully implements the relevant recommendations from the Victorian Emergency Management Reform White Paper
- Continued delivery of key government policy commitments including the recruitment of 1700 additional police and 940 PSOs
- Reviewing non-compliance of established frontline operational procedures and legislation and development of an improved strategy to deliver compliance across Victoria Police
- Developing a long term operational telecommunications strategy for Victoria Police that addresses existing operational requirements
- Developing a Victoria Police facilities risk assessment for implementation by regions, departments and commands.

2. IMPROVING COMMUNITY SAFETY



What we are working to achieve

The *Blueprint* seeks to enhance the internal capability of Victoria Police in understanding, anticipating and mitigating the drivers of

community harm. This includes investing in continuous improvement approaches in evaluating new and existing interventions to ensure effectiveness and value for money.

Actions in this area focus on:

- understanding the true nature, extent and drivers of serious crime, volume crime, organised crime, road policing and security
- working with the community and stakeholders to understand and capture the full range of effective interventions, including prevention, suppression, disruption and enforcement
- reducing the incidence of recidivist offenders, repeat victims and high-risk community locations.

ACTIONS TO IMPROVE COMMUNITY SAFETY

There were 12 actions outlined in the *Blueprint* in 2012-13 which aimed to improve community safety. Some of our achievements against these actions are provided below.

- A Service Demand (Forecasting) Model has been developed with key stakeholders to better understand crime, road policy and security drivers and trends
- Key organisational approaches to engage with vulnerable people and families are underway. Most notably, a review of the *Violence Against Women Campaign Strategy 2009-2014* has commenced along with the development of strategies to address vulnerable families, focussing on sexual assault and family violence
- A draft of the review into the *Code of Practice for the Investigation of Family Violence (CoPIFV)* is due in July 2013 from an Australian Research Council (ARC) research project (the *SAFER Project*) which will inform next steps in identifying appropriate strategies for improving organisational responses to family violence
- In collaboration with our road safety partners, a world first research project was established to study the culpability of drug using drivers in road trauma. The project will be conducted over five years in partnership with the Victorian Institute of Forensic Medicine (VIFM) and examine the contribution of a broad range of drugs, including prescription drugs, when used

in isolation and in combination with alcohol, to road trauma. This study will provide evidence to inform future policy and program directions to further reduce road trauma in the state

- The *Victorian Government Road Safety Strategy 2013-2022* was introduced this year, and provides the new direction for the state's road safety over that period, with the aim of reducing fatalities and road trauma by 30 per cent for the life of the strategy. A key element of the strategy is a strong commitment to enforcement of the major contributing factors to road trauma - speeding, drink and drug driving and poor driver behaviour. Complementing the new approach by government, Victoria Police has committed significant resources in developing our organisation's five year plan for road policing. The plan will build on our recent successes and enhance our capabilities, enforcement and partnerships into the future.

Other approaches to improving community safety undertaken by Victoria Police in 2012-13 include tackling organised crime and outlaw motorcycle gangs, establishing the Sporting Integrity Intelligence Unit, and responding to the handling of child abuse by religious orders and other organisations. These activities are outlined in more detail in Chapter 4 of this report.

The Blueprint seeks to enhance the internal capability of Victoria Police in understanding, anticipating and mitigating the drivers of community harm.

Case study

Go4Zero: Say no to violence

On Monday 18 February 2013, the Go4Zero campaign was launched, supported by Victoria Police and the Victorian State Government.

The campaign aims to give a public voice to the shared rejection of violence in any form – and violence against women in particular.

The initiative provides support to those who may be threatened with violence or intimidation, and provides a resource of information and ideas, a range of helpful hints and advice for staying safe in any situation.

Victoria Police and the Victorian State Government are asking the community to say 'no' to violence as a part of the Go4Zero campaign, by playing a role in reducing violence in the community, and sending a powerful message that violence of any kind, whether it is happening in the home, on the street or anywhere in Victoria, is unacceptable.

The launch was attended by Deputy Commissioner Graham Ashton, the then Premier Ted Baillieu, and Deputy Premier Peter Ryan. Go4Zero ambassadors Lord Mayor Robert Doyle, Rob Gell, Sue Stanley, Grant Smillie and Les Twentymen also attended the launch. They appeared alongside Tim Costello, Tom Elliott, Ron Barassi, Andrew Demetriou, Lee Chan and Matthew Richardson in the campaign's television advertisement, which began screening on commercial television following the launch.



Case study

Firearms amnesty

Almost 2,500 weapons, including double-edged knives, machetes, high-powered rifles, homemade handguns and daggers were removed from Victoria's streets, after the community handed them in to police during a state-wide amnesty in October and November 2012.

The weapons amnesty was the first to be held in Victoria since April 2010. The unwanted or illegal firearms and weapons were surrendered across the state, including 164 in Bendigo, 87 in Warrnambool, 65 in Frankston and 58 in Warragul. The penalty for carrying an illegal weapon is up to two years imprisonment, or up to 10 years for firearms offences.

Reducing crime

At the end of 2012-13, the total crime rate was 7,157.1 offences per 100,000 population. This represents an increase of 1.6 per cent over the rate of 7,043.2 per 100,000 population as at 30 June 2012.

The increase in the crime rate is attributable to several factors, including:

- increased reporting and detection due to the roll out of additional police numbers (1,700 by November 2014)
- continued significant increases in recorded family violence related crime
- an increase in detected crimes.

Table 3 provides a detailed comparison of results in all crime categories (comparing results in 2011-12 with those for 2012-13). In keeping with the recommendation from the Parliamentary Public Accounts and Estimates Committee (PAEC), those results are shown as both the total number of offences and as a rate per 100,000 population. This measure is used to report at a high level on crimes against the person and crimes against property in the Budget Paper measures, outlined earlier.

Reducing family violence and violence against women and children is a key priority for Victoria Police and is one of the areas where increases in crime statistics are seen as positive. Increased reporting signifies that community members have the confidence to report family violence to police.

Table 3: Overview of offences – 2012-13 compared with 2011-12*(Total recorded crime and offence rate per 100,000 population)*

Offence	Number of offences			Rate per 100,000 population		
	2011-12	2012-13	% change (2011-12 to 2012-13)	2011-12	2012-13	% change (2011-12 to 2012-13)
Homicide	167	178	6.6	3.0	3.1	4.7
Rape	2,049	1,985	-3.1	36.7	34.9	-4.8
Sex (non-rape)	6,373	6,526	2.4	114.2	114.9	0.6
Robbery	3,281	2,815	-14.2	58.8	49.6	-15.7
Assault	41,940	46,122	10.0	751.6	812.1	8.0
Abduction / kidnap	599	686	14.5	10.7	12.1	12.5
Crimes against the person	54,409	58,312	7.2	975.1	1,026.7	5.3
Arson	3,091	3,312	7.1	55.4	58.3	5.3
Property damage	48,920	45,580	-6.8	876.7	802.5	-8.5
Burglary (aggravated)	2,500	2,716	8.6	44.8	47.8	6.7
Burglary (residential)	29,231	28,915	-1.1	523.8	509.1	-2.8
Burglary (other)	14,997	15,082	0.6	268.8	265.5	-1.2
Deception	23,337	26,177	12.2	418.2	460.9	10.2
Handle stolen goods	7,433	8,174	10.0	133.2	143.9	8.0
Theft from motor vehicle	46,702	42,965	-8.0	836.9	756.5	-9.6
Theft (shopsteal)	19,861	20,673	4.1	355.9	364.0	2.3
Theft of motor vehicle	15,647	14,671	-6.2	280.4	258.3	-7.9
Theft of bicycle	4,188	4,664	11.4	75.1	82.1	9.4
Theft (other)	50,964	50,648	-0.6	913.3	891.7	-2.4
Crimes against property	266,871	263,577	-1.2	4,782.6	4,640.7	-3.0
Drug (culture, manufacture, traffick)	4,829	5,263	9.0	86.5	92.7	7.1
Drug (possess, use)	14,009	16,206	15.7	251.1	285.3	13.7
Drugs	18,838	21,469	14.0	337.6	378.0	12.0
Going equipped to steal	488	601	23.2	8.7	10.6	21.0
Justice procedures	25,582	30,795	20.4	458.5	542.2	18.3
Regulated public order	1,415	1,352	-4.5	25.4	23.8	-6.1
Weapons / explosives	8,739	11,376	30.2	156.6	200.3	27.9
Harassment	3,819	4,875	27.7	68.4	85.8	25.4
Behaviour in public	6,437	6,685	3.9	115.4	117.7	2.0
Other	6,420	7,455	16.1	115.1	131.3	14.1
Other crime	52,900	63,139	19.4	948.0	1,111.7	17.3
Total	393,018	406,497	3.4	7,043.2	7,157.1	1.6

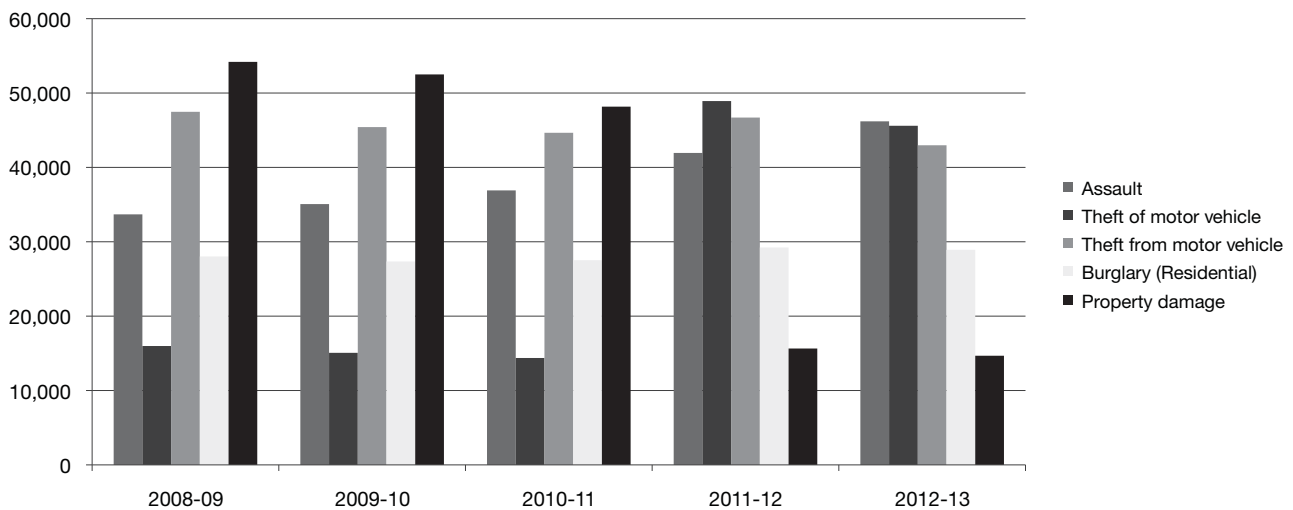
Note: Data was extracted from LEAP database on 18 July 2013 and is subject to variation. Figures may not match previous reports. All figures are rounded to one decimal place.

Table 4 provides information on the trend in the number of recorded offences for key crime categories over the past five years.

Table 4: Trends in key crime categories: 2008-09 to 2012-13

	2008-09	2009-10	2010-11	2011-12	2012-13	% change 2008-09 to 2012-13
Crimes against the person	44,223	45,984	48,743	54,409	58,312	31.9
Assault	33,686	35,065	36,884	41,940	46,122	36.9
Crimes against property	280,960	262,433	254,045	266,871	263,577	-6.2
Theft of motor vehicle	15,982	15,067	14,376	15,647	14,671	-8.2
Theft from motor vehicle	47,474	45,419	44,643	46,702	42,965	-9.5
Burglary (residential)	28,026	27,351	27,512	29,231	28,915	3.2
Property damage	54,189	52,501	48,166	48,920	45,580	-15.9

Chart 2: Trends in key crime categories: 2008-09 to 2012-13



RESPONDING TO FAMILY VIOLENCE



The *Code of Practice for the Investigation of Family Violence (CoPIFV)* continues to support victims of family violence recorded in the context of police attendance at family violence incidents (FVI). In 2012-13, there was a 19.1 per cent increase in the number of family violence related assault offences recorded.

Reducing family violence and violence against women and children is a key priority for Victoria Police and is one of the areas where increases in crime statistics are seen as positive. Increased reporting signifies that community members have the confidence to report family violence to police. The Chief Commissioner of Police will continue to focus on the reporting and effectiveness of response to family violence.

Table 5: Family violence statistics

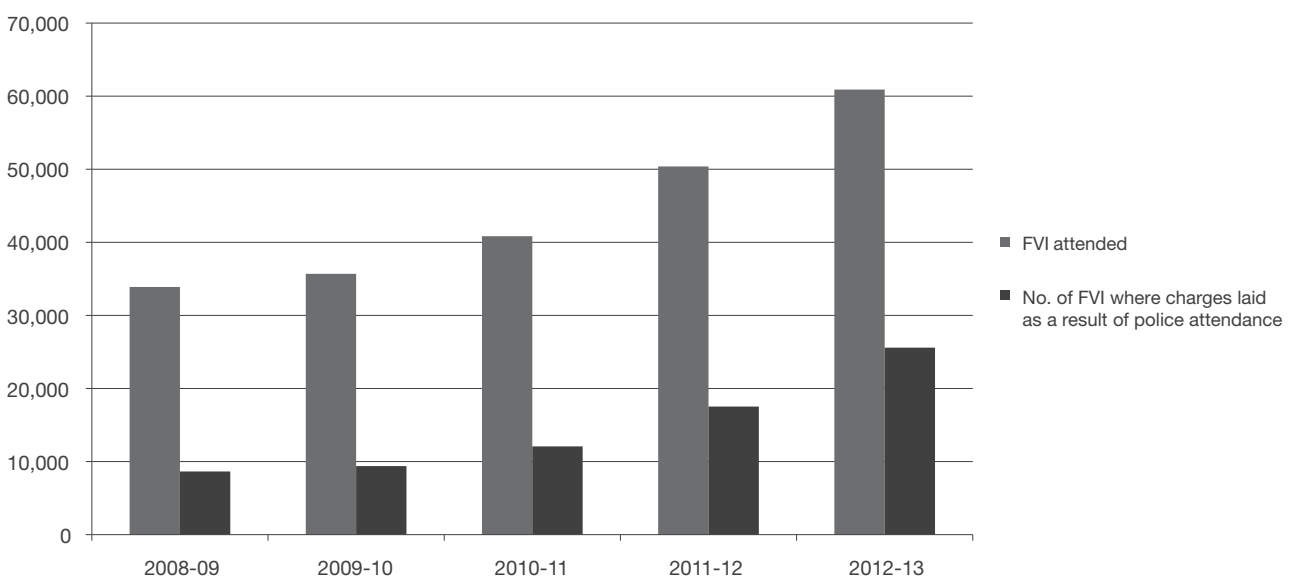
FVI*	2008-09	2009-10	2010-11	2011-12	2012-13	% change 2008-09 to 2012-13
FVI attended	33,891	35,685	40,812	50,016	60,829	79.5
No. of FVI where charges laid as a result of police attendance	8,648	9,387	12,086	17,998	25,574	195.7
% of FVI where charges laid	25.5	26.3	29.6	36.0	42.0	16.5

Notes

Data in Table 5 was correct at date of download (18 July 2013). Data is subject to change.

* This is the number of Family Violence Reports submitted (including Family Violence Safety Notices).

Chart 3: Family violence statistics



REDUCING DEATHS AND INJURIES ON OUR ROADS

During 2012-13, Victoria Police continued its commitment to working with our road safety partners to reduce collisions on our roads, particularly those that result in fatalities or serious injuries.

At the end of the 2012-13 period, road fatalities had been reduced by 4.8 per cent and total injuries by 6.0 per cent in comparison with the same time in 2011-12.

Table 6: Road safety statistics*

	2008-09	2009-10	2010-11	2011-12	2012-13	% change (2008-09 to 2012-13)
Fatalities	301	288	294	269	256	-14.9
Injuries**	17,630	18,953	18,484	19,100	17,947	1.8

Notes

* Data in Table 6 was correct at date of download (Fatalities = 21 August 2013 and Injuries = 5 August 2013).

Data downloaded on a different date may reflect minor variations.

** Injury data contains both Serious Injury and Other Injury data in the April 2012-March 2013 period. There is an approximate six week time lag with Injury data.

Chart 4: Road fatalities 2008-2013

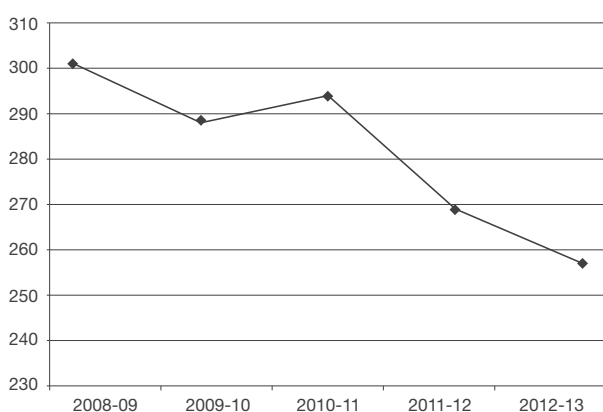
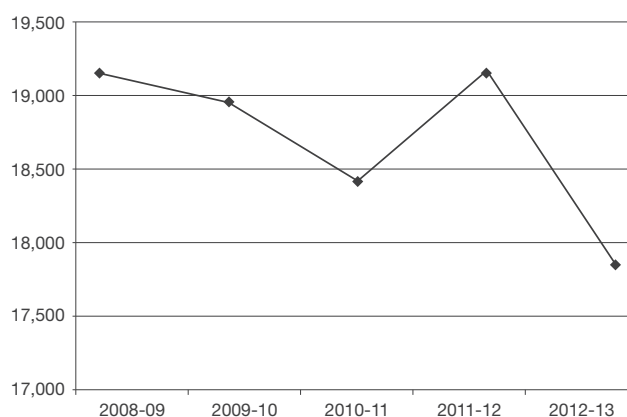


Chart 5: Road injuries 2008-2013



Victoria Police has pursued a number of road safety campaigns in 2012-13 to achieve these results. Table 7 outlines our performance in monitoring and enforcing road safety.

Table 7: Additional road policing performance indicators utilised in 2012-13

Indicator	2010-11	2011-12	2012-13	% change (2010-11 to 2012-13)
Number of vehicles impounded (hoon driving)	3,448	4,132	4,600	33.4
Number of drivers, vehicle impounded, second offence*	353	538	568	60.9
Number of alcohol screening tests administered**	1,027,500	735,478	1,098,831	6.9
Number of drug tests administered***	26,468	16,290	23,245	-12.2

Notes

Note that actual data for the number of alcohol and drug tests conducted in 2011-12 is partial/incomplete data due to protected industrial action when data was not collected (no data was collected in Quarter 1 and during a part of Quarter 2).

* Impoundment data extracted on 22 August 2013 and is subject to variation. Dates based on date of vehicle impoundment. Vehicle Impoundment data has an approximate lag of 3 months, and as such all statistics are subject to variation. (*Please Note: No comparison should be attempted between this data set and other data provided as different counting rules have been applied.)

Recidivist offending is defined as any person having committed a second offence within the period (1/7/12 – 31/3/13).

Second offence only, first offence can be from a previous financial year. Additional offending (i.e. third or subsequent offences) by that person in that period is not counted. (*Please Note: No comparison should be attempted between this data set and other data provided as different counting rules have been applied.)

** refers to Road Policing Drug and Alcohol Section (RPDAS) booze bus tests only.

*** refers to RPDAS drug bus tests only.

TARGETING ROAD SAFETY



Our positive performance in reducing fatalities and total injuries on our roads has been achieved through a number of road safety operations to reduce the road toll. Our regions have worked collaboratively with our Specialist Road Policing Command area and external partners to deliver this result.

A number of major road policing operations were conducted throughout 2012-13 targeting known high-risk activities and driver behaviours, including:

- *Operation Road Bia* – a multi-agency approach to police nominated high risk areas targeting recidivist offending drivers
- *Summerstay Campaign* – a series of dedicated operations conducted over the Christmas and New Year period. The seven week campaign focused on those behaviours that contribute to road trauma over this high risk period
- *Operation Crossroads* – a nation-wide road safety campaign conducted over the Easter holiday period, aimed at increasing driver awareness and journey planning. Victoria Police provided a highly visible presence on major highways and arterial roads during this period
- *Operation Austrans* – a campaign focused on heavy vehicle enforcement which targeted driver fatigue, speeding, drug use and other driver behaviour issues within the heavy vehicle industry
- *Operation Regal* – a structured and tactically diverse road safety enforcement campaign conducted over the Queen's Birthday holiday period. Police personnel from local policing units, general duties and other regional resources were deployed.

Case study

Road Safety Enforcement Technology & Impoundment Project

The four year Road Safety Enforcement Technology & Impoundment Project was successfully completed in 2013, significantly increasing Victoria Police's capacity and capability in the detection of illicit drug and speed offences, improved collision investigation and expanded impoundment operations. In particular, the project has:

- increased the roadside drug testing program by 20,000
- increased the number of police vehicles fitted with moving mode radar speed measuring devices in rural areas by 200
- replaced the redundant hand held laser speed measuring devices and redundant moving mode radars
- replaced three Total Stations for Major Collision Investigation Unit (MCIU) collision reconstruction activities
- replaced 1,500 preliminary breath testing devices and 270 evidentiary breath testing devices; and expanded the capacity to store impounded vehicles.

Case study

Community consultation – Field contacts policy and cross-cultural training



On 1 June 2013, Victoria Police launched a community consultation process to invite comment and feedback on two key issues:

1. How field contact procedures are carried out under current policies
2. How Victoria Police trains members in matters of diversity.

The community consultation period was open to all community members and closed at midnight on 31 July 2013.

The information collected will form part of an overall review of both the Victoria Police Field Contacts Policy and cross-cultural training. These reviews will also consider current legislation, human rights policies, Victoria Police processes and international best practice and will be undertaken by independent consultants who will make recommendations regarding opportunities for improvement.

The recommendations and Victoria Police's proposed actions will be published in a public document in December 2013. The report will be made available through the Victoria Police internet site and local community legal centres.

FOCUS FOR 2013-14

A number of actions in the 2013-14 *Blueprint* aim to reduce crimes against the person:

- Development of a state violence reduction strategy that supports the delivery of enhanced frontline services
- Development of a strategy to tackle amphetamine use in the community
- Lead a collaborative response with venue operators, sporting clubs and associations, local governments and major partners in targeting anti-social behaviour in sport to ensure the safety and wellbeing of our community.

Actions will also continue the positive work and results in reducing road trauma, including:

- a frontline focus on targeting the identified causal factors of road trauma: speed, impaired driving and seatbelts
- a model for the operational delivery of the *Victorian Road Safety Strategy 2013 – 2022*.

3. WORKING WITH OUR STAKEHOLDERS



What we are working to achieve

Victoria Police is confronted with a range of issues that have the potential to cause harm within the community that cannot be resolved through policing efforts alone. *The Blueprint* for 2012-13 included a strong focus on building mutual responsibility and encouraging the community to engage with resilience building opportunities.

Enhanced partnerships and regular liaison with business, industry and government agencies are critical in developing strategic response and sharing information. We are also actively building on our understanding of the expectations of the community, government, media, major partners and employees.

Understanding the expectations of these five groups is key to effective stakeholder engagement and thus better outcomes and actions focus on:

- building relationships and communicating with stakeholders to better understand and respond to stakeholder expectations, priorities and needs
- building trust, confidence and satisfaction in the integrity and performance of Victoria Police.

Actions to enhance our work with stakeholders

There were seven actions outlined in the *Blueprint* in 2012-13 which aim to build our capacity to work collaboratively and respond to stakeholder expectations. Three of these actions are outlined below.

- Development of regional, departmental and organisational stakeholder engagement strategies
- Review and development of organisational communication strategies (internal and external) to reflect the impact of social media and other emerging technologies
- Enhancement of systems and processes to support timely response to recommendations from internal and external reviews (TeamCentral).

Our performance

- *TeamCentral*: The forcewide recommendation tracking system was upgraded to improve the recording and monitoring of the implementation of recommendations arising from internal audits, as well as reviews conducted by external agencies and oversight bodies
- *Social media*: Victoria Police continued to embed social media in marketing and promotion to more readily promote proactive police initiatives such as the Engagement Through Communication (ETC) Project and Eyewatch. Eyewatch was launched in an additional 11 locations in April 2013

Case study

Operation PYLET

Operation PYLET (Police Youth Leaders Engagement Team) was developed by the Southern Metropolitan Region Community Engagement Office. PYLET involves a collaborative partnership between volunteer local multicultural community youth leaders, and uniformed police members. The team engages with youth on the street in areas identified as being high risk community locations across the cities of Greater Dandenong and Casey with the intention of reducing any tensions between police and youth, and tensions between various groups of young people. The PYLET team are not first responders to critical incidents, but they can attend as part of a supportive role where an incident has occurred.

Since the introduction of the PYLET patrols, there have been many requests from different sections of the community to undertake training as volunteers. The program now has Sudanese, Pacific Islander, Afghani and Maori volunteers, with recent requests from Koori and other communities.

There has also been a noticeable drop in the number of calls to attend incidents with youths on the evenings where PYLET patrols are conducted, and local business people have commented favourably on the increased police presence.

Case study

The Mildura Aboriginal Youth Employment Program

Mildura police, in conjunction with the Mildura Rural City Council and the Department of State Development, Business and Innovation, have engaged in a joint project to engage with at-risk Aboriginal youth in Mildura and provide them with training and support to build their social and economic participation in the community. The project also involves engagement with industry to develop employment opportunities. Referrals to the project are made via Victoria Police through Support Link.

The Aboriginal Youth Employment Program will run for three years and seeks to employ 35 young people in that time. At present, 14 Aboriginal youths are engaged in the program who have either been employed or are undergoing various training courses at Mildura TAFE and elsewhere.

The project has been running for over six months and to date has been a resounding success. It is an excellent example of Victoria Police working with communities and multiple stakeholders to deliver positive outcomes for Victorian communities.

- *Stakeholder engagement:* The regional and organisational stakeholder engagement strategies framework and toolkit is being disseminated across the organisation
- *Community consultation:* On 1 June 2013, a community consultation process was launched.

Case studies of community and stakeholder engagement across the regions are highlighted below.

FOCUS FOR 2013-14

A number of actions in the 2013-14 *Blueprint* will continue to build relationships with our stakeholders.

- Creation and implementation of new governance and accountability mechanisms for community engagement that supports the delivery of improved frontline services
- Identification of key stakeholders and development of an engagement tool to ascertain feedback
- Development of a proactive stakeholder engagement plan with executive leadership teams from the Departments of Justice, Treasury and Finance, Premier and Cabinet, Human Services and Health to enhance a whole of government approach to address the drivers of high volume and violent crime, including alcohol, family violence and mental health issues.

4. ACHIEVING THROUGH OUR PEOPLE

What we are working to achieve

The capability and capacity of our people ultimately drives our performance. The *Blueprint* has a strong focus on equipping our people with the skills and capabilities they need to effectively, efficiently and ethically perform their roles and responsibilities. In particular, we aim to:

- ensure that our people are skilled, safe and supported
- be recognised as an employer of choice, attracting and retaining people for the right jobs at the right time
- identify and address workforce capability gaps through education, training and a development framework.

Actions to ensure our people are skilled, safe and supported

There were 17 actions outlined in the *Blueprint* in 2012-13 aimed at ensuring our people are skilled, safe and supported. Four key actions are outlined below.

- Draft a Victoria Police Strategic Workforce Plan
- Finalise and implement the *Equity and Diversity Action Plan*
- Develop and implement the *Education Master Plan* to equip staff with the skills and capabilities for continuous professional development
- Finalise and implement the *Safety First Strategy*.

Our performance

We have successfully implemented a number of actions to improve our workforce capacity and capability to deliver a safer Victoria and ensure our people are skilled, safe and supported.

- Victoria Police's attraction campaign and recruitment practices have resulted in a total of 12,539.7 police (FTE) operating across the state as at 30 June 2013, with a further 103 recruits in training
- The PSO recruitment campaign project has deployed 396 Transit PSOs to 53 railway stations as at 30 June 2013. A further 59 PSOs were also in training at 30 June 2013
- To facilitate the process of effectively deploying additional police to areas of greatest need, Victoria Police has continued to implement a Demand Allocation Model.

Further achievements against actions outlined in the *Blueprint* are highlighted in more detail on the next page.

Case study

Positive impact of PSO deployment on public safety



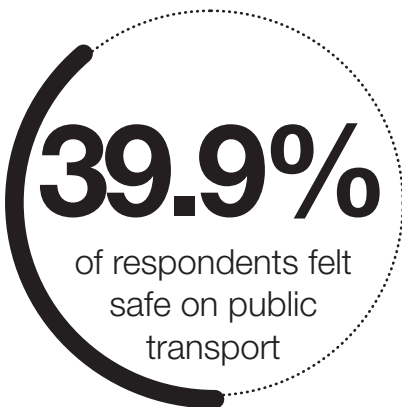
Independent survey data (the National Survey of Community Satisfaction with Policing (NSCSP)) at the end of June 2013 indicated that 39.9 per cent of respondents felt safe on public transport, an increase of 3.3 per cent since the first PSO deployment (February 2012) and up 1.7 per cent on the June 2012 figure. This result, along with surveys conducted by the Department of Justice and Public Transport Victoria, indicate that the community feel safer on public transport, and that PSOs are acting as a deterrent against crime and anti-social behaviour on public transport.

 **396**

Transit PSOs were deployed to 53 railway stations as at 30 June 2013

1,200

new positions have been allocated for new police officers



We are also actively building on our understanding of the expectations of the community, government, media, major partners and employees.

MEETING VICTORIAN GOVERNMENT COMMITMENTS:

Delivering 1,700 additional police by November 2014

Since November 2010, we have allocated an additional 1,200 positions for new police officers, and deployed 396 PSOs to railway stations. We are on track to deliver the Government's election commitment of an additional 1,700 police and 940 PSOs by November 2014.

The investment in 1,700 additional police will deliver many anticipated benefits to the Victorian community including increased satisfaction with policing services, increased perceptions of safety and a stronger police presence in areas of greatest demand. The allocation of police resources to areas of greatest need will help ensure consistency in service delivery across the state.

Various infrastructure upgrades to the Victoria Police Academy were completed in 2012-13 to accommodate the increased number of police recruits. Police station infrastructure refurbishment and/or expansion works to accommodate the additional police numbers also commenced in 2012-13.

Delivering 940 PSOs by November 2014

Increasing safety on the public transport system is an integral part of the State Government's commitment to improve community safety for all Victorians.

The deployment of 940 PSOs aims to improve community safety and security in and around train stations, and this will be measured through increases in perceptions of safety on public transport, increases in PSO presence in and around train stations and reductions in crime in and around train stations.

Victoria Police allocated \$2.7m for recruitment activities and launched a PSO campaign on 20 January 2013, which ran until 6 April 2013. Deployment of transit PSOs to railway stations commenced in February 2012. As at 30 June 2013, a total of 396 PSOs were working at 53 stations across the state.

From February 2012 to 30 June 2013, PSOs were deployed to the following railway stations:

Rail station	Deployment date	Rail station	Deployment date
Flinders Street	22-Feb-12	Cranbourne	16-Dec-12
Southern Cross	22-Feb-12	Sunshine	7-Jan-13
Footscray	16-May-12	Ferntree Gully	21-Jan-13
Dandenong	29-May-12	Watergardens	21-Jan-13
Melbourne Central	12-Jun-12	Oakleigh	10-Feb-13
Richmond	3-Jul-12	Ormond	10-Feb-13
Parliament	3-Jul-12	Clayton	10-Feb-13
North Melbourne	26-Jul-12	Essendon	10-Mar-13
Epping	7-Aug-12	Watsonia	10-Mar-13
Noble Park	7-Aug-12	Heidelberg	10-Mar-13
Box Hill	7-Aug-12	Springvale	8-Apr-13
Frankston	28-Aug-12	Montmorency	8-Apr-13
Broadmeadows	28-Aug-12	Bayswater	8-Apr-13
Yarraville	11-Sep-12	Chelsea	8-Apr-13
Laverton	11-Sep-12	Williams Landing	28-Apr-13
Ringwood	11-Sep-12	South Yarra	5-May-13
Werribee	11-Sep-12	Upwey	5-May-13
Lilydale	11-Sep-12	Greensborough	5-May-13
Hoppers Crossing	18-Sep-12	Melton	5-May-13
Reservoir	18-Sep-12	Mitcham	19-May-2013
Croydon	25-Sep-12	Pakenham	19-May-2013
Newport	25-Sep-12	Altona	19-May-2013
Boronia	6-Nov-12	Narre Warren	3-Jun-2013
Westall	6-Nov-12	Burnley	3-Jun-2013
Carrum	16-Dec-12	Glenroy	17-Jun-2013
St Albans	16-Dec-12		
Coburg	16-Dec-12		
Berwick	16-Dec-12		

Deployments to railway stations are determined based on criteria including infrastructure, passenger patronage, crime counts and public order issues.

DEVELOPING OUR PEOPLE

Community safety, along with the perception of safety whether on the street, in business, in the home or in entertainment venues requires an increasingly more sophisticated response. While police work is more reliant on technology, forensic analysis, community support, partnerships and stronger multi-agency approaches, it is the presence and the response by individual police officers that are at the foundation of the quality of our police service.

The Victoria Police *Education Master Plan* provides a learning model centered on continuous professional development for our police and our public servants.

The model emphasises on-the-job training and development with increased focus on problem-based learning. It is an ambitious plan that seeks to create an innovative educational environment to address the challenges facing policing.

The *Education Master Plan* will enable Victoria Police to respond to the future development demands of the additional police and PSOs, and development of public servants as outlined in the recommendations of the State Services Authority review *Inquiry into the command, management and functions of the senior structure of Victoria Police* (the Rush Review), which was led by Mr Jack Rush QC and the development of Australasian Police Practice Standards.

The following tables outline the specific training and development programs available to our police, PSOs and public servants.

Training and developing our police

Recruit training	<p><i>Operational Police Training in the Community (OPTIC)</i> is a new practical component delivered within the 33 week recruit program. OPTIC aligns organisational objectives and policing theory to a range of practical policing activities, giving recruits hands-on experience within the community.</p>
On the job training	<p>The Dedicated Training Workplace Program provides greater integration of e-learning and enhanced educational tools. Activities to develop skills and embed organisational values are structured and achieved through the appointment of trained mentors and coaches who support and guide the learner, and designated supervisors who assess a series of on-the-job tasks that must be completed during the deployment sessions.</p> <p>The Victoria Police Learning Hub provides e-learning products across a range of educational needs and delivers blended learning outcomes in an efficient manner across the state.</p> <p>Promotional examinations for senior constables are also provided via the Learning Hub to provide them with contemporary knowledge to coach and mentor junior members.</p>
Leadership training	<p>Victoria Police continues to strengthen its leadership and management training, offering the Victoria Police Leaders Mentoring Program (VPLMP) for the sixth year. An innovative partnership opportunity, the program has established networks across the business community and Rotary International for the 119 Victoria Police participants working at ranks from senior sergeant to deputy commissioner and Victorian Public Service (VPS) equivalents. Police are also provided with the opportunity to continue their professional development through participation in the Senior Managers' Leadership Development Program (SMLDP).</p>
Contemporary training	<p>All recruits entering the Constables' and PSOs' Program complete <i>Introduction to Contemporary Policing</i> training. Through the use of a cultural competency framework, the program exposes the recruits to community expectations, exploring challenges and opportunities in policing a diverse Victorian community.</p> <p>Procurement of a Hydra/Minerva Command and Control computer based simulation system has been undertaken and implementation is commencing. The system creates a realistic environment using information technology, audio and radio inputs. Simulations are tailored to test participants' decision making capabilities in a variety of scenarios at various levels of policing.</p>

Training and developing our PSOs

PSO training	<p>The Centre for Transit Policing was created at the Victoria Police Academy during the second year of PSO training and deployment to coordinate the professional development and delivery of programs within the Transit Policing domain.</p> <p>The pre-confirmation program, <i>'Thinking Ahead' Stage 1</i>, is a two day program focusing on coaching, current issues and new legislation, mental health issues and intelligence gathering. The program consolidates earlier learning conducted within the first 12 months of employment. To date, six courses have been conducted, with a total of 119 qualified PSOs participating in the program.</p> <p>The post-confirmation program, <i>'Thinking Ahead' Stage 2</i> is a three day program which will be delivered within the first 18 months of employment. The inaugural course will be conducted in late July 2013 with the objective of developing the leadership and coaching capability of experienced PSOs.</p> <p>Additionally, practical exercises from <i>Engaging with and assisting the public to preserving crime scenes</i> are conducted in a simulated railway station setting prior to the supervised period of on-the-job training. All hands-on training is facilitated by experienced Transit Safety Division officers under a supervision model built around rotational experience, coaching and intense supervision in initial deployments.</p>
---------------------	--

Training and developing our public servants

VPS training

The Development Framework was designed in 2012. The Framework underpins our VPS learning and development, specifically at VPS-3 and VPS-4 grades, where an organisational assessment identified a need for leadership training in managing change, thinking and acting strategically, and selecting appropriate leadership styles.

Senior VPS employees are also given the chance to enhance skills and capabilities through participation in the sergeant, senior sergeant and inspector promotional programs and continue their professional development through participation in the SMLDP.

LOOKING AFTER OUR PEOPLE: OCCUPATIONAL HEALTH AND SAFETY

Safety First Strategy 2012-15

The *Safety First Strategy* commenced in July 2012 and builds on the success of the previous *Protecting our People (POP) Health and Safety Strategy*. There are three key focus areas of the strategy - safety leadership, management of risk and the safety management system (Safe-T-Works).

The strategy is an integral part of *the Blueprint* that will be reviewed annually and adjusted as new priorities emerge. The *Safety First Strategy* has three overarching goals to be achieved by 2015:

- Less than 15 lost time injury frequency rate (LTIFR). The LTIFR is an internationally recognised measure of safety performance. It is calculated by the number of lost time injuries per million hours worked
- 15 per cent reduction in shifts lost due to all injuries
- 'A' rating audit results. An effectively used safety management system is proven to provide a strong foundation for achieving excellent safety performance.

The first year of the *Safety First Strategy* has produced promising results, with the number of employee injuries reduced, despite an increase in workforce numbers. Various initiatives and achievements were recorded during 2012-2013, which are outlined below.

- The introduction and awarding of the Safety Award, recognising outstanding achievements in safety performance, safety leadership and excellence in safety

- The launch of the Chief Commissioner of Police's safety campaign, *Safety our First Priority*, reinforcing safety at work is everyone's responsibility and highlighting the expectation that all employees are expected to make safety a number one priority
- A Health, Safety and Wellbeing Innovation Fund. Provided through our WorkCover Agent, funding is allocated to regions and departments for local health, safety and wellbeing initiatives. For example, the investigation of biomechanical and physiological impacts of operating within the Special Operations Group
- A safety information campaign to promote health, safety and wellbeing across the organisation
- Numerous continuous improvement initiatives including the review of the organisation's safety management system and enhancements to the access to occupational health and safety (OHS) reporting for managers.

The management of psychological injury is an important health and wellbeing issue and improved analysis, research and data continues to guide direction for further improvement. We have continued our focus on:

- eliminating or reducing risk factors
- assisting employees to be more resilient and manage stress
- offering support for employees who become ill.

3. OUR PERFORMANCE

Initiatives and achievements in this area during 2012–13 included:

- *Resilience at Work* program delivered to over 140 leaders and police members
- *Creating Healthy Workplaces*, a joint stress prevention research project (Deakin and Melbourne Universities) aimed at preventing stress in probationary constables
- *Healthy Minds @ Work* training program delivered via 30 tailored workshops to all staff in Crime Command
- production of two critical incident manuals: one for managers and one for specific critical incidents attended by Highway Patrol members to assist in dealing with victims' families.

Victoria Police: OHS key performance indicators 2012-13

	2010–11	2011–12	2012–13
1 Compensated fatalities	0	0	0
2 Lost time injury frequency rate (LTIFR)			
Lost time injury frequency rate (all lost time injuries)	n.a.	21.09	19.34
Serious lost time injury frequency rate (Lost time injuries > 5 days)	n.a.	14.09	14.02
3 Shifts lost all claims	41,489	42,000	40,265
<i>Rate per 100 FTE</i>	265.9	270.0	256.3
4 Number of claims lodged this year that exceeded 13 weeks where a compensation payment was made	91	83	72
Number of claims that were active this year that exceeded 13 weeks of compensation payments	143	90	139
5 All claims	1,265	1,127	1,018
<i>Rate per 100 FTE</i>	8.4	7.2	6.5
Time lost claims	n.a.	551	477
<i>Rate per 100 FTE</i>		3.5	3.0
Standard claims	671	702	769
<i>Rate per 100 FTE</i>	4.5	5.1	4.9
6 Average cost per claim	\$ 7,680	\$ 5,041	\$ 5,242
Costs plus estimates	\$ 70,803	\$ 37,377	\$ 41,292
7 Number of incidents	3,481	3,838	3,724
<i>Rate per 100 FTE</i>	23.2	24.6	24.3
8 Management commitment: Evidence of OHS Policy statement; OHS objectives; regular reporting to Senior Management of OHS and OHS plans (signed by Chief Executive Officer or equivalent)	<p>The Victoria Police Safety Management System Safe-T-Works is embedded into the Victoria Police Manual and communicated across the organisation. A formal audit program supports continuous improvement.</p> <p>The Safety First Strategy is led by the Chief Commissioner together with Victoria Police Executive Command and is based on the commitment that building a healthy workforce is integral to our organisation and its ability to service the community. Executive Command will drive accountability for safety. OHS performance at a divisional level is regularly reviewed as part of Compstat (Comparative Statistics) reviews, including:</p> <ul style="list-style-type: none"> • integration of Health and Safety activities into Regional and Departmental Action Plans • performance against OHS objectives, as identified from analysis of data and discussion with relevant stakeholders • a Health, Safety and Wellbeing Accountability framework is established, outlining the roles and responsibilities of our people at all levels, including KPIs for performance management. 		

Victoria Police: OHS key performance indicators 2012-13

<p>9 Management commitment:</p> <p>Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)</p>	<p>The Safe-T-Works Management System includes specific procedures for purchasing, contractor management and workplace design.</p> <p>This highlights the need for OHS specifications to be considered as part of the procurement process of goods or services to be used by, or for Victoria Police personnel. Clarification of these guidelines and OHS expectations continues with key stakeholders.</p> <p>Examples of procurement processes involving OHS consideration in specification development include, but are not limited to: firearms, Integrated Operational Equipment Vests, equipment belts, provision of new uniforms, office furniture and major works.</p>
<p>10 Consultation</p> <p>a) Evidence of agreed structure of Designated Work Groups (DWG), Health and Safety Representatives (HSRs) and Issue Resolution Procedures (IRPs).</p>	<p>All health and safety representatives (HSRs) and deputy HSRs are provided with the opportunity to attend initial and refresher training courses. A preferred supplier panel has been established for this training.</p> <p>Issue resolution procedures are actively promoted to address disputes as appropriate.</p>
<p>b) Compliance with agreed structure DWG, HSRs and IRPs.</p>	<p>There is a secure private online intranet forum for all elected HSRs and deputy HSRs to discuss and resolve issues.</p> <p>Consultation at the local level and beyond has been undertaken with unions, HSRs and regional and departmental representatives on specific projects. Examples include: Manual handling workshop, uniform committee; major works and renovations.</p>
<p>11 Risk management:</p> <p>Regular Internal Audits/ Inspections Conducted</p>	<p>The Safe-T-Works Safety Management System audit program has continued throughout 2012-13. All audits scheduled in 2012-13 were completed with comprehensive findings presented to management. Support and guidance continues to be provided for the development of action plans.</p> <p>A self-assessment tool has been integrated into a systematic, annual process, and is a practical tool for audit preparation. A separate guidance document has also been distributed to provide further guidance to members in regards to compliance with Safe-T-Works Safety Management System.</p> <p>Approximately 65-70 per cent of Station Hazards Inspection Checks are completed by employees.</p>
<p>12 Risk management:</p> <p>Issues Identified and Actioned:</p> <ul style="list-style-type: none"> • Internal audits • WorkSafe notices 	<p>OHS Projects in this area included:</p> <ul style="list-style-type: none"> • sergeants, senior sergeants and inspector OHS training • effective OHS committee training • development of safety fact sheets for identified issues • incident investigation and analysis package • rollout of new safety reports within the HR Assist system • risk assessments for new equipment, firearms and uniforms. <p>Fifty one (51) entry reports and provisional improvement notices (PINs) issued and attended to in 2012-13.</p>
<p>13 Staff and managers with OHS training</p>	<p>Safety induction is delivered to all police recruits (100 per cent) in their first weeks of employment. A Health, Safety and Wellbeing online induction program for VPS employees and temporary staff is now in place with 100 per cent of new starters required to complete the intranet based program within three months of commencement.</p> <p>Safety training for recruits continues as part of the preliminary training program. A Resilience At Work program was developed and implemented across the organisation.</p>
<p>14 Health and Safety Representatives Training</p>	<p>Relevant training is made available to HSRs and deputy HSRs.</p>
<p>15 OHS Survey</p>	<p>The People Matter survey was conducted with the assistance of the State Services Authority in May 2013. The results will inform future planning.</p>

Profile

40,000th member graduation



On Friday 8 March 2013, the 40,000th police member graduated from the Victoria Police Academy, with the lucky recipient of registered number 40,000 going to Constable Kumar Minhas.

Registered numbers have been allocated to police since Victoria Police was established in 1853. The number is issued at the swearing in ceremony to recruits based on their scores on assessments for firearms, defensive tactics and communication skills. The recruit with the highest score gets the next available number.

The milestone also coincides with the 40th anniversary of the Victoria Police Academy. Victorian Police packed their belongings and moved from the old 'Depot' in St Kilda Road, Melbourne into the newly purchased grounds at the end of March 1973. At the time, the Academy consisted of the main building and chapel, a gym and a swimming pool.

The diversity of our people

The *Equity and Diversity Action Plan 2012-15* progresses Victoria Police's goal of becoming a truly diverse and inclusive organisation. The plan supports our aim of being a workforce that is not only representative of the community we serve, but one that also values, respects and supports the individuality of our staff.

The plan provides a strategic framework for Victoria Police to attract, recruit, support and retain a diverse and equitable workforce, and ensures that we meet our obligations under state and commonwealth law.

The four desired outcomes from the *Equity and Diversity Action Plan 2012-15* are:

1. Victoria Police is respectful of all employees and is a workplace free of discrimination, sexual harassment, victimisation and bullying
2. Victoria Police's workforce represents the Victorian community and our employment practices encourage a diverse range of applicants
3. Victoria Police better understands the current composition of our workforce and the experiences of our staff in relation to equity and diversity
4. Victoria Police demonstrates organisational and executive commitment, accountability and consistency in efforts towards equity and diversity.

FOCUS FOR 2013-14

We will continue to address our *Blueprint* priorities aimed at ensuring that our people are skilled, safe and supported. Some of these priorities include:

- Implementation of Year 2 of the *Safety First Strategy* to enhance the organisation's commitment to a safe working environment
- Delivery of Phase 2 of the *Victoria Police Strategic Workforce Plan*, including an effective and efficient vacancy management process
- Development of an organisation-wide succession plan that addresses a range of issues including transitioning to retirement.

We will continue to achieve through our people by linking our actions to our people's capability, capacity, safety and the delivery of effective and efficient policing services to the community.

General Duties Uniform Project

In 2012-13, Victoria Police unveiled the first complete change to its uniform in over thirty years. The new look uniform includes shirts, trousers, tactical trousers, Integrated Operational Equipment Vest undergarments and a unisex peak cap in a dark navy blue, and promotes professionalism and uniformity in the appearance of police and PSO members.

By delivering the more functional uniform, the General Duties Uniform Project also provided the organisation with a cost effective, sustainable and integrated uniform that is fit for purpose to the inherent requirements of modern day policing.

The General Duties Uniform Project took an innovative approach to the supply of the new uniform, bundling specifications for fourteen garments into six tender categories within a single request for tender in 2011. Following this process, extensive testing and evaluation was undertaken, including the involvement of 150 police and PSO members in one of the largest user trials conducted at Victoria Police. Final evaluations, with a substantial emphasis on feedback from members participating in the trial, saw contracts awarded to five different suppliers in November 2012.

The new uniform was launched to the public in December 2012. PSO Squad 12 and Police Squad 7 were the first to wear the new uniforms at their respective graduations on 14 June 2013. The roll out of the uniform commenced the following week, and will continue throughout 2013-14.

HONOURING OUR PEOPLE: 2012-13 Awards

A wide range of honours and awards are available to Victoria Police employees. These include internal, external and national awards, recognising outstanding achievements, exemplary service and contributions by employees. There are also a range of awards for recognition of members of the community who have displayed a remarkable act of bravery, or provided commendable service in connection with Victoria Police operations or for the community. A list of recipients for each award is provided below.

Australian Police Medal (APM)

Awarded in recognition of distinguished service by a member of an Australian police force

Superintendent	Andrew Paul ALLEN	19630
Superintendent	Graeme Dean ARTHUR	21497
Inspector	Michael James BEATTIE	16789
Senior Sergeant	Ian Stewart FORRESTER	23719
Superintendent	Philip Richard GREEN	25270
Leading Senior Constable	Ali GURDAG	31779
Sergeant	John Philip HARPER	25446
Inspector	Gregory John PARR	19482
Assistant Commissioner	Jeffrey Stephen POPE	28569
Leading Senior Constable	Brett Dale TANIAN	20701

Public Service Medal (PSM)

The Public Service Medal (PSM) is awarded for outstanding public service

John William SCHEFFER	FO-7
-----------------------	------

Medal for Courage

Awarded to an employee/s who has/have performed an act of courage in fulfilment of their duties in dangerous and volatile operational circumstances

Senior Constable	David Mark ATCHISON	33201
Senior Constable	Paula CUTLER	33826
Senior Constable	Andrew Edward DUNLOP	35314
Constable	Brendan Godfrey HIGGS	36841
Senior Constable	Peter HINCHEY	15357
Constable	Roland St John JONES	36625
Senior Constable	Helena Therese MACKIE	36023
Acting Sergeant	Peter Harold MCKINSLEY	33112
Senior Constable	Wayne NAGORCKA	22704
Leading Senior Constable	Matthew Brian NOLAN	31536
Senior Constable	Darren SMART	33714
Sergeant	Adrian Michael VOGEL	30037
Sergeant	Anthony Barrie WASON	30627
Operator 139		

Group Citation Medal for Merit

Awarded to an employee/s who has/have demonstrated exemplary service to Victoria Police and the Victorian community

Sergeant	Michael BATTEN	26766
Inspector	Merrilyn Narelle BEER	26684

3. OUR PERFORMANCE

Senior Sergeant	Michael Peter BENNETT	26108
Senior Sergeant	Andrew John BONA	23561
Acting Senior Sergeant	Simon Vincent BORG	28761
Acting Senior Sergeant	Paul James BRUDERS	26170
VPS4	Jessica Patience BATCHELOR	
Senior Constable	Lisa Eileen CARRISION	33501
VPS5	Dylan FLETCHER	
Senior Sergeant	Andrew Richard FOOT	27973
Sergeant	Jacqueline Lee FRASER	30209
Sergeant	Robert Bruce GARSIDE	21635
Sergeant	Robert Gordon HODGE	22163
Superintendent	Craig Douglas HOWARD	24453
VPS4	Kylie JAY	
VPS4	Campbell James MALCOLM	
Inspector	Craig Bernard MATTERS	22844
Sergeant	David Anthony McINNIS	22440
Sergeant	Geraldine Carolle McKENNA	28942
Inspector	David Andrew MULHOLLAND	25874
Senior Constable	Tiffany Jane PAGE	33528
Acting Senior Sergeant	Shane Michael POLA	27632
Acting Inspector	Craig Frederick RHODES	20020
VPS4	Patrick RIVALLAND	
Acting Senior Sergeant	Rosa Catherine ROSSI	30191
Senior Constable	Robert John RUSSELL	26083
VPS2	Nadine Lynee SMYTHE	
Senior Constable	Taya Rebecca STRIK	30084
Acting VPS4	Louise Brenda TAIT	
Sergeant	Paul Andrew TREMAIN	26105
Sergeant	Cameron John TULLBERG	30969
Senior Constable	Ian Ronald VANDENBOSCH	25710
Sergeant	Peter Andrew WATSON	24224
VPS6	Alexandra WEST	
Senior Sergeant	Leigh WISBEY	23089

Medal for Merit

Awarded to an employee/s who has/have demonstrated exemplary service to Victoria Police and the Victorian community

Senior Sergeant	Brett Reginald ADAM	30427
Senior Constable	Emma Jane BARTEL	33155
Senior Constable	Paul BERTONCELLO	31700
Sergeant	Darryl CHAMBERLAIN	21146
Leading Senior Constable	Paul CLAVERING	25062
Senior Constable	Peter GRAY	34915

Sergeant	Eric Arthur HARBIS	20667
Sergeant	John Philip HARPER	25446
Superintendent	Ian William HAYES	16850
Superintendent	Paul Stephen HOLLOWOOD	19066
Sergeant	Mark Charles KENNEDY	27286
Senior Sergeant	Andrew KERR	24827
Sergeant	Anthony John MAAS	29638
Senior Sergeant	Jeffrey John MAHER	18411
Inspector	Paul O'HALLORAN	24054
Senior Constable	Aaron ROCHE	33388
Senior Constable	Rebecca Jade RUSS	36396
Senior Sergeant	Adam SHOESMITH	27128
Inspector	Michael SUTTIE	23345

Citizens Commendations

Awarded to a community member who has performed a conspicuous act of bravery or provided exemplary service in connection with Victoria Police operations or for the community

Shannon DEGERING
Craig PISCOPO
Stephen CRESPIN

Australian Bravery Award

Awarded for acts of (the most) conspicuous courage in circumstances of extreme/great peril or for acts of bravery in hazardous circumstances

Star of Courage	Senior Constable Luke Alan ANDERTON	34835
Commendation for Brave Conduct	Constable Luke COLQUHOUN	36859
Commendation for Brave Conduct	Sergeant Iain GILLANDERS	25841
Bravery Medal	Constable Steven MURPHY	36154

Royal Humane Society Awards

Awarded if a person risks their life in saving or attempting to save the life of others

Certificate of Merit	Senior Constable Bill RICHARDSON	34119
Silver Medal	Sergeant Daniel BURGESS	32747
Silver Medal	Leading Senior Constable Colin COOPER	29859

Victoria Police Stars

An award for employees killed or seriously injured, on or off duty

Constable	Charles Hotham JONES	3748
Senior Constable	Brett Anthony RITCHIE	24076
Leading Senior Constable	Danni SANGSTON	32549

Departmental and Regional Commendations

Department Commendation	Garry CRAWFORD	VPS7
Department Commendation	PSO 1st class Brett ELSE	PS212
Department Commendation	Sergeant Murray John TRUDEL	25353
Regional Commendation	Senior Constable Ian OWEN	22946
Regional Commendation	Acting Sergeant Roger McCLURE	33436

Case study**Policing Information Process and Practice Reform Program**

The Policing Information Process and Practice (PIPP) Reform Program is responsible for shaping long term development of information requirements for operational police.

The fundamental goal of the program is to provide police with the ability to access the information they need securely, where and when they need it. This has the potential to deliver huge benefits to the frontline, freeing up police from time consuming administrative tasks so that they can concentrate on providing the very best services to the community.

The 2013-14 State Budget provides funding for the PIPP reform program, which will address immediate issues to maintain the performance of core Victoria Police information systems and allow for the continued planning for long-term reform to ICT systems and processes.

There will be two distinct and essential projects under this program. The Sustain Project will focus on necessary maintenance of the LEAP and Interpose systems for the next five years while a long term solution for managing investigation records and intelligence is developed.

The second project, the Transform Project, will scope what information systems members need to do their jobs most efficiently and effectively. In the first instance, the focus will be on creating a single point of access to information currently held in many disconnected systems and expanding mobile technology to enable access in the field.

The project will then develop business cases for initiatives that will bring about significant change.

5. DEVELOPING OUR BUSINESS

What we are working to achieve

The *Blueprint* seeks to enhance the corporate capability of Victoria Police to ensure that operational support functions are more directly responsive to operational service delivery. There are a number of priorities over the 2012-15 duration of the plan, which predominantly focus on:

- removing administrative burdens on frontline members and delivering organisational efficiencies
- building a more robust organisational planning and risk management environment
- improving information technology governance and responsiveness.

Actions to develop our business

There were 17 actions outlined in the *Blueprint* in 2012-13 aimed at developing our business. Some of these actions include:

- implemented stakeholder engagement arrangements and secured funding for the development of business cases for PIPP
- further enhanced the IPRMM
- developed a long term investment vision for Victoria Police as a platform for annual budget planning and investment proposals
- progressed the reshaping of the budget structure and establish a more intensive financial accountability framework
- implemented a new governance model and organisational structure to better position the organisation to achieve our objectives
- delivered infrastructure support to additional police and PSOs.

Victoria Police also made significant progress in the implementation of recommendations made by the State Services Authority review “*Inquiry into the command, management and functions of the senior structure of Victoria Police,*” which was led by Mr Jack Rush QC (the Rush Review). Of the 25 recommendations, 24 were approved by the State Government for implementation. Victoria Police is the lead agency for 12 of the recommendations. Eight of the recommendations have been completed with significant progress made on the remaining four which focus on longer term projects regarding workforce planning, and IT strategy and capability (recommendations 2, 23, 24 and 25). The implementation of all recommendations will improve Victoria Police’s workforce capability, organisational culture, governance and accountability processes and delivery of information technology projects.

Our performance and highlights

Victoria Police made substantial inroads on actions to improve our business. The IPRMM was enhanced and continues to be a critical continuous improvement tool that informs the organisation’s planning and review processes. In addition:

- An independent review of our financial services was completed, with a new model developed to respond to recommendations. The new model will deliver increased efficiency and improve the quality and effectiveness of financial support to Victoria Police command, regions and departments
- A new governance model and organisational structure has been implemented to provide stronger focus and accountability.

We also commenced implementation of our 2012-13 budget priorities:

2012-13 Budget project	Status update
Waurin Ponds - construct a 24 hour police station and Victorian State Emergency Services headquarters.	The site acquisition has been completed and design development approved. The project is planned for completion in September 2014.
Emerald Police Station.	The construction contract has been awarded and the police station is planned for completion in April 2014.
Replacement of the Operational Tactics and Safety Training (OTST) complex.	The new OTST facility will be in Craigieburn. Master planning has been approved and the design, development and cost plan completed. Construction works are scheduled to commence in October 2013, with planned completion in March 2015.
Planning and development for a future increase to service delivery in Mount Waverley.	Planning and development was undertaken to inform a proposal to refurbish Mount Waverley Police Station (funded 2013-14).
Police station upgrades to accommodate the additional 1,700 frontline police and 940 PSOs.	All of the police stations requiring funded infrastructure works have been progressed, with 18 completed.
Improving the response to sexual assault - Multi-Disciplinary Centres (MDCs). Based on the success of the three MDCs in Geelong, Frankston and Mildura, the Victorian Government provided funding in 2012-13 to establish three new MDCs in Bendigo, Morwell and Dandenong.	The project has been progressed in each location, sites have been identified and design and fit out requirements developed.
Managing serious sex offenders: The sex offenders register. The Victorian Register of Sex Offenders became operational on 1 October 2004. The Register operates under the <i>Sex Offenders Registration Act 2004</i> and aims to reduce the likelihood of registered sex offenders re-offending in the community, assist the investigation and prosecution of any future offences, and prevent sex offenders from working in child-related employment or volunteer duties.	The 2012-13 Budget included an additional \$8.7 million for Victoria Police (over four years) to improve capacity to manage the Victorian sex offender register. The funding enables the employment of an additional 29 ongoing and three fixed term VPS staff at the Victoria Police Sex Offender Registry to effectively manage and monitor registered sex offenders. The recruitment of an additional 14 ongoing and three fixed term staff was completed by December 2012. The remaining staff will be recruited over the next two years, in line with funding.

FOCUS FOR 2013-14

A number of actions in the 2013-14 *Blueprint* aim to improve Victoria Police's business capability.

- Commencement of an organisational redesign and development of a standardised financial services delivery model across regions, commands and departments
- Engagement with Department of Justice and the Better Services Implementation Taskforce to enable a review of current processes in the justice system, to reduce costs, bureaucracy and improve efficiencies for Victoria Police
- Establishment of accountability processes and measures for information security across all areas of Victoria Police.

FINANCIAL PERFORMANCE

Table 8 provides a summary of Victoria Police's financial performance over the past five years. In 2012-13, the operating statement reports a deficit net result from transactions (NRFT)

of \$12.4m, compared to a deficit of \$30.6m in the previous year. After the inclusion of net gains from other economic flows of \$13.2m, the net result for the year is a surplus of \$0.8m, compared to a deficit of \$36.3m in 2011-12.

Table 8: Five year summary of financial results

	2008-09 \$'000	2009-10 \$'000	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000
Total income from transactions	1,784,140	1,859,679	1,972,598	2,051,023	2,139,318
Total expenses from transactions	1,731,520	1,858,714	1,965,125	2,081,572	2,151,676
Net result from transactions	52,620	965	7,473	(30,549)	(12,358)
Net result for the period	36,373	4,496	13,364	(36,286)	798
Net cash flow from operating activities	54,398	78,793	24,466	58,877	51,591
Total assets	1,298,833	1,377,255	1,713,200	1,708,763	1,714,057
Total liabilities	538,730	555,530	536,638	551,894	553,249

Note: The 2011-12 amounts have been adjusted from the previously published disclosures due to the impact of the reclassification of amounts recognised for the first time as an economic flow.

The deficit from transactions of \$12.4m primarily relates to increased employer superannuation contributions for police officers, and additional advertising to recruit PSOs. These items were funded from drawdowns from prior year accumulated surpluses.

Employee expenses

While the financial performance of Victoria Police has improved from the previous year, we have continued to see lower than expected rates of retirement and resignation of experience police members, which resulted in police numbers being on average 100 FTE over the funded establishment per month in 2012-13.

Salary expenditure was also impacted by the increase in PSO recruitment to take advantage of high application levels during the period. At 30 June 2013, the number of PSOs deployed

was 396, which is 72 FTE above the funded target of 324 FTE.

Balance sheet

Victoria Police's net asset base as at 30 June 2013 was \$1,160.8m, comprising total assets of \$1,714.1m and total liabilities of \$553.2m, and is materially consistent with the balances disclosed in the previous year.

Expenditure on the asset investment program in 2012-13 totalled \$75.4m and included the following:

- motor vehicle fleet (\$29.3m)
- plant and equipment (\$9.6m)
- upgrade to the Police Academy (\$6.7m)
- additional infrastructure for the 1,700 Police/940 PSOs initiative (\$4.3m).

04.

Portfolio highlights AND KEY OPERATIONS

As outlined in Chapter 2, Victoria Police Executive Command is comprised of the Chief Commissioner, three Deputy Commissioners and two Executive Directors who are responsible for driving the actions in the *Blueprint*, as well as responding to other unforeseen challenges and opportunities that arose throughout 2012-13.

The *Blueprint* is Victoria Police's corporate plan, and the primary document our performance is measured against. However, the nature of our organisation means that issues and opportunities can arise that cannot be foreseen or planned for, but which demand an immediate response. Our response to these incidents also contributes to our organisational performance, as captured in the Budget Paper measures.

This chapter provides an overview of the portfolio highlights for each of the Deputy Commissioners and Executive Directors, followed by an overview of some of the special projects and operations instigated by Victoria Police throughout 2012-13.

Key highlights included the creation of the Centre for Transit Policing to support the training of the additional 940 PSO's at the Victoria Police Academy.



DEPUTY COMMISSIONER REGIONAL OPERATIONS

Tim Cartwright



As Deputy Commissioner of Regional Operations, my responsibilities include leadership and management of the state's four police regions, and two specialised command areas:

- North West Metropolitan Region
- Southern Metropolitan Region
- Eastern Region
- Western Region
- State Emergencies and Security Command
- Transit and Public Safety Command.

A significant focus in 2012-13 has been delivering additional police and PSOs as part of the Government's commitment to an additional 1,700 police and 940 PSOs by November 2014.

Enhancing public safety through supporting taskforces

Our commands and regions have worked in collaboration with taskforces in the Specialist Operations portfolio to deliver a reduction in property crime, a reduction in road trauma, and to respond to threats to public safety as a result of outlaw motorcycle gangs. The success of these initiatives depends on operational police, intelligence, crime squads and taskforces working collaboratively. Extensive cross-department planning, communication and

consultation drove the success of operations dealing with a range of criminality, including drug trafficking and manufacture, armed robberies, serious sex offences and corruption.

Multi-disciplinary teams: working with our stakeholders

Our regions also implemented a number of multi-disciplinary teams to improve engagement with vulnerable groups. Several mental health teams have been established with The Northern Hospital Emergency Department, The Alfred Hospital Psychiatry Department, and facilities across various police divisions. These partnerships have been formed to respond to people who come to police attention and show indications of a mental illness. Invariably, we are called because these people are at risk, or are a risk to others. The teams provide a timely and tailored response for clients in times of need.

Working with vulnerable communities and groups

Our interactions with members of vulnerable and new communities are often subject to scrutiny, and 2012-13 also saw a community focus on prejudice-motivated crime and racial abuse. While we are undertaking state-wide consultation and examining whole-of-force policies in this area, we continue to work at the local level to strengthen relationships. An example of this has been Operation PYLET in the Dandenong and Casey areas, with community elders travelling with police during busy shifts, and facilitating informal interactions between local young people and police.



Improving access to support services for victims, vulnerable people or alleged offenders

2012-13 also saw the roll out of the e-Referral Management System across all our regions. The computer-based management referral system allows police officers to directly link victims, vulnerable people or alleged offenders into appropriate support agencies in a timely manner. In partnership with over 130 support agencies, Victoria Police has referred 23,000 people in 2012-13. Research shows that referrals and early intervention can reduce further contact with police and the criminal justice system, increase satisfaction with police service delivery, reduce trauma and impact of crime for victims (long term) with associated cost reduction benefits.

Emergency management and preparedness

We continued to test our fire preparedness with key partners in the lead up to what proved to be a busy fire season. The regions have worked in partnership with the Country Fire Authority (CFA), Metropolitan Fire Brigade (MFB), local councils and vulnerable communities to manage fire risks. We have also worked with partner agencies to build intelligence on arsons, to identify arsonists, and to deter arson attacks.

While we need to be capable in response, we will also focus on prevention. As always, we can only succeed in these efforts when we have the confidence and support of the community. Strong professional relationships are critical in all aspects of policing in preparing for, responding to, and recovering from emergencies, in working to prevent crime and road trauma, and in building the confidence and wellbeing of the community we serve.

Research shows that referrals and early intervention can reduce further contact with police and the criminal justice system, increase satisfaction with police service delivery, reduce trauma and impact of crime for victims.

DEPUTY COMMISSIONER SPECIALIST OPERATIONS

Graham Ashton



The Specialist Operations portfolio covers Crime Command, Road Policing Command, Intelligence and Covert Support Command, Legal Services, Office of the Chief Information Officer and the Forensic Services Department. These areas provide specialist services to both police officers and the community in responding to crime. The policing environment is becoming increasingly specialised, requiring Victoria Police members to retain an ever-increasing body of specialist knowledge.

During the last twelve months we have faced many challenges which I am proud to say we have risen to, including the following:

The Victorian Parliamentary Inquiry into the Handling of Child Abuse by Religious and Other Organisations

This year saw Victoria Police both advocate for, and contribute to, the Parliamentary Inquiry into the Handling of Child Abuse by Religious and Other Organisations. We received overwhelmingly positive feedback from the community regarding our stance on this very important issue.

Road Policing

Innovative solutions to road safety enforcement continue to be explored. We have been a major contributor in re-invigorating the *Victorian Road Safety Strategy*, with many of the initiatives

contained in that plan developed by our Road Policing Strategy Unit. I also acknowledge our road safety partners in this effort and thank them for their continued cooperation and support.

Organised Crime

Over the past year, we have sought to tackle organised crime at all its levels. Organised crime is an untaxed, \$5b per annum enterprise. In response, we have established a number of collaborative task forces with other law enforcement agencies. For example, the Trident Task Force, which tackles crime on the waterfront, has participated in the seizure of hundreds of tonnes of illicit commodities and millions of dollars in cash and assets. We have also worked to create a hostile environment for outlaw motorcycle gangs with a key feature being the disruption of their activities, including advocating significant anti-criminal association legislation, the cancellation of firearm licenses and the examination of outlaw motor cycle gang involvement in a range of Victorian industries.



Intelligence and Covert Support

We have continued to reform and enhance Victoria Police's intelligence capability with the introduction of the new Victoria Police Intelligence Doctrine. This document provides both strategic direction and practical guidance in the delivery of intelligence services across Victoria Police.

In 2012-13, the Security and Organised Crime Intelligence Unit further evolved and now provides a very important intelligence function regarding organised crime and security-related issues in Victoria. We have also continued to coordinate the supervision of all registered sex offenders. Managing this community risk is a complex and demanding task.

Information Management

2012-13 saw Victoria Police establish an Assistant Commissioner in the role of Chief Information Officer (CIO). One of the first tasks for the CIO was the commencement of the Policing Information Process and Practice (PIPP) Reform Project which is setting our long-term strategic vision for Victoria Police to better manage its information and systems to the level expected by the community.

Legal Services

The Legal Services Department has had success this year in achieving more efficient prosecution processes. This includes the continued improvement of our new Brief Management System, and better collaboration with the Magistrates' Court in the development of specialist listings, reducing victim trauma and reducing the time police officers must spend waiting around courts to give evidence.

Forensic Services

Continued increases in the number of forensic requests has led to another busy year for staff in our Forensic Services Department, who continue to provide a range of specialist services necessary to identify and convict the perpetrators of serious crimes. The diversity of forensic disciplines maintained at our Macleod centre is impressive and range from serious crime scene attendance to specialised disaster victim identification capacities. One of the biggest achievements in 2012-13 was the introduction of new DNA processes, allowing for more sensitive DNA results to be identified, which will lead to the identification and conviction of more offenders of serious crime in our community.

DEPUTY COMMISSIONER STRATEGY

Lucinda Nolan



The Strategy and Organisational Development portfolio comprises the following departments and commands:

- Corporate Strategy and Governance
- Media and Corporate Communications
- People Development
- Professional Standards.

Corporate Strategy and Governance

Corporate Strategy and Governance (CSG) pursued a number of strategies to improve the efficiency and effectiveness of police service delivery. In partnership with the Victoria Managed Insurance Authority, CSG organised and supported eight Command and Divisional Command IPRMM workshops to improve organisational performance in identifying key priorities and risks. CSG also improved service demand forecasting capability by drawing on data from member activity sheets and computer-aided dispatch. This will assist managers to plan and identify efficiencies in rostering to meet service demands.

The 2010-2013 *Prejudice Motivated Crime Strategy* was also finalised, which ensured that initiatives from this strategy were embedded into key service delivery frameworks for Victoria Police.

Media and Corporate Communications

Media and Corporate Communications Department (MCCD) supported the recruitment of additional PSOs through launching the

Are you ready to stand out? recruitment campaign. This campaign was delivered across television, radio, press, outdoor mediums and online. MCCD managed the trial of the Eyewatch social media program in 18 PSAs and across the public transport system. Eyewatch is aimed at improving police/community engagement, achieving crime prevention outcomes, assisting in the reinvigoration of Neighbourhood Watch and improving community relationships with police.

People Development

A number of the achievements by our People Development Command are captured in the performance section of this report. Key highlights included the creation of the Centre for Transit Policing to support the training of the additional 940 PSOs at the Victoria Police Academy. A comprehensive review of Promotional Programs was also undertaken to ensure alignment with the suite of sergeant, senior sergeant and inspector training programs on offer.

Professional Standards

In 2012-13, a partnership was established with the Victoria Human Rights and Equal Opportunity Commission to deliver training in human rights tailored to Professional Standards Command (PSC) staff, and assisting employees to detect and identify limitations and breaches of human rights in policing practices.

PSC also introduced an Oversight Strategy to ensure the integrity of investigative processes for high profile investigations, including those where deaths occur following police contact. The strategy ensures accountability in investigations and assures the community that we have processes in place that would identify and address a range of potential risks to the integrity of such investigations.

The Victoria Police Manual Gifts and Benefits Policy was also reviewed, to provide greater clarity for members. Members are not to receive offers of gifts or benefits, regardless of their value, particularly if any gifts or benefits are offered from licensed premises or gambling venues, or where there is a conflict of interest. Under the revised policy, members are also required to declare all offers of gifts and benefits over the value of \$20, whether they are accepted or not.

EXECUTIVE DIRECTOR BUSINESS SERVICES

Tony Bates



The Business Services Department (BSD) is comprised of four key portfolios:

- Corporate Investment and Performance
- Financial Services
- Human Resource Department
- Public Support Service Department.

In 2012-13, our Business Services teams have delivered some significant achievements in a number of areas, and in the context of challenging economic conditions, a constrained state government budget and subsequent reduced public service staff numbers, focussed predominantly in corporate areas. We achieved the Sustainable Government Initiative target of reducing our non-frontline Victorian Public Service, while still supporting operational policing services.

To ensure ongoing support to the increasing frontline services of Victoria Police, we have identified and implemented efficiencies and cost control measures, including a re-design of our financial services areas and new processes to meet demand for information services from the deployment of additional police and PSOs.

In this context, BSD delivered some significant improvements to our corporate performance, including:

- clearing the backlog of Freedom of Information requests and maintaining a waiting list around the zero mark for the last six months
- redesigning processes in the Licensing and Regulation Division, which delivers a high quality service in the regulation of firearms, private security and weapons industries, enabling them to respond to a 10 per cent annual growth in customer requests within existing resources
- corporate support for the additional police and PSOs to ensure we meet the Government's commitment to the people of Victoria
- improvements in the rates of lost time due to injury across the whole organisation, thanks to our *Safety First Strategy*, as outlined in Chapter 3 of this annual report.

We will continue to identify ways of doing things better and more efficiently, increasing the focus on finance as part of the organisation's responsibilities, and building our analytical capability to better inform decision makers within Victoria Police.

We will continue to identify ways of doing things better and more efficiently.

EXECUTIVE DIRECTOR INFRASTRUCTURE**Cliff Owen**

Major achievements in 2012-13 within the Infrastructure Portfolio include service improvement in the areas of infrastructure, information technology (IT) and procurement. Delivery of major projects which have been in development for some time included the roll out of the general duties uniform, which will ultimately extend to 13,000 police members, and the commencement of construction of the new City West Police Complex. This facility will provide new purpose-built accommodation for 1,600 operational staff in the Crime and Intelligence and Covert Support Commands, as well as a new Melbourne West Police Station.

Planning and design activities were also completed for major works at over 100 police stations, where the additional 1,700 police and 940 PSOs will be accommodated. These works are due for progressive implementation over the next twelve months. A continuing program of major construction projects including new and replacement police stations announced by the Victorian Government has also been progressed. Redevelopment works have been completed at the Police Academy, whilst planning and development works for forensic facility expansion and replacement of the centralised Operational Tactics and Safety Training facility have also occurred.

The IT department worked extensively throughout 2012-13 on design and planning for

a large scale refresh of Victoria Police IT assets and services in order to provide a contemporary, reliable IT computing environment and to provide a future platform consistent with the Victorian Government's IT Strategy. The wide area network has been upgraded, and a new standard operating environment is under construction that will introduce Windows 7 and contemporary software tools. In addition, a secure service for mobile access to email, calendar and contact information on iPhones and iPads has been implemented.

Delivering this level of activity in a complex environment has been challenging with the department focused on becoming more efficient and productive. Process and organisational changes to the Vehicle Impoundment Program, coupled with streamlining equipment and property logistics, have formed part of these reforms. Driving safety in construction and getting more out of our construction relationships has delivered savings on projects. Our accommodation footprint at the Victoria Police Centre has been reduced, and there has been a focus on how we become more effective in how we use our space. More modern and contemporary places for our people to work have been provided. The ongoing program to implement multidisciplinary centres for our Sexual Offences and Child Abuse Investigation Team (SOCIT) teams has seen the selection of four key locations in Seaford, Dandenong, Bendigo and Morwell.

The commitment to increasing the number of LPG vehicles and the introduction of hybrid vehicles has contributed to a reduction of our carbon footprint. In coming years, we will see a further significant contribution to carbon reduction, with the added benefit of reducing the cost of running our vehicles.

A continued focus on improving value for money outcomes drove a number of procurement and contract management initiatives. By reviewing our supply chain, focusing on our commercial relationships, including the way we manage suppliers and renegotiating the rates at which we buy goods and services, we continued to improve value for money outcomes and reduce waste.

The procurement reform program included an expansion of the suite of preferred supplier contracts, a review and update of our Contract Management Framework, and establishment of a new contract reporting regime for Executive Command. The program also provided for enhanced procurement governance through a review of the membership and charter of the Police Procurement Board, and the publication of an annual procurement plan.

Whilst the portfolio has continued to deliver successfully, much of the work undertaken during the year has focused on planning for next year. 2013-14 will see all of the programs at the peak of delivery with touch points across Victoria Police.

The IT department worked extensively throughout 2012-13 on design and planning for a large scale refresh of Victoria Police IT assets and services in order to provide a contemporary, reliable IT computing environment and to provide a future platform consistent with the Victorian Government's IT Strategy.

Highlights

Mooroopna Police Station received the Master Builders' Association Award for Best Commercial Building \$1M - \$3M in June 2013.

Marysville Police Station (pictured below) received the 2013 Victorian Architecture Regional Prize from the Australian Institute of Architects in June 2013.

Bayside Police Station received a 2013 Australian Institute of Architects Commendation for Public Architecture.



SPECIAL PROJECTS AND OPERATIONS: Responding to issues in 2012-13

The following section outlines our response to a number of issues which emerged in 2012-13, including the increased threat to community safety presented by outlaw motorcycle gangs,

emerging evidence of infiltration of Victoria Police by these gangs, drugs in sport, the Victorian Parliamentary Inquiry into child sexual abuse, proactive responses to the risk of terrorism and violent extremism and emergency management.

Issue	Our response
<p>Drugs in sport</p> <p>The Australian Crime Commission report into sports doping confirmed the widespread use of illegal drugs in sport, facilitated in part by criminal figures.</p>	<p><i>The Sporting Integrity Intelligence Unit</i></p> <p>On Monday 11 February 2013, the Victoria Police Sporting Integrity Intelligence Unit (SIIU) was established within the State Intelligence Division. The SIIU will work with sporting bodies, regulators and other law enforcement agencies to tackle match-fixing, doping, and organised crime across all sporting codes. The SIIU is a multi-disciplinary team comprising two investigators, a financial analyst and four intelligence practitioners, who will focus on collecting information and intelligence from a range of local, national and international sources, analysing the information and producing a range of intelligence services and products to inform policy, law reform and other response options.</p>
<p>Outlaw motorcycle gangs</p> <p>In March 2013, various media outlets highlighted the growing evidence that outlaw motorcycle gangs are dominating key sections of the nightclub security business for the suspected purpose of creating a drug monopoly.</p>	<p><i>Razon Taskforce</i></p> <p>In 2012-2013, the Operations Support Division (Transit and Public Safety Command) was tasked with reducing the influence of outlaw motorcycle gangs in the licensed entertainment industry. Using liquor licensing experts within the Razon Taskforce, supported by members of the Operations Response Unit, and working with the Echo Taskforce and other partners, the Division has embarked on an ambitious intelligence collection plan which has steadily contributed to Victoria Police's understanding of the nature and extent of outlaw motorcycle gangs involvement in licensed premises, especially high risk venues in the CBD.</p>
<p>Outlaw motorcycle gangs and police members</p> <p>In March 2013, intelligence emerged regarding relationships between police officers and bikies. In April 2013, a cache of confidential police documents were found in searches conducted by Victoria Police on three locations. One of those locations has direct links to a high profile outlaw motorcycle gang and other criminal identities.</p>	<p><i>Taskforce Eagle</i></p> <p>In late March 2013, Taskforce Eagle was set up to investigate allegations of police members associating with people known to have links with outlaw motorcycle gangs. A member of Victoria Police was charged on Friday 19 April with several offences, including misconduct in public office and firearms and drug offences following a joint Professional Standards Command and Taskforce Echo operation. The member was suspended without pay.</p> <p><i>Taskforce Keel</i></p> <p>Taskforce Keel, a 31-officer team including superintendents, inspectors, analysts and forensic experts, headed by Assistant Commissioner Stephen Fontana, was set up to investigate the information security breach. The investigation centered on other police officers who may have been involved in leaking information. Chief Commissioner Ken Lay stated that the investigation was the force's "greatest priority" at the time.</p>
<p>Victorian Parliamentary Inquiry into the Handling of Child Abuse by Religious and Other Organisations</p>	<p><i>Taskforce Sano</i></p> <p>On Friday 30 November 2012, Victoria Police announced the formation of a new taskforce to investigate historic and new allegations that have emanated from the Victorian Parliamentary Inquiry into the Handling of Child Abuse by Religious and Other Organisations. This inquiry - and recent publicity around the Federal Royal Commission - prompted a number of new complaints and allegations of child sexual abuse which demand the most thorough investigation. Victoria Police is determined to ensure that all matters reported are thoroughly investigated. There is also an opportunity to identify links between offenders and offences not previously uncovered. The Taskforce will also provide expert support and advice to the Parliamentary Inquiry and, as required, to the Royal Commission.</p>

Issue	Our response
<p>The transport of stolen goods, goods avoiding duty, including tobacco, illicit firearms, drugs or equipment for the manufacture of illicit drugs and people trafficking</p>	<p><i>Crime and Traffic Connecting on Highways (CATCH)</i> CATCH commenced in 2009 in Southern Metropolitan Region and has been adopted by other regions and states. The program was adapted from a Canadian initiative, Operation Pipeline, to combat crime that uses our roads as part of illegal activities. The program trains operational police to recognise behaviours indicating motorist involvement in illegal activity and likely places of concealment on or within vehicles.</p> <p>As at 30 June 2013, CATCH seizures in Victoria included over 50 guns, including sawn-off shotguns, handguns, pen pistols; 45 Tasers; numerous weapons, including knives, machetes, swords and knuckledusters; over \$1m in cash from proceeds of crime; over \$3m worth of drugs including methamphetamines, MDMA, Ice and GHB; and over \$750,000 worth of tobacco/cigarettes.</p>
<p>Terrorism and violent extremism</p> <p>International incidents in 2012-13 highlighted the need to develop a better understanding of the causes of radicalisation and extremism.</p>	<p><i>Training</i> The Counter Terrorism Coordination Unit, in conjunction with Monash University, has developed a training package for frontline police to raise awareness of Australia's current threat environment. The training includes education around observable behaviours that may indicate when a person or group is radicalising towards violence. To date, approximately 170 Victoria Police members have participated in the training trials. Under the auspices of the Australian New Zealand Counter Terrorism Committee, the training package will also be trialled in Queensland and Western Australia to assess its suitability for national application. Following these trials, a final 'e-learning' package will be developed for the use of all frontline staff.</p> <p><i>Specialist Operations</i> During 2012-13, the Special Operations Group hosted an international counter-terrorism roping training course. The activities included storming a terrorist-controlled Queenscliff ferry, fast-roping into the MCG, climbing Mt Arapiles and abseiling down the Rialto Towers. Police officers from similar tactical units in Canada, the Netherlands, Hong Kong and Singapore joined the three week course, which also included members of the Australian Defence Force, MFB and the Australian Federal Police.</p>
<p>Natural disasters</p> <p>Several of our regions were involved in a number of fire incidents throughout January, February and March 2013, including grass and bush fires.</p>	<p>Eastern Region played a significant role in fire control this year. Police management was embedded in Incident Control Centres and Incident Police Operations Centres. Eastern Region also conducted an inter-agency workshop for vulnerable communities with a particular focus on geospatial mapping between police, CFA and local councils. Evacuation planning was also undertaken by Victoria Police for 18 communities.</p> <p>In the lead up to the 2012-13 fire season, North West Metro Region participated in Operation Dynamo, a joint exercise with the CFA and State Emergency Services where approximately 100 emergency services personnel tested their fire preparedness and evacuation plans. Lessons learnt in the exercise were incorporated into local plans that were then enacted on a number of occasions.</p>

05.

APPENDICES

A Disclosure index.....	66
B Workforce data.....	67
C Disciplinary action.....	74
D Consultancies and contracts	76
E Victorian Industry Participation Policy	78
F National Competition Policy.....	78
G Freedom of Information	79
H Building Act – statement.....	80
I Corrections Act – report	81
J Protected disclosures	82
K Environmental management	84
L Compliance with legislation	91
M Budget portfolio outcomes	94
N Maps.....	98
O Acronym glossary.....	100

APPENDIX A

The Victoria Police 2012-13 Annual Report is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of Victoria Police's compliance with statutory disclosure requirements.

Report of Operations

Legislation	Requirement	Page
Charter and Purpose		
FRD22D	Manner of establishment and the relevant Minister	9
FRD22D	Objectives, functions, powers and duties	1, 9
FRD22D	Nature and range of services provided	1, 9
Management and structure		
FRD22D	Organisational structure	16
Financial and other information		
FRD8B	Budget portfolio outcomes	94
FRD22D, SD4.2(k)	Operational and budgetary objectives and performance against objectives	26
FRD22D	Employment and conduct principles	1, 40
FRD22D	Occupational health and safety	45
FRD29	Workforce data disclosures	67
FRD22D	Summary of financial results for the year	54
FRD22D	Significant changes in financial position during the year	54
FRD22D	Major changes or factors affecting performance	27
FRD22D	Subsequent events	151
FRD22D	Application and operation of the <i>Freedom of Information Act 1982</i>	79
FRD22D	Compliance with building and maintenance provisions of the <i>Building Act 1993</i>	80
FRD22D	Statement on National Competition Policy	78
FRD22D	Application and operation of the <i>Whistleblowers Protection Act 2001</i>	82
FRD25A	Victorian Industry Participation Policy disclosures	78
FRD22D	Details of consultancies over \$10,000	76
FRD22D	Details of consultancies under \$10,000	76
FRD12A	Disclosure of major contracts	77
FRD24D	Reporting of office-based environmental impacts	84
FRD22D	Statement of availability of other information	Back cover
FRD10	Disclosure index	66
SD4.5.5	Risk management compliance attestation	19
SD4.5.5.1	Insurance compliance attestation	19
SD4.2(g)	Specific information requirements	23
Financial statements (required under Part 7 of the FMA)		
SD4.2(a)	Statement of changes in equity	105
SD4.2(b)	Operating statement	102
SD4.2(b)	Balance sheet	103
SD4.2(b)	Cash flow statement	104
SD4.2(c)	Compliance with Australian Accounting Standards and other authoritative pronouncements	109
SD4.2(d)	Rounding of amounts	111
SD4.2(j)	Accountable officer's declaration	106
SD4.2(f)	Compliance with Model Financial Report	109
Other Disclosures in notes to the financial statements		
FRD9A	Departmental disclosure of administered assets and liabilities	145
FRD11A	Disclosure of ex-gratia payments	125
FRD21B	Disclosure of Executive officers, Responsible persons and Other personnel	149-150
Legislation		
	<i>Freedom of Information Act 1982</i>	79
	<i>Building Act 1983</i>	80
	<i>Whistleblowers Protection Act 2001</i>	82
	<i>Victorian Industry Participation Policy Act 2003</i>	78
	<i>Financial Management Act 1994</i>	109
	<i>Corrections Act 1986</i>	81
	Other Statutory Reporting	91

APPENDIX B*Victoria Police headcount and full time equivalent (FTE) numbers of employees as at 30 June 2013*

Sworn Rank	Headcount	Full time equivalent (FTE)
Chief Commissioner	1	1.0
Deputy Commissioner	3	3.0
Assistant Commissioner	11	11.0
Commander	11	11.0
Chief Superintendent	1	1.0
Superintendent	79	79.0
Chief Inspector	3	3.0
Inspector	290	289.8
Senior Sergeant	642	638.8
Sergeant	2278	2254.8
Senior Constable	6552	6279.7
Constable	2972	2967.7
Total Police	12843	12539.7
Recruits in training	103	103.0
PSO Existing	135	134.7
PSO New Deployed	396	396.0
PSO in Training	59	59.0
Total PSOs	590	589.7
Reservists	7	7.0
Total Sworn	13543	13239.5
Public Servant classification		
Executive Officer EO1		
Executive Officer EO2	7	7.0
Executive Officer EO3	9	9.0
Senior Medical Advisor	8	5.4
Forensic Officer 7	2	2.0
Forensic Officer 6	16	15.2
Forensic Officer 5	26	23.4
Forensic Officer 4	62	54.5
Forensic Officer 3	51	47.4
Forensic Officer 2	64	59.3
Forensic Officer 1	1	1.0
Senior Technical Specialist	14	13.6
Victorian Public Service Officer VPS6	131	129.1
Victorian Public Service Officer VPS5	199	195.2
Victorian Public Service Officer VPS4	438	411.1
Victorian Public Service Officer VPS3	539	520.5
Victorian Public Service Officer VPS2	1093	1004.1
Victorian Public Service Officer VPS1	33	24.4
Total Public Servants	2693	2522.2
Total Workforce	16236	15761.7

Notes

1. FTE Totals may not tally due to rounding.
2. Currently there are no Federally funded police.
3. Senior Technical Specialist (otherwise referred as VPSG7).
4. Excludes EO1s at Office of Chief Examiner (all other employees included).
5. Police Medical Officers are included with VPS, though are employed as Senior Medical Advisors.

*Statutory and nationally funded bodies administered by Victoria Police
(Headcount and full time equivalent numbers of employees at 30 June 2013)*

Public Servant classification	Headcount	Full time equivalent (FTE)
Executive Officer EO1	2	1.8
Executive Officer EO2	2	2.0
Executive Officer EO3	4	3.8
Forensic Officer 7	1	1.0
Forensic Officer 6		
Forensic Officer 5		
Forensic Officer 4		
Forensic Officer 3		
Forensic Officer 2		
Forensic Officer 1		
Senior Technical Specialist		
Victorian Public Service Officer VPS6	6	5.4
Victorian Public Service Officer VPS5	13	9.2
Victorian Public Service Officer VPS4	7	6.6
Victorian Public Service Officer VPS3	8	7.4
Victorian Public Service Officer VPS2	3	3.0
Victorian Public Service Officer VPS1		
Total Public Servants	46	40.2

Notes

1. FTE Totals may not tally due to rounding.
2. Statutory and nationally funded bodies included in the above table in the annual report: Commissioner for Law Enforcement Data Security, Australia New Zealand Policing Advisory Agency and Police Appeals Board. Executive Officers from the Office of the Chief Examiner are also included in this category.
3. Senior Technical Specialist (otherwise referred as VPSG7).

FRD29 Compliant VPS numbers at Victoria Police as at 30 June 2013

Public Servant classification	Ongoing Full time equivalent		Fixed Term Full time equivalent		Casual Full time equivalent		Total Full time equivalent (FTE)	
	Headcount	(FTE)	Headcount	(FTE)	Headcount	(FTE)	Headcount	(FTE)
Executive Officer EO1	0	0.00	0	0.00	0	0.00	0	0.00
Executive Officer EO2	0	0.00	7	7.00	0	0.00	7	7.00
Executive Officer EO3	0	0.00	9	9.00	0	0.00	9	9.00
Senior Medical Advisor	8	5.42	0	0.00	0	0.00	8	5.42
Forensic Officer 7	2	2.00	0	0.00	0	0.00	2	2.00
Forensic Officer 6	16	15.20	0	0.00	0	0.00	16	15.20
Forensic Officer 5	26	23.41	0	0.00	0	0.00	26	23.41
Forensic Officer 4	62	54.49	0	0.00	0	0.00	62	54.49
Forensic Officer 3	48	44.81	0	0.00	0	0.00	48	44.81
Forensic Officer 2	57	52.85	6	6.00	0	0.00	63	58.85
Forensic Officer 1	0	0.00	1	1.00	0	0.00	1	1.00
Senior Technical Specialist	13	13.00	0	0.00	0	0.00	13	13.00
Victorian Public Service Officer VPS6	119	117.54	10	9.60	0	0.00	129	127.14
Victorian Public Service Officer VPS5	190	186.57	7	7.00	0	0.00	197	193.57
Victorian Public Service Officer VPS4	412	389.92	11	10.60	3	0.47	426	400.99
Victorian Public Service Officer VPS3	518	499.69	16	16.00	0	0.00	534	515.69
Victorian Public Service Officer VPS2	1008	941.84	51	49.40	17	4.86	1076	996.11
Victorian Public Service Officer VPS1	25	23.43	1	1.00	5	3.88	31	28.31
Total Public Servants	2504	2370.16	119	116.60	25	9.21	2648	2495.97

Notes

1. FTE Totals may not tally due to rounding.
2. As per Department of Treasury and Finance Financial Reporting Direction 29
3. Senior Technical Specialist (otherwise referred as VPSG7).
4. Police Medical Officers are counted with VPS, though are employed as Senior Medical Advisors.
5. VPS data in this table does not include statutory and nationally funded staff

FRD29 Compliant VPS numbers at Victoria Police as at 30 June 2012

Public Servant classification	Ongoing Full time equivalent		Fixed Term Full time equivalent		Casual Full time equivalent		Total Full time equivalent (FTE)	
	Headcount	(FTE)	Headcount	(FTE)	Headcount	(FTE)	Headcount	(FTE)
Executive Officer EO1	0	0.00	0	0.00	0	0.00	0	0.00
Executive Officer EO2	6	6.00	0	0.00	0	0.00	6	6.00
Executive Officer EO3	8	8.00	0	0.00	0	0.00	8	8.00
Forensic Officer 7	2	2.00	0	0.00	0	0.00	2	2.00
Forensic Officer 6	14	14.00	2	1.60	0	0.00	16	15.60
Forensic Officer 5	25	22.41	1	1.00	0	0.00	26	23.41
Forensic Officer 4	57	49.46	0	0.00	0	0.00	57	49.46
Forensic Officer 3	51	48.71	0	0.00	0	0.00	51	48.71
Forensic Officer 2	61	56.59	10	9.79	0	0.00	71	66.38
Forensic Officer 1	0	0.00	1	1.00	0	0.00	1	1.00
Senior Technical Specialist	12	11.60	1	1.00	0	0.00	13	12.60
Victorian Public Service Officer VPS6	131	129.30	6	6.00	0	0.00	137	135.30
Victorian Public Service Officer VPS5	198	194.54	9	8.50	0	0.00	207	203.04
Victorian Public Service Officer VPS4	437	414.65	23	22.60	5	1.51	465	438.76
Victorian Public Service Officer VPS3	560	542.51	31	30.70	0	0.00	591	573.21
Victorian Public Service Officer VPS2	994	923.27	130	125.24	15	4.73	1139	1053.24
Victorian Public Service Officer VPS1	32	30.14	1	1.00	6	2.92	39	34.06
Total Public Servants	2588	2453.16	215	208.43	26	9.16	2829	2670.75

Notes

1. FTE Totals may not tally due to rounding.
2. As per Department of Treasury and Finance Financial Reporting Direction 29: This table counts all active public service employees paid in the last full pay period in June of the reporting year. The totals will not align with other tables in this appendices due to different counting rules.
3. Senior Technical Specialist (otherwise referred as VPSG7).

Victoria Police employees by employment type and gender (30/06/2013)

Sworn Rank	Ongoing						Fixed Term						Casual			
	Full-Time			Part-Time			Full-Time			Part-Time			Total	F	Total	
	M	F	Total	M	F	Total	M	F	Total	M	F	Total				
Chief Commissioner			1			1										1
Deputy Commissioner			2			3										3
Assistant Commissioner			10			11										11
Commander	10	1	11													11
Chief Superintendent	1		1													1
Superintendent	73	6	79													79
Chief Inspector	3		3													3
Inspector	265	24	289			1			1							290
Senior Sergeant	563	70	633	3		9										642
Sergeant	1970	244	2214	27		64										2278
Senior Constable	4457	1326	5783	126		769										6552
Constable	2091	869	2960	2		12										2972
Total Police	9433	2540	11973	158		855	13		2		15					12843
Recruits in training	62	41	103													103
PSO Existing	123	11	134	1		1										135
PSO New Deployed	354	42	396													396
PSO in Training	54	5	59													59
Total PSOs	531	58	589	1		1										590
Reservists	2	5	7													7
Total Sworn	10028	2644	12672	159		856	13		2		15					13543
Public Servant classification																
EO1																
EO2							6		1		7					7
EO3							2		7		9					9
SMA	2		2	3		6										8
FO7	2		2													2
FO6	10	4	14	1		2										16
FO5	12	7	19			7										26
FO4	18	25	43	1		19										62
FO3	15	27	42			9										51

	Ongoing						Fixed Term						Casual		
	Full-Time			Part-Time			Full-Time			Part-Time			Total	Total Staff	
	M	F	Total	M	F	Total	M	F	Total	M	F	Total			F
FO2	16	31	47	1	10	11			6	6					64
FO1							1		1						1
STS	10	3	13		1	1									14
VPS6	73	41	114		7	7	5	4	9	1	1				131
VPS5	104	76	180	1	11	12	1	6	7						199
VPS4	154	210	364	10	49	59	4	6	10	1	1	2	2	4	438
VPS3	182	295	477	3	43	46	4	12	16						539
VPS2	191	652	843	2	179	181	14	32	46	1	4	5	4	14	1093
VPS1	16	5	21	1	3	4	1		1			1	6	7	33
Total Public Servants	805	1376	2181	23	341	364	38	74	112	1	6	7	7	22	2693
Total Workforce	10833	4020	14853	182	1038	1220	51	76	127	1	6	7	7	22	16236

M Male F Female FO Forensic Officer VPS Victorian Public Service Officer
 PSO Protective Services Officer EO Executive Officer

Note

All public servants within the following statutory and nationally funded bodies are excluded from the above table in the annual report: Commissioner for Law Enforcement Data Security, Australia New Zealand Policing Advisory Agency and Police Appeals Board. Executive Officers from the Office of the Chief Examiner are also excluded.

Victoria Police employees by classification and gender (30/06/2013)

Rank/Classification	Male	Female	Total	Percentage (Male)	Percentage (Female)
Police	9604	3239	12843	74.8%	25.2%
Recruits	62	41	103	60.2%	39.8%
Reservists	2	5	7	28.6%	71.4%
PSO's	532	58	590	90.2%	9.8%
Sworn	10200	3343	13543	75.3%	24.7%
Public Servants	874	1819	2693	32.5%	67.5%
Total Workforce	11074	5162	16236	68.2%	31.8%

Notes

- All public servants within the following statutory and nationally funded bodies are excluded from the above table in the annual report: Commissioner for Law Enforcement Data Security, Australia New Zealand Policing Advisory Agency and Police Appeals Board. Executive Officers from the Office of the Chief Examiner are also excluded.
- Currently there are no Federally funded police.
- Public Servants include VPS, Forensic Officers, Executive Officers and Senior Medical Advisors.

Victoria Police employees by employee type and age grouping (30/06/2013)

Age Grouping (Years)	Police	Recruits	Reservists	PSOs	Public Servants	Total
<25	554	37		81	158	830
25-34	3258	49		216	742	4265
35-44	4471	15		139	640	5265
45-54	3532	2		109	685	4328
55-64	1005		3	42	411	1461
65+	23		4	3	57	87
Total Workforce	12843	103	7	590	2693	16236

Notes

1. All public servants within the following statutory and nationally funded bodies are excluded from the above table in the annual report: Commissioner for Law Enforcement Data Security, Australia New Zealand Policing Advisory Agency and Police Appeals Board. Executive Officers from the Office of the Chief Examiner are also excluded.
2. Currently there are no Federally funded police.
3. Public Servants include VPS, Forensic Officers, Executive Officers and Senior Medical Advisors.

*Executive Numbers***Table 1: Number of Executive Officers Classified into 'Ongoing' and 'Special Projects'**

Class	All		Ongoing		Special Projects	
	No.	Var	No.	Var	No.	Var
EO-1	0	0	0	0	0	0
EO-2	7	+1	7	+1	0	0
EO-3	9	+1	9	+1	0	0
	16	+2	16	+2	0	0

Table 2: Breakdown of Executive Officers into Gender for 'Ongoing' and 'Special Projects'

Class	Ongoing					Special Projects				
	Male		Female		Vacancies	Male		Female		Vacancies
	No.	Var	No.	Var	No.	No.	Var	No.	Var	No.
EO-1	0	0	0	0	0	0	0	0	0	0
EO-2	6	+2	1	-1	0	0	0	0	0	0
EO-3	2	-1	7	+2	3	0	0	0	0	0
	8	+1	8	+1	3	0	0	0	0	0

Table 3: Reconciliation of Executive Numbers

		2013	2012	2011	2010
Executives with remuneration over \$100,000		16	14	15	16
Add	Vacancies (table 2)	3	5	4	3
Executives employed with total remuneration below \$100,000		0	0	0	0
Accountable Officer (Secretary)					
Less	Separations	3	4	4	0
Total executive numbers as at 30 June 2013		16	14	15	19

Notes

1. The statutory positions [Chair, Police Appeals Board, the Office of Chief Examiner and the Commissioner for Law Enforcement Data Security] and nationally funded executive positions within Australia New Zealand Policing Advisory Agency have been excluded.
2. This listing of executive numbers only includes Victorian Public Servants and excludes Police Commissioners.

Selecting on Merit

Exemption from notification of vacancies pursuant to section 20 of the *Public Administration Act 2004*.

During 2012-13, the Chief Commissioner approved the exemption of 110 positions from the requirement for advertisement.

The breakdown of those exemptions is below:

Exemptions by Department		Exemptions by Classification	
Business Services	4	VPS7	1
CLEDS	1	VPS6	8
Corporate Strategy & Governance	0	VPS5	5
Crime	3	VPS4	18
Eastern Region	0	VPS3	28
Forensic Services	7	VPS2	45
Human Resource	17	VPS1	0
Infrastructure	14	FO-2	2
Intelligence & Covert Support	15	FO-3	0
Legal Services	3	FO-4	3
Media & Corporate Communications	2	FO-5	0
North West Metro Region	6	FO-6	0
Office of the Chief Commissioner	2	Total	110
People Development	6		
Professional Standards	2		
Public Support Services	5		
Road Policing	6		
Southern Metro Region	7		
State Emergencies & Security	0		
Western Region	10		
Total	110		

APPENDIX C**DISCIPLINARY ACTION****Annual Report of Chief Commissioner under Part IV – Employment Discipline and other matters**
*Police Regulation Act 1958***Results of discipline charges determined by hearing officers** Part 1: Full Year 2012-2013**Members – Charges and Results of Hearings**

	<i>Discipline Hearings</i>		<i>Inquiries into convictions</i>		<i>Inquiries into fitness for duty</i>	
	<i>Police Regulation Act</i>		<i>Police Regulation Act</i>		<i>Police Regulation Act</i>	
	1958	1958	1958	1958	1958	1958
	Sec 69	Sec 69	Sec 80	Sec 80	Sec 82	Sec 82
	2011-2012	2012-2013	2011-2012	2012-2013	2011-2012	2012-2013
Total discipline charges laid against members (Charge Authorisation Date)	59	56	9	6	0	0
Total Members charged (Charge Authorisation Date)	59	53	7	6		
Members appearing before a hearing officer (Last Hearing date)	52	42	7	6		
Members dismissed from Force (Last Hearing date)	6	9	1	2		
Members – All charges Dismissed after a discipline hearing (Last Hearing date)	4	0	0	0		

Notes

- A member can be charged with one or more discipline charges.
- The data for this report was taken from the Register of Complaints Serious Incidents and Discipline database (ROCSID) on 16 July 2013.
- Statistics for fitness for duty hearings were sourced from the Professional Development Unit.
- This data only includes discipline statistics under the *Police Regulation Act 1958* Part IV.

Results of Discipline Charge Notices and Hearings

<i>Hearing level</i>	<i>Level 1</i>		<i>Level 2</i>		<i>Totals</i>			
	<i>Superintendent or above</i>		<i>Assistant Commissioner or above</i>		<i>Total</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Financial Year	2011-2012	2012-2013	2011-2012	2012-2013	2011-2012	2011-2012	2012-2013	2012-2013
Discipline charges found proven	8	9	38	30	46	74%	39	91%
Charge Dismissed	3	0	1	0	4	6.5%	0	0%
Not heard members issued with Discipline Charges (Resigned/Retired prior to Discipline hearing – (Count of Charges)	1	0	11	4	12	19.5%	4	9%
Total charges	12	9	50	34	62	100%	43	100%

Notes

- This table includes discipline proceedings arising from public complaints and internally initiated investigations. The data relates to action taken during the relevant year notwithstanding the year in which the public complaint/internal discipline matter was received.
- The data for this report was taken from the ROCSID database on 12 July 2013.

Results of discipline charges determined by hearing officers

Review of Sanctions Resulting from Complaint Files Part 2: 1 July 2011 – 30 June 2012

		Number of sanctions reviewed	Review Result		
			Sanction Affirmed	Sanction Withdrawn	Sanction Varied
Admonishment Notices issued	78	0	0	0	0
Discipline sanctions (s.76 Police Regulation Act)	PAB	16	8	4	4
	DC	0	0	0	0
Discipline Inquiry (s.80 Police Regulation Act)	PAB	0	0	0	0
	DC	0	0	0	0

Review of Sanctions Resulting from Complaint Files Part 2: 1 July 2012 – 30 June 2013

		Number of sanctions reviewed	Review Result		
			Sanction Affirmed	Sanction Withdrawn	Sanction Varied
Admonishment Notices issued	50	5	4	1	0
Discipline sanctions (s.76 Police Regulation Act)	PAB	10	7	0	3
	DC	0	0	0	0
Discipline Inquiry (s.80 Police Regulation Act)	PAB	2	2	0	0
	DC	0	0	0	0

Notes

- Section 91F of the *Police Regulation Act 1958* only permits the Police Appeals Board (PAB) to review specific sanctions (i.e. Fine in excess of \$500; reduction in rank, seniority, remuneration; transfer to other duties, or dismissal from the Force). Reviews of other sanctions arising from a discipline charge or inquiry are determined by a Deputy Commissioner (DC).
- Data relates to reviews completed during the stated financial year notwithstanding the year in which the sanction was originally handed down.
- Discipline sanctions (s.76 *Police Regulation Act 1958*) relate to sanctions imposed if a member is charged with a breach of discipline under Section 69 of the *Police Regulation Act 1958*, whereas Discipline Inquiry (s.80 *Police Regulation Act 1958*) relates to sanctions imposed if a member has been charged under the criminal law with an offence punishable by imprisonment (whether or not within the State or in any other jurisdiction) and the offence has been found proven.

APPENDIX D**CONSULTANCIES AND CONTRACTS***Details of consultancies over \$10,000***Details of Individual Consultancies**

Consultant	Purpose of Consultancy	Start Date	End Date	Total Approved Project Fee (excluding GST)	Expenditure 2012-13 (excluding GST)	Future Expenditure (excluding GST)
KPMG ¹	Assessment of the effectiveness of the senior management structure governance arrangements in Victoria Police	8/03/2012	12/06/2012	81,818	85,000	0
The Agenda Group	Review of the Emergency Management Joint Public Information Committee	6/05/2013	9/08/2013	14,000	10,000	4,000
Victoria University	Harnessing resilience capital – an investigation of resilience and cultural diversity in countering violent extremism	26/09/2012	31/12/2013	195,500	50,000	145,000
Peter Stone ²	Expert advice for the installation and testing of microwave video link system	5/03/2012	14/01/2014	150,681	51,832	37,448
Inner Circle Consulting	Strategic advisor for the PIPP reform project	18/02/2013	30/06/2014	509,091	494,125	14,966
Lyn Walker and Associates	Review of the Victoria Police Multicultural, Emerging Communities and Indigenous Community Engagement Strategies	13/03/2013	30/08/2013	200,000	200,000	0
Deloitte Access Economics	Victorian Early Intervention Pilot Program evaluation	17/12/2012	3/05/2013	135,120	126,671	0
Ernst & Young	Procurement transformation and strategy roadmap	3/09/2012	23/10/2012	90,000	90,455	0
Ernst & Young	Finance function review	3/12/2012	31/01/2013	88,636	90,572	0
Cube Management Solutions	Vehicle impoundment business process review	2/08/2012	7/01/2013	88,485	88,485	0

Details of Individual Consultancies

Consultant	Purpose of Consultancy	Start Date	End Date	Total Approved Project Fee (excluding GST)	Expenditure 2012-13 (excluding GST)	Future Expenditure (excluding GST)
CPT Global Ltd	LEAP sustainability review	19/03/2013	10/05/2013	83,636	83,636	0
C&M Associates Limited	Review of Witness Protection Program	2/07/2012	31/12/2012	82,909	72,687	0
Hoban Recruitment	Specialist advice on the PSO recruitment advertising campaign	21/10/2012	3/04/2013	50,844	50,834	0
Landell Corporation Pty Ltd	PIPP Reform Project Phase 2 Business Case – Project Cost Validation and Cost Benefit Analysis	7/11/2012	17/12/2012	39,090	38,210	0
Ernst & Young	Finance organisational model design	1/02/2013	24/04/2013	30,654	30,654	0
RixStewart Pty Ltd	Benefits assessment of the deployment of MACPAC (MDN And CAD Patrol Activity Collation) application	19/03/2013	13/06/2013	18,040	18,040	0
Scientist At Large	Review of Chemical Warfare Agent Laboratory Network (CWALN)	25/06/2012	24/07/2012	15,000	15,000	0
Monash University	Paper on potential suicide by Police incidents	18/04/2012	31/12/2012	20,000	15,000	0
M.N. Comrie	Systems review of an Intelligence and Covert Support Command business unit	15/03/2012	30/07/2013	10,000	10,000	0

¹ Consultancy services engaged and delivered in 2011-12 financial year, payment made in 2012-13 financial year.

² Payments made in 2011-12 financial year totalling \$61,401.

Details of consultancies under \$10,000

In 2012-13, Victoria Police engaged 7 consultancies where the total fees payable were less than \$10,000 with a total expenditure of \$30,592.04 (excluding GST).

The above data excludes consultancies engaged by the Office of CLEDS.

Disclaimer: The accuracy of this data cannot be guaranteed due to the way in which data is entered into Oracle Financials (i.e. descriptions are unclear, consultancy charge code is selected as the default mainly due to local delegate's interpretation of consultancies).

Major Contracts

Victoria Police did not enter into any contracts with a value of greater than \$10m during the 2012-13 financial year.

APPENDIX E

IMPLEMENTATION OF THE VICTORIAN INDUSTRY PARTICIPATION POLICY (VIPP)

Contracts/Projects commenced to which VIPP applied:

During 2012-13, Victoria Police commenced 18 contracts (including three panel arrangements contracting with 10 suppliers) totalling \$64,127,121.05 in value to which the VIPP applied. Of the contracts that commenced, 13 contracts were in metropolitan Melbourne (totalling \$48,358,716.91) and five contracts are regional-based (totalling \$15,768,404.14).

A summary of the skills and technology transfer commitments in the above contracts/projects includes:

- General and project specific commitments were made to staff training and skills development
- Ongoing training in areas of the technology of the devices and procedural aspects of each persons role
- An estimated 82 full-time equivalent jobs created
- An estimated 1,271 full-time equivalent jobs retained.

Benefits to the Victorian economy in terms of skills and technology transfer include attendance at training courses to improve skills.

Contracts/Projects completed to which VIPP applied:

Victoria Police completed no contracts during 2012-13 to which VIPP applied.

APPENDIX F

NATIONAL COMPETITION POLICY COMPLIANCE

The National Competition Policy promotes greater competition and encourages economic growth. One of the key requirements of the policy is in regards to Competitive Neutrality. Competitive neutrality requires government businesses to ensure, where services compete with the private sector, advantages arising from their government ownership are removed if they are not in the public interest. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service.

During the reporting period, Victoria Police was not required to apply the competitive neutrality policy as we did not procure goods and services within this market.

APPENDIX G**FREEDOM OF INFORMATION ACT 1982**

The *Freedom of Information Act* 1982 gives people the right to request access to information held by the Victorian Government and its agencies, including personal documents and documents relating to government activities. The Act also allows people to request that incorrect or misleading information held by an agency is amended and provides an appeal process to review access decisions.

In 2012-13, Victoria Police received 2,562 requests for access to documents under the *Freedom of Information Act* 1982, including requests from applicants to amend personal information. Of those applications, 2,019 related to personal requests and 543 were non-personal requests. Nineteen (19) applications were received from Members of Parliament, 130 were received from the media and the remainder were from the general public.

An internal review of a decision made prior to 1 December 2012 was requested on 52 occasions, which resulted in the original decision being confirmed in 36 applications, with 16 decisions varied. Five (5) reviews were decided upon from the previous year with four original decisions affirmed and one decision varied.

Reviews of decisions made since 1 December 2012 are the responsibility of the Freedom of Information Commissioner. Details of the number of applications for review and the decisions are published in the Freedom of Information Commissioner's Annual Report.

Thirty-three (33) appeals against the original decision were lodged with the Victorian Civil and Administrative Tribunal (VCAT) for final determination, with 36 cases being decided upon in 2012-2013, including cases from previous years.

Requests for access to documents

Type of Request	
Personal	2019
Non Personal	543
<i>Total</i>	<i>2562</i>
Internal Review Requested	52
Original Decision confirmed	36
Original Decision appealed to VCAT	33
Appeals actually determined	36

Compliance

For the 12 months ending 30 June 2013, Victoria Police processed 64 per cent of requests within statutory requirements, 20 per cent within 46 – 90 days and 16 per cent in over 90 days. The average processing time taken to finalise requests was 57 days.

Application Procedure

The Chief Commissioner, Ken D Lay APM is the Principal Officer for the purpose of administering the requirements of the *Freedom of Information Act* 1982. The authorised officer is the Manager of the Freedom of Information Division who is responsible for all decisions relating to Freedom of Information applications received by Victoria Police.

Applications for documents under the provisions of the *Freedom of Information Act* 1982 must be in writing and addressed to:

Freedom of Information Officer
Freedom of Information Division
GPO Box 913
MELBOURNE VIC 3001
PH: (03) 9247 6801

Alternatively, you may apply online at the Freedom of Information, Victoria website at: www.foi.vic.gov.au.

Categories of Documents

The general types of documents which may be the subject of an FOI request include briefs of evidence, patrol duty returns and incident reports.

Additional Information

Additional information about Victoria Police is available from our web site located at: www.police.vic.gov.au

Publication Requirements

Victoria Police publishes a range of material regarding crime prevention and community safety issues. Members of the community requiring such information should contact:

Media & Corporate Communications Department
Victoria Police Centre
GPO Box 913
MELBOURNE VIC 3001
PH: (03) 9247 5276

Documents Available for Purchase

The Victoria Police Manual is available for purchase from the Corporate Strategy & Governance Department within the Victoria Police Centre. The contact telephone number is (03) 9247 6719.

Accident reports and crime reports (insurance) are also available for purchase. Further information is available at: www.police.vic.gov.au

The Corporate Statistics Unit collects, collates, analyses and disseminates statistical data collected by Victoria Police. Reports that provide statistics and analysis for crime and traffic issues are published regularly. Further information is available at: www.police.vic.gov.au

Documents Available for Public Inspection

The Victoria Police Manual is available for perusal at the Supreme Court Library and the State Law Library, Melbourne.

Privacy Policy Statement

Victoria Police is bound by the *Information Privacy Act 2000* and *Health Records Act 2001* in how it collects, uses and/or discloses and secures personal and health information. Victoria Police is committed to protecting the personal and health information of the persons with whom it interacts in the course of its functions and activities. In line with the provisions of the Freedom of Information Act, individuals can request access to personal and health information held by Victoria Police. Applications should be addressed to the Freedom of Information Officer, Freedom of Information Division.

Further information about the Information Privacy Act or Health Records Act can be obtained from:

Privacy Unit
Victoria Police Centre
GPO Box 913
MELBOURNE VIC 3001
PH: (03) 9628 7349

APPENDIX H

STATEMENT IN RELATION TO THE BUILDING ACT

Victoria Police complies with the requirements of the *Building Act 1993*, the Building Regulations 2006, and other Victorian legislation referenced by the Building Commission. Victoria Police controls a large property portfolio comprising: 8, 16 and 24 hour police stations; police residences; educational and training complexes; forensic laboratories; and other special purpose facilities.

New buildings conforming to standards

For the 2012-13 financial year, Victoria Police conducted its works in compliance with the *Building Act 1993*, other relevant building regulations and statutory requirements. Victoria Police maintains the appropriate mechanisms to ensure all building conformity is met. Capital commitments completed during the year were police residences at Axedale and Heywood, the refurbishment of Ashburton Police Station and a new Police Station at Mooroopna.

Maintenance of buildings in safe and serviceable condition

Maintenance of Victoria Police owned buildings, including Essential Safety Measures (ESM), was arranged through internal resources. The Victorian Government Shared Services Provider (SSP) continues to manage all maintenance, including ESM, for leased facilities. OH&S, functionality for service delivery and upkeep of plant and equipment are the key corporate priorities for the allocation of funding for maintenance. All legislative requirements for asbestos inspections and monitoring have been met. Victoria Police has no cooling towers at its owned sites.

Registered Building Practitioners

Victoria Police continues to maintain a Contractor List to ensure that only registered building practitioners perform work on its properties. Victoria Police also complies with the Ministerial Directions issued pursuant to the *Project Development and Construction Management Act 1994* by engaging contractors and consultants from the Construction Supplier Register of Department of Transport, Planning and Local Infrastructure, where required.

APPENDIX I

REPORT UNDER THE CORRECTIONS ACT 1986

Melbourne Custody Centre

The Melbourne Custody Centre (MCC) is operated pursuant to agreed service specifications and levels under contract to G4S Australia Pty Ltd. The contract commenced on 28 March 2010, with a term of seven years, which incorporates an initial three (3) year term with two (2), two (2) year options: the options are dependent on the Chief Commissioner of Police being satisfied with the performance by G4S. G4S operate in accordance with the relevant legislation, and in compliance with contractual and commercial arrangements.

During 2012-13, the MCC:

- managed 19,975 prisoner movements (counted in & out). In addition, 3,025 intoxicated persons were lodged
- managed 10,226 court movements with an average of approximately 40 per day between the MCC and the Melbourne Magistrates Court
- provided full time security of prisoners in 14 Melbourne Magistrates Courts.
- facilitated a total of 17,232 visits to prisoners, including 2,599 visits by relatives & friends, 13,431 legal visits to prisoner clients and 1,202 Police visits to prisoners
- escorted 23 prisoners to hospital and provided 1st shift guard on the prisoners while they were receiving medical treatment.

24-hour nursing services are provided at the MCC by the Victoria Police Custodial Risk Management Unit (CRMU). Over 50 per cent of prisoners are on prescribed medication, including drug and alcohol withdrawal regimes. Two (2) nurses (when available) are rostered night shift Thursday – Saturday to meet the needs of 'Safe Streets'. During 2012-13, the CRMU assessed 10,029 prisoners, as well as 3,025 intoxicated persons.

The VESDA early warning fire system was installed in the cells at a cost of \$200,000. This capital expenditure was funded by the Department of Justice. An upgrading of the

analogue CCTV monitoring system to digital was also completed, which included new monitors and office layout to better accommodate staff monitoring needs.

Contractual costs for the period are based on fixed establishment costs, custodial services staff and recurring expenses. Variable costs are incurred for custodial meals, incidentals and laundry. Scheduled and ongoing maintenance works, service charges and utility costs are met by Victoria Police by agreement with Magistrates Court Victoria.

The high number of remanded and sentenced prisoners remaining in Police cells is an escalating issue for Victoria Police which is impacting on prisoner numbers at MCC. This is further impacted by the high numbers of prisoners brought to court from Corrections facilities to attend Melbourne Magistrates' Court. The MCC bed capacity is regularly exceeded during the day to facilitate Police and Corrections prisoners attending court.

G4S work collaboratively with Victoria Police to ensure compliance with the *Charter of Human Rights and Responsibilities Act 2006*, which took effect on 1 January 2008. G4S have ongoing mandatory Human Rights and Responsibilities training for all staff. G4S Australia is accredited with an AS/NZS ISO 9001:2000 Certified Quality Management System.

Operations and commercial arrangements are jointly managed by Victoria Police PMU (Compliance Monitor) and the Business Services Department (Contract Manager) respectively. There has been an agreed variation to the MCC contract removing the requirement for G4S to provide armed high risk prisoner escorts from the MCC to Hospitals. Negotiations are currently taking place between Victoria Police and G4S relating to the abatements schedules in the contract.

Victoria Police PMU members are currently representing Victoria Police on the following working groups:

- Telecourt Working Group (Corrections, Victoria Police, Magistrates Court, County Court, Victorian Legal Aid, Law Institute)

- Prisoner Transport Contract Renewal Working Group (Corrections, Victoria Police, Magistrates Court)
- Prisoner Numbers Committee (Corrections, Victoria Police, Magistrates Court)
- Victorian Custodial Reference Group (Corrections, Victoria Police, Magistrates Court, County Court, Victorian Legal Aid, Law Institute, Court Integrated Services Program (CISP), DHS, Victorian Justice Services)
- Ministerial Community Advisory Committee (MCAC).

APPENDIX J

PROTECTED DISCLOSURE ACT 2012 AND WHISTLEBLOWERS PROTECTION ACT 2001 – DISCLOSURES

Protected disclosures are required to be included in the annual report in accordance with section 104 of the *Whistleblowers Protection Act 2001* and section 69 of the *Protected Disclosure Act 2012*.

The Protected Disclosure Act commenced on 10 February 2013, and replaced the Whistleblowers Protection Act.

There is a large increase in the number of protected disclosures referred to Victoria Police for investigation (nil protected disclosures referred from the Ombudsman under the Whistleblowers Protection Act regime and 74 referred from the Independent Broad-based Anti-corruption Commission (IBAC) under the Protected Disclosure regime). There is also an increase in the number of protected disclosure complaints Victoria Police has notified to the IBAC for determination.

This variation is explained with the new IBAC led integrity system that commenced operation on 10 February 2013. The replaced Whistleblowers Protection Act was widely considered to be cumbersome, confusing and uncertain. The Protected Disclosure Act provides a new significantly strengthened regime, with a simplified test to determine whether a disclosure constitutes a protected disclosure, replacing the confusing and complex multi-test and multistage assessment process in the Whistleblowers Protection Act.

Disclosures under section 69 of the Protected Disclosure Act 2012

Information about how to access the procedures established by the investigating entity under Part 9		Available on the Victoria Police internet site (www.police.vic.gov.au) or on request
The number and types of disclosures notified to the IBAC under section 21(2) or 22	10	Allegations of – <ul style="list-style-type: none"> • Pervert the course of justice • Indecent assault • Misuse of information • Criminal association • Detrimental action • Theft
The number and types of protected disclosure complaints referred to the investigating entity by the IBAC	74	Allegations of – <ul style="list-style-type: none"> • Knowingly or recklessly breaching public trust • Misuse of information • Dishonest performance
The number and types of protected disclosure complaints investigated by the investigating entity	74	As above
The number and types of protected disclosure complaints dismissed by the investigating entity	0	Victoria Police is not an investigating entity that can dismiss a protected disclosure
The number of applications for an injunction made by the investigating entity under section 50 during the financial year	0	

Disclosures under section 104 of the Whistleblowers Protection Act 2001

The current procedures established by the public body under Part 6		Not applicable (were only valid until 9 February 2013)
The number and types of disclosures made to the public body during the year	7	Allegations of – <ul style="list-style-type: none"> • Assault • Theft • Misuse of information • Pervert the course of justice
The number of disclosures referred during the year by the public body to the Ombudsman for determination as to whether they are public interest disclosures	3	
The number and types of disclosed matters referred to the public body during the year by the Ombudsman	0	
The number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate	0	
The number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year	0	
The number of requests made under section 74 during the year to the Ombudsman to investigate disclosed matters	0	
The number and types of disclosed matters that the public body has declined to investigate during the year	0	
The number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	0	Investigations are ongoing
Any recommendations of the Ombudsman under this Act that relate to the public body	0	

APPENDIX K

OFFICE-BASED ENVIRONMENTAL IMPACTS

The results reported in this Annual Report are the result of sustainability work being undertaken across all areas of Victoria Police by the Environmental Solutions Branch (ESB) and not just in office-based locations. This year's report includes two areas of focus for the ESB, not specifically discussed in previous annual reports – the Sustainable IT Program and the Sustainable Buildings Program. Although the outputs of these two programs have traditionally been included within the 'Energy' results below, the individual results and future targets in each of these areas warrant specific attention.

Since 2003-04, Victoria Police has progressively introduced actions to reduce its adverse impacts on the environment. Energy was the first issue to be tackled followed by water in 2006-07, and waste in 2007-08. Other environmental programs have also been progressively introduced up to the date of this annual report. Some of the environmental benefits and financial savings achieved since 2003-04 are shown below:

Energy:

- Over 401,000 GJ of energy saved.

GHG Emissions:

- In excess of 103,000 tonnes of greenhouse gas avoided.

Water:

- More than 359,000 kL of potable water saved.

Waste:

- Over 800,000 kg of waste diverted from landfill.

Financial savings:

- In aggregate, environmental programs are estimated to have saved Victoria Police in excess of \$60m.

Explanatory Notes – General

1. The ESB endeavours to ensure the reliability and validity of all reported information but notes that in some instances it is dependent on:
 - an assumption of the accuracy and veracity in third party data
 - assumptions regarding coverage of third party data
 - extrapolation of data where unavoidable information gaps exist.
2. During the reporting cycle, Victoria Police transitioned from an in-house environmental data management system to the new external Whole of Victorian Government Environmental Data Management System, (EDMS). Variations exist between the two systems with regard to data capture techniques and capabilities as well as subsequent data analysis processes and methodologies. Consequently, there will be challenges in relation to how best to interpret and analyse the data output from the EDMS to achieve overall data integrity for Victoria Police. In these instances, the ESB has produced data according to best practice estimation techniques.
3. FTEs – In accordance with the FRD24C definition of FTE, no contractors or consultants have been included in the Victoria Police figures.
4. Historical environmental data is periodically amended as more accurate and relevant conversion factors and coefficients are developed by national environmental bodies.

ENERGY MANAGEMENT PROGRAM

The focus of this program is to reduce consumption of (stationary) energy at many different facilities including police stations, administration offices, training facilities,

transport complexes and storage warehouses.

The bulk of energy consumption falls

within three keys areas of activity

– lighting, IT and HVAC (heating, ventilation and air-conditioning).

Actions undertaken during 2012-13

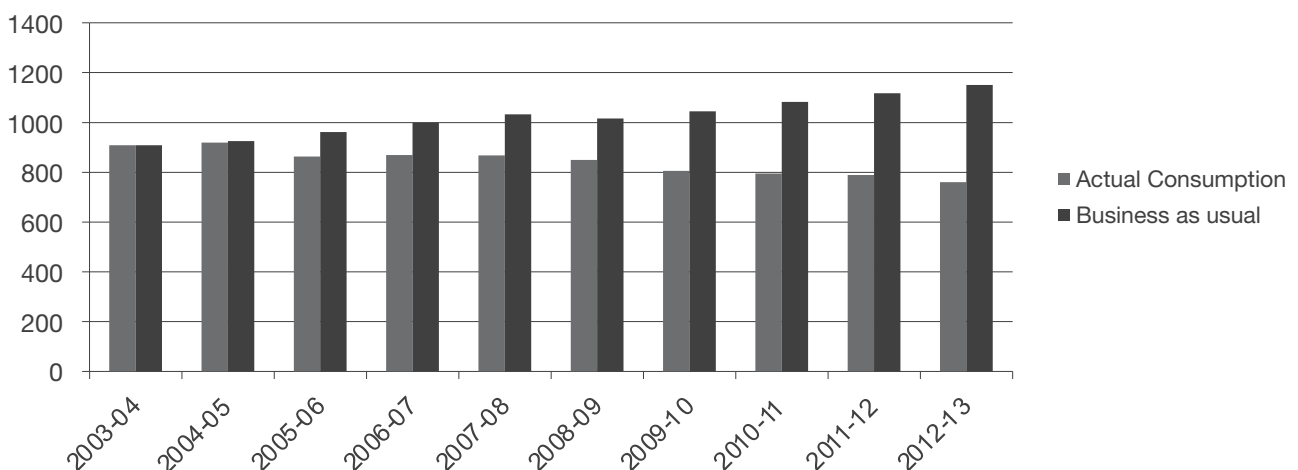
New buildings	Continued focus on environmental initiatives in new police stations which are 20-25% more energy efficient than those built prior to 2000.
Existing buildings	Analysis of the previous year's high efficiency LED lighting solutions initiative, piloted at five police stations, has confirmed the potential environmental and financial benefits from their use. A series of efficiency audits were conducted during the reporting period to develop additional baseline data regarding opportunities for the broader implementation of efficient lighting as well as other energy efficiency initiatives.

Snapshot of Energy Results for 2012-13

Indicator	2011-12				2012-13			
	Electricity	Natural Gas	LPG	Green Power	Electricity	Natural Gas	LPG	Green Power
Total Energy Usage (GJ)	234,444	96,600	1,344	1,744	235,050	95,100	1,305	355
Greenhouse Gas Emissions (Tonnes of CO2e)	78,799	5,014	80	-	78,986	4,931	78	0
Percentage of electricity purchased as Green Power	0.7%	N/A	N/A	N/A	0.2%	N/A	N/A	N/A
Energy use per FTE (MJ/FTE)	21,386	N/A	N/A	N/A	22,030	N/A	N/A	N/A
Energy use per unit of area (MJ/m2)	789	N/A	N/A	N/A	761	N/A	N/A	N/A

Total energy consumption by floor area, (MJ/m²).

(Actual consumption compared to business-as-usual consumption.)



- Compared to 2011-12, total energy consumption decreased by 0.7 per cent, although associated GHG emissions increased by 0.2 per cent for the same period due to the decrease in purchases of green power
- The energy intensity, (MJ/m²), decreased by 3.5 per cent due to energy reduction initiatives, and improved energy efficiency of new police stations
- GreenPower purchases continued to fall during the reporting period with part of the cost savings used to invest in energy efficiency initiatives. Although this has caused an initial increase in the GHG emissions, in the future both GHG emissions and associated costs will be reduced by this approach.

Targets for 2013-14

The ESB, under its new title of the Environment & Efficiency Division, will review all aspects of police station design, construction and operation. The results of this project are expected to achieve a decrease in the whole of life costs associated with future police stations.

The development of an Efficient Lighting Standard will be applied to all existing and new buildings.

SUSTAINABLE IT PROGRAM

The focus of this program is to ensure all aspects of Victoria Police's IT services are acquired, operated and disposed of in the most efficient manner possible.

Actions undertaken during 2012-13

Three key areas were targeted during the reporting period:

- *Printer Rationalisation Project Phase 2 (PRP2)*
The PRP2 was established along the lines of the first PRP implemented in 2007. The timing of the new project was to inform the upcoming Desktop Refresh scheduled to commence later in 2013. Essentially, the PRP2 is focused on reducing the number of networked and stand-alone peripherals,

(printers, scanners, copiers and faxes), in favour of a significantly reduced number of multi-function devices

- *Sustainable IT Standard*
The Sustainable IT Standard set out the minimum efficiency and environmental requirements for IT equipment to be acquired by the organisation
- *Energy Management Software (EMS)*.
An assessment of various software packages was undertaken with the intention of identifying a product which will significantly reduce the energy consumption of idle desktop equipment.

Targets for 2013-14

The full implementation of the PRP2. The finalisation of the piloting of the EMS options and, if successful, its implementation across the Victoria Police network.

SUSTAINABLE BUILDINGS PROGRAM

The focus of the Sustainable Buildings Program is to investigate opportunities to improve the efficiency and environmental performance of Victoria Police's building stock.

Targets for 2013-14

The Police Station Efficiency Project (PSEP) has been established to identify opportunities to significantly increase the efficiency of our building stock – both existing buildings as well as designing the next generation of police stations.

MANAGEMENT OF WATER PROGRAM

The focus of the water program is to decrease consumption levels across Victoria Police facilities.

Actions undertaken during 2012-13

Ongoing monitoring of performance of previous initiatives occurred through compliance audits conducted during the year to ensure the benefits of past initiatives were being maintained.

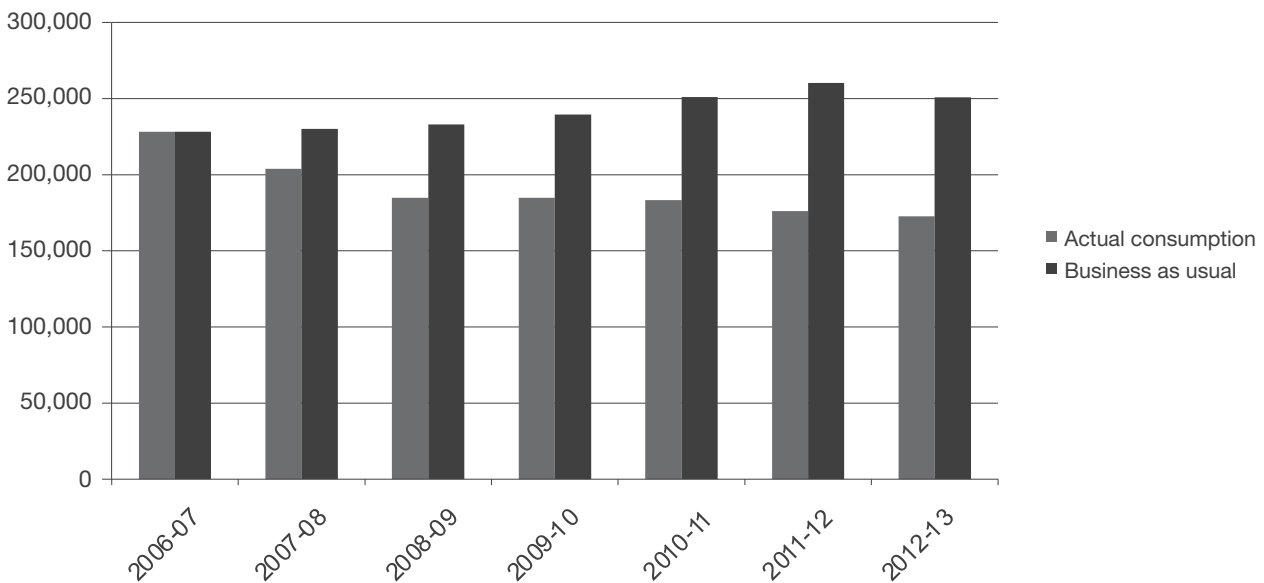
Results for 2012-13

Indicator	2011-12 (footnote 2)	2012-13
Total units of metered water consumed by usage types, (kl)	176,198	172,750
Units of metered water consumed per FTE (kl/FTE)	11.28	11.47

Despite a modest increase in water consumed per FTE, (due to a 3.6 per cent decrease in FTE during the latter part of the reporting period), the overall consumption of potable water decreased by almost 2 per cent.

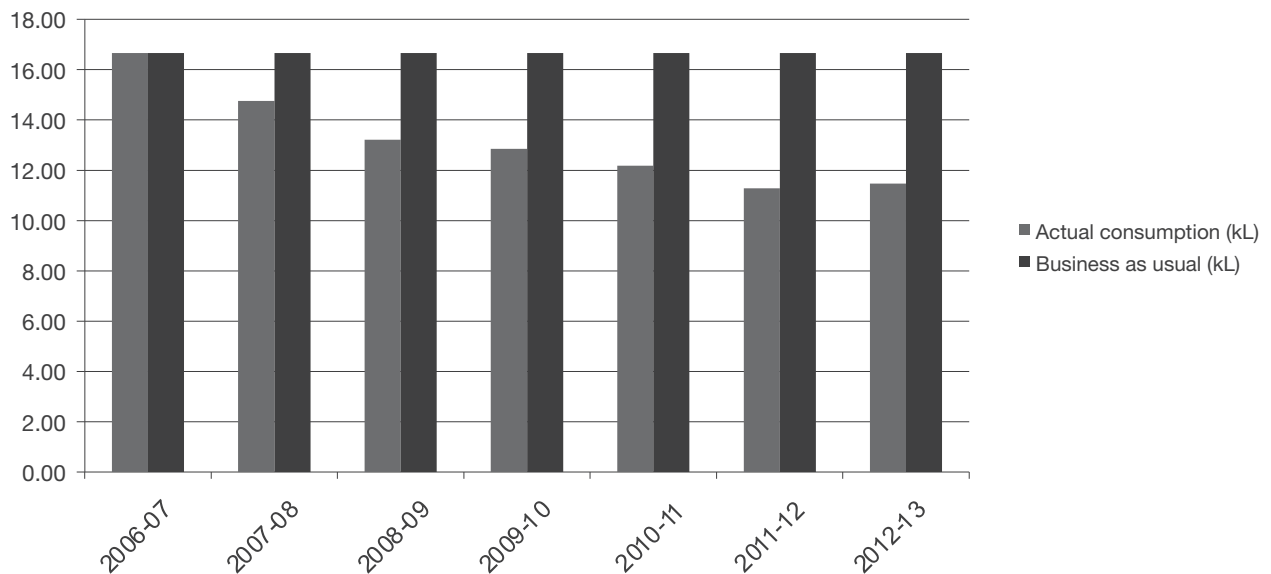
Total water consumption (kL)

(Actual consumption compared to business-as-usual consumption.)



Total water consumption by FTE (kL/FTE)

(Actual consumption compared to business-as-usual consumption.)



Explanatory Notes

Water usage (kL) data requested from 16 separate retailers through the Department of Sustainability and Environment (DSE)

¹ One man stations not included in the analysis, as residential and operational consumption not separable in most cases. They account in total for 26 per cent of sites, and 0.007 per cent of FTEs.

² Statistics for 2011-12 have been amended based on revised source data.

Targets for 2013-14

The expansion of compliance audits will be undertaken as part of more comprehensive building efficiency audits.

PAPER MANAGEMENT

The focus of this program is to reduce consumption levels of paper and increase use of recycled paper.

Actions undertaken during 2012-13

- Continued focus on the use of duplex rather than simplex printing in addition to using mono rather than colour printing during the reporting period.
- Emphasis on the use of recycled-content paper and Australian made products was also high on the agenda for this function.

Results for 2012-13

Indicator (A4 Ream Equivalents)	2011-12	2012-13
Total units of copy paper used.	191,672	186,224
Units of copy paper used per FTE, (reams/FTE).	12.27	12.36
Percentage of 76-100% recycled-content copy paper purchased, (%).	44.26	31.00
Percentage of 50-75% recycled-content copy paper purchased, (%).	42.41	31.00
Percentage of 1-49% recycled-content copy paper purchased, (%).	3.23	1.00
Percentage of virgin-fibre copy paper purchased.	10.10	17.00

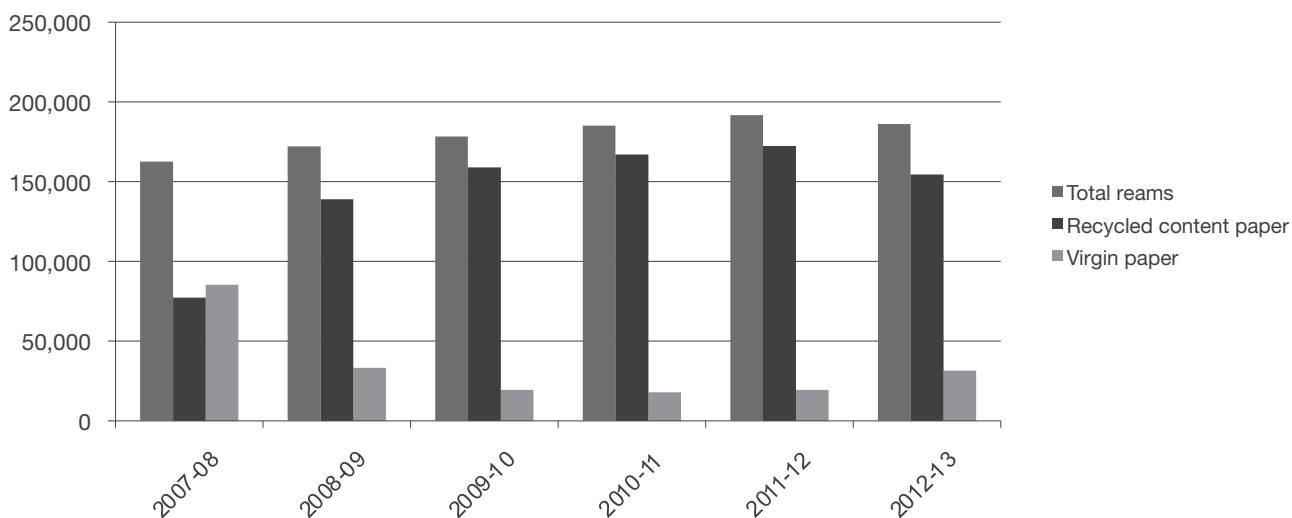
Trends in copy paper consumption

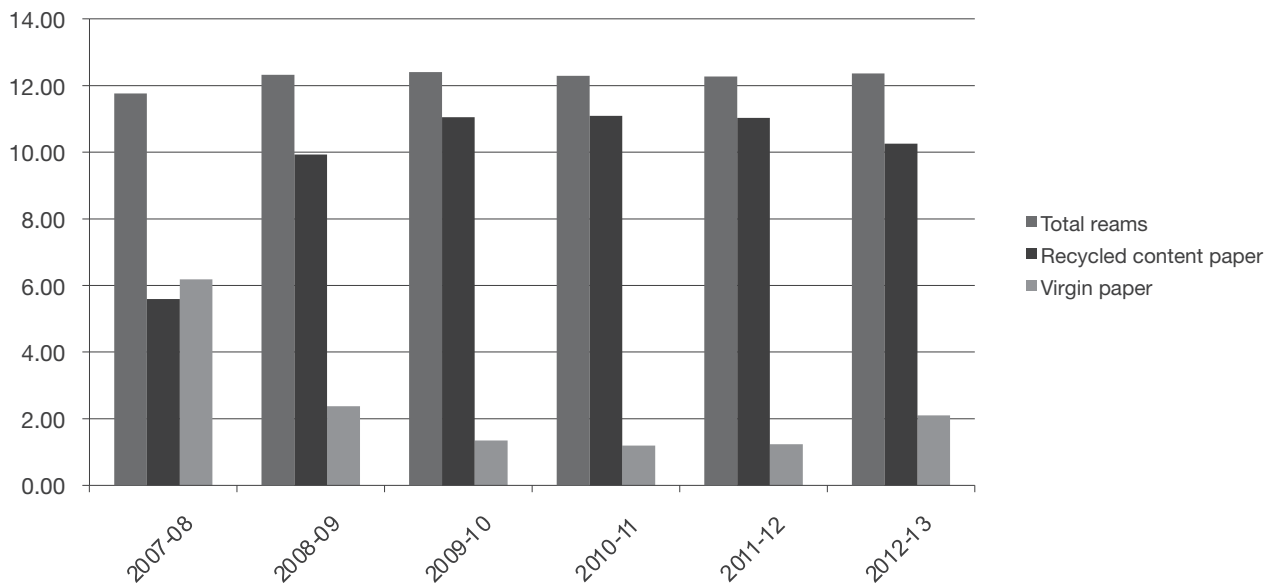
- Although the total number of reams purchased by Victoria Police continues to decrease, year-on-year, the number of reams consumed per FTE continues to remain higher than expected. This year's slightly increased use of reams/FTE, compared with 2011-12 can, in part, be explained by the reduction in

the organisation's overall FTE. The figures for 2013-14 will determine whether or not this increase was an aberration or an indication of an upwards trend.

- The increasing use of virgin-fibre paper is an unexpected outcome and may be related to cost pressures rather than a preference for non-recycled paper.

Total paper consumption (reams)



Total paper consumption by FTE (reams/FTE)**Explanatory Notes**

- 2011-12 reams per FTE Figure has been adjusted based on revised source data.
- Victoria Police's FTE at 30 June 2013 is 3.6 per cent lower than at 30 June 2012 as a result of unsworn staff separations. Most of the separations occurred late in the financial year and this may have skewed the outcomes and resulted in a slightly elevated number of reams consumed per FTE. It is anticipated the downwards trends of this metric will continue in future years.

Targets for 2013-14

Renew interaction with procurement areas across the organisation to determine reasons for the continued use of virgin-fibre copy paper and develop strategies to reduce the current levels.

to reduce the quantities of waste being sent to landfill annually. Among the initiatives to be introduced by the Branch are the Waste Minimisation System (WMS), the Paper Management System, metals recycling, and a range of other targeted waste functions.

WASTE MANAGEMENT PROGRAM

The ESB has developed and implemented a range of projects and systems designed

Actions undertaken during 2012-13

Actions during the reporting period were limited to advice and management of waste arrangements for new CBD office relocations.

Results for 2012-13

Indicator	2011-12			2012-13		
	Landfill	Co-mingled	Compost	Landfill	Co-mingled	Compost
Total units of waste disposed of by destination (kg/year)	24,000	146,500	51,500	N/A	N/A	N/A
Units of waste disposed of per FTE by destinations (kg/FTE)	3.78	23.07	8.11	N/A	N/A	N/A
Recycling rate (percent of total waste)		89.19%			N/A	
Greenhouse gas emissions associated with waste disposal (tCO ₂ e)		19.25			N/A	

Targets for 2013-14

At this stage, no specific targets have been set for the Waste Management Program.

SUSTAINABLE TRANSPORT

Energy and emissions data for the Victoria Police fleet was as follows:

	2008-09	2009-10	2010-11	2011-12	2012-13
Total Energy Consumption by Vehicles (Megajoules)	378.40	371.20	368.60	372.82	373.05
Total Vehicle Travel Associated with Victoria Police Operations (Kilometres)	84,679,983	80,032,147	87,171,188	86,227,501	87,035,882
Total Greenhouse Gas Emissions from vehicle fleet (tonnes CO ₂ -e)	28,380	27,838	27,643	27,962	27,979
Greenhouse Gas Emissions from Vehicle fleet per 1000 kilometres travelled (CO ₂ -e)	0.335	0.348	0.317	0.324	0.321

Note: 2011-12 figures have been amended following rectification of an identified data error.

APPENDIX L

COMPLIANCE WITH OTHER LEGISLATION

Firearms Act 1996 (Section 153C)

	2011-12	2012-13
Searches	12	27
FIREARMS found*	2011-12	2012-13
Rifle	3	1
Air rifle/gun	0	0
Shotgun	0	1
Handgun	0	1
Machine Gun	0	0
Sawnoff firearm	0	0
Imitation firearm	0	0
Cartridge ammunition	0	1
Other firearm	2	3
Total	5	7

Note

This data is extracted manually from free-text fields in the LEAP database, and is not readily available due to limitations with existing resources and recording systems. Solutions to this issue are currently being identified, for incorporation into 2013-14 reporting.

Control of Weapons Act 1990 (Section 10B)

	2011-12	2012-13
No of Searches under Act*	2982	465

Control of Weapons Act 1990 (Section 10G)

Location	Running Totals	
	Newmarket 13/07/2012	Boronia 30/08/2012
Date		
Persons Searched (Full)		0
Weapons Found during Full Search		
Persons Searched (Pat Down)		0
Persons Searched (Walkthrough/Wand)	229	236
Total Searches	229	236
Weapons Found	2	2
People Charged over weapons	1	2
Ratio of people searched-weapons found:	1 to 115	1 to 118
Penalty Notices - Weapons	0	0
Penalty Notices - Other	11	6
Child Cautions	0	0
Drugs Located	0	0
Refuse to comply	0	0
Obstruct / Hinder Police	0	0
Additional arrests/warrant/ summons	0	0
Field Contact Reports	0	1
Information Reports	0	0
Car Checks	0	0
Resourcing	32	30

Note

* This figure represents the total number of searches undertaken as part of search operations conducted within designated areas. It does not include all random searches undertaken by police and PSOs. This data is not readily available due to limitations with existing resources and recording systems. Solutions to this issue are currently being identified, for incorporation into 2013-14 reporting.

Drugs, Poisons and Controlled Substances Act 1981 (Section 60S)

Persons Contacted		
		9
Searches of persons under 18 years (s60E)	Searches of persons irrespective of age (s60F)	Unknown
7 persons	2 persons	0
Male	Female	Unknown
4	2	3
Indigenous	Non indigenous	Unknown
0	9	0
Surrendered substances and items on request of police officer (s60H 1(b))		
None =		0
Some =		0
All =		12
Unknown =		0
Returned (s60 N)		
None =		0
Some =		0
All =		0
Unknown =		0
Disposed (s60 O)		
None =		0
Some =		0
All =		12
Unknown =		0
Forfeited (s60 P)		
None =		0
Some =		0
All =		12
Unknown =		0
Substances seized		
aerosol (paint)		4
solvent		2
plastic bag		4
paper bag		0
container		0
gases (butane)		0
other (silicone)		2
Total		12

Graffiti Prevention Act 2007 (Section 17)

	2011-12	2012-13
Searches	194	64
Graffiti Implements found	2011-12	2012-13
Aerosol paint container	29	11
Texta / Marker	14	8
Other graffiti implement	5	1
Total	48	20

Note: this data is held in a free text field, not coded, and may not be complete.

Age group by financial year of date of search

Age	2011-12	2012-13
< 10	0	0
10 - 14	18	7
15 - 17	53	23
18 - 23	38	16
24 +	85	10
Unspecified	0	8
Total	194	64

Sex Offenders Registration Act 2004 (Section 62)*Composition of the Sex Offender Registry*

	Active	Inactive
Total Males	3148	1714
Total Females	58	24
Total	3206	
Total Juveniles <18 Years	1	1
Reporting Period		
4yrs	2	
7.5 yrs	20	
Custom	14	
8 Yrs	906	
15 yrs	1322	
Life	942	
Inactive Status		
In Custody		692
Interstate/Overseas		513
De-registered		346
Deceased		175
Suspended		12
Total		1738
Registry Total	4944	

Notes

Data extracted from the Sex Offender Registry (SOR) database on Friday 28 June 2013.

Data is subject to change.

The period the data relates to is as at 30 June 2013.

APPENDIX M**BUDGET PORTFOLIO OUTCOME**

The budget portfolio outcome provides comparisons between the actual financial statements and the published budget papers for the financial year. The budget portfolio outcome is comprised of the comprehensive operating statement, balance sheet, cashflow statement, and administered items.

The budget portfolio outcome statements are not subject to audit by the Victorian Auditor-General's Office and they are not prepared on the same basis as Victoria Police's audited financial statements.

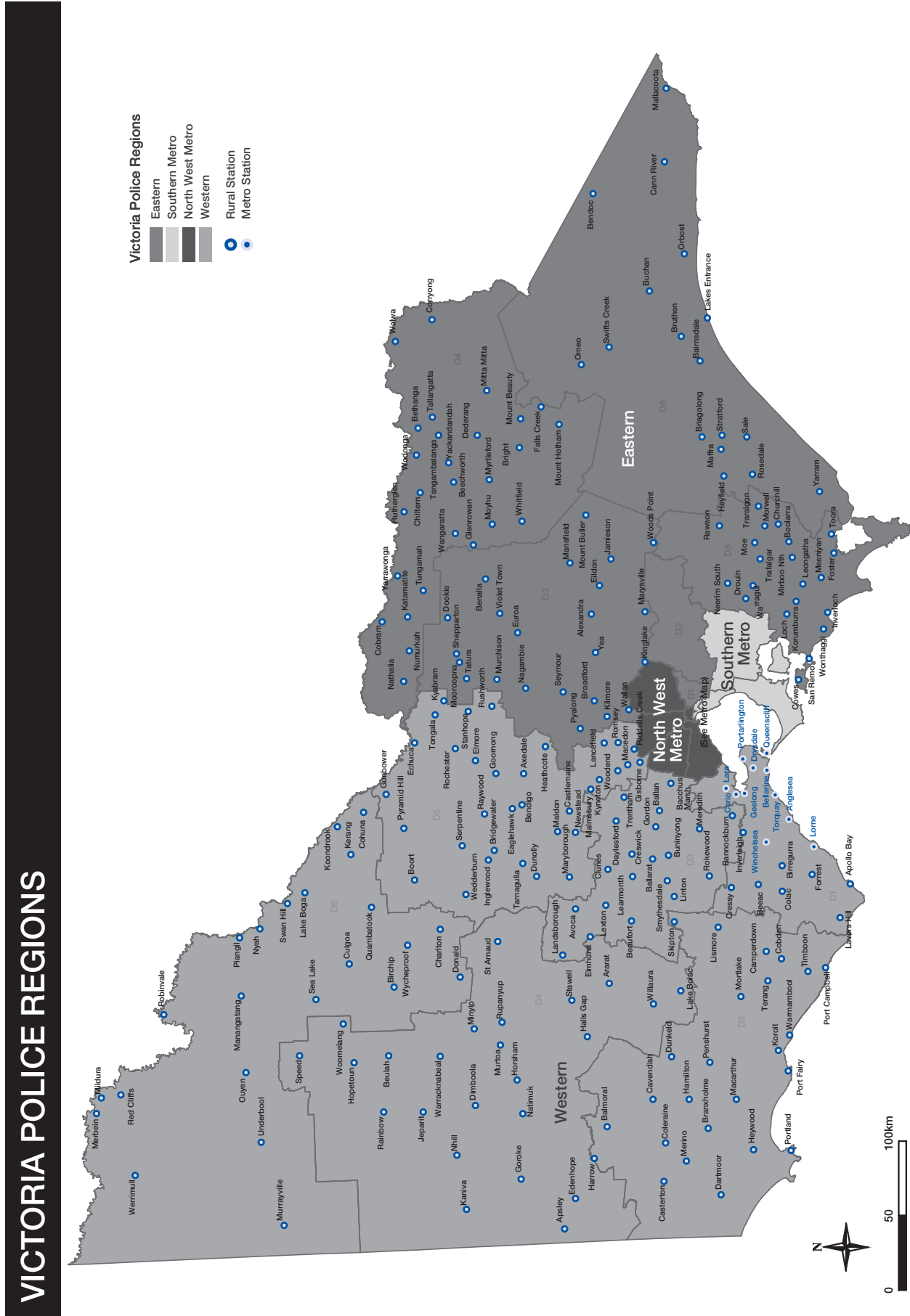
Comprehensive operating statement for the year ended 30th June 2013	2013 Actual \$'000	2013 Budget \$'000
Income from transactions		
Output appropriations	2,121,978	2,107,205
Interest	76	50
Sale of Goods and Services	1,225	0
Grants	4,234	3,700
Fair value of assets and services received free of charge or for nominal consideration	1,601	500
Other Income	2,799	5,514
Total income from transactions	2,131,913	2,116,969
Expenses from Transactions		
Employee benefits	1,575,216	1,524,227
Depreciation and amortisation	72,167	76,239
Interest expense	3,478	3,767
Capital asset charge	78,948	78,948
Purchase of supplies and services	414,465	425,365
Grants and other transfers		11,470
Total expenses from transactions	2,144,273	2,120,015
Net result from transactions (net operating balance)	(12,360)	(3,046)
Other economic flows included in net result		
Net gain/(loss) on non-financial assets	13,156	10,700
Other gains(loss) from other economic flows		
Total other economic flows included in net result	13,156	10,700
Comprehensive result	796	7,654

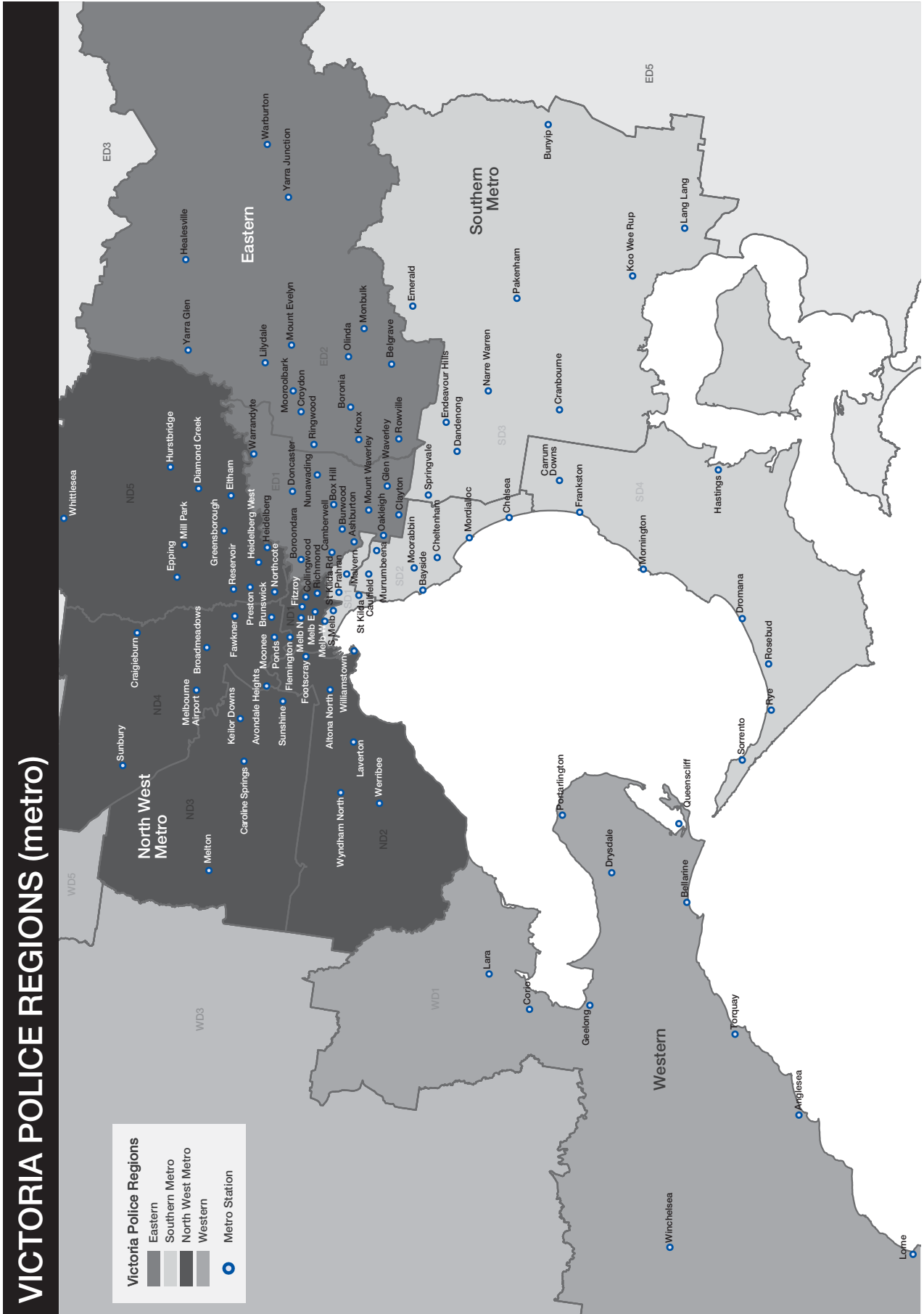
Balance Sheet as at 30 June 2013	2013 Actual \$'000	2013 Budget \$'000
Assets		
Financial assets		
Cash and deposits	34,601	50,568
Receivables	362,552	396,674
Total financial assets	397,154	447,242
Non financial assets		
Inventories	7,946	5,274
Non-financial assets classified as held for sale, including disposal group assets	11,989	15,097
Property, plant and equipment	1,289,566	1,274,753
Intangible assets	7,499	3,242
Other	250	40
Total non financial assets	1,317,249	1,298,405
Total Assets	1,714,403	1,745,647
Liabilities		
Payables	57,401	74,283
Borrowings	64,088	52,524
Provisions	432,108	449,629
Total Liabilities	553,596	576,437
Net Assets	1,160,807	1,169,211
Equity		
Accumulated Surplus / (Deficit)	43,435	50,296
Reserves	570,491	570,491
Contributed Capital	546,881	548,423
Total Equity	1,160,807	1,169,211

Cash Flow Statement for the financial year ended 30 June 2013	2013 Actual \$'000	2013 Budget \$'000
Cash flow from operating activities		
Receipts from Department of Justice	2,123,870	2,108,712
Other Cash Receipts	7,822	2,700
Payments of grants and other transfers	(624)	(12,456)
Payments to suppliers and employees	(1,991,347)	(1,898,050)
Interest received	77	50
Capital asset charge	(78,948)	(81,935)
Borrowing costs	(3,478)	(3,767)
GST paid to or received from ATO	843	0
Net cash flows from /(used) in operating activities	58,216	115,255
Cash flows from investing activities		
Proceeds from the sale of non-financial assets	27,517	34,000
Payments for non-financial assets	(100,348)	(124,338)
Net Investments	(74,193)	(47,725)
Net cash provided by /(used) in investing activities	(147,023)	(138,062)
Cash flows from financing activities		
Proceeds from capital contribution by Department of Justice	10,259	47,942
Prepayments of finance leases	0	(1,757)
Net borrowings	80,659	(9,300)
Net cash flows from /(used) in financing activities	90,918	36,885
Net increase/(decrease) in cash and cash equivalents	2,110	14,077
Cash and cash equivalents at the beginning of the financial year	32,491	0
Cash and cash equivalents at the end of the financial year	34,601	0

Administered Items Statement for the year ended 30th June 2013	2013 Actual \$'000	2013 Budget \$'000
Administered income		
Interest	87	17
Sales of goods and services	11,578	29,484
Grants	3,092	3,500
Other income	21,453	2,823
Total administered income	36,210	35,824
Administered expenses		
Employee benefits	3,366	2,321
Depreciation and amortisation	4	43
Grants and other transfers	2,367	0
Payments into consolidated fund	38,939	30,631
Other operating expenses	1,093	2,038
Total administered expense	45,769	35,033
Income less expenses	(9,559)	791
Other economic flows included in net result		
Net gain(loss) on non-financial assets	2,515	700
Net Result	(7,044)	1,491
Comprehensive Result	(7,044)	1,491
Administered assets		
Cash and deposits	20,430	19,991
Receivables	1,208	4,789
Other financial assets	0	2,000
Non financial assets classified as held for sale	(12,551)	(5,480)
Property, plant and equipment	(6,525)	(6,563)
Other non-financial assets	0	0
Total administered assets	2,563	14,738
Administered liabilities		
Payables	18,355	18,694
Provisions	474	459
Total administered liabilities	18,829	19,154
Net Assets	(16,266)	(4,416)
Equity		
Accumulated Surplus/Deficit	(17,260)	(5,410)
Contributed Capital	994	994
	(16,266)	(4,416)

APPENDIX N





APPENDIX O**ACRONYM GLOSSARY**

AC	Assistant Commissioner	NSCSP	National Survey of Community Satisfaction with Policing
APM	Australian Police Medal	OHS	Occupational Health and Safety
BSD	Business Services Department	OMCG	Outlaw MotorCycle Gangs
CAATs	Computer Assisted Audit Technique	OPI	Office of Police Integrity
CAG	Corporate Advisory Group	OPTIC	Operational Police Training in the Community
CAPs	Continuous Auditing Programs	OTST	Operational Tactics and Safety Training
CATCH	Crime and Traffic Connecting on Highways	PAB	Police Appeals Board
CCP	Chief Commissioner of Police	PAEC	Public Accounts and Estimates Committee
CIO	Chief Information Officer	PIPP	Policing Information Process and Practice
CLEDS	Commissioner for Law Enforcement Data Security	PSA	Police Service Area
CoPIFV	Code of Practice for the Investigation of Family Violence	PSC	Professional Standards Command
CSG	Corporate Strategy and Governance	PSM	Public Service Medal
DC	Deputy Commissioner	PSO	Protective Services Officer
DOJ	Department of Justice	PYLET	Police Youth Leaders Engagement Team
DTWP	Designated Training Workplace Program	RPDAS	Road Policing Drug and Alcohol Section
ETC	Engagement Through Communication	SAFER	Safety and Accountability in Families: Evidence and Research
FOI	Freedom of Information	SIIU	Sporting Integrity Intelligence Unit
FRD	Financial Reporting Direction	SMLDP	Senior Managers Leadership Development Program
FTE	Full-Time Equivalent	SOCIT	Sexual Offences & Child Abuse Investigation Team
FVI	Family Violence Incident	SOG	Special Operations Group
ICSC	Intelligence and Covert Support Command	VAGO	Victorian Auditor-Generals Office
IPRMM	Integrated Planning and Risk Management Model	VIFM	Victorian Institute of Forensic Medicine
LEAP	Law Enforcement Assistance Program	VIPP	Victorian Industry Participation Policy
LTIFR	Lost Time Injury Frequency Rate	VPARC	Victoria Police Audit & Risk Committee
MCC	Melbourne Custody Centre	VPLMP	Victoria Police Leadership Mentoring Program
MCCD	Media and Corporate Communications Department	VPS	Victorian Public Service
MCIU	Major Collision Investigation Unit		

06.

FINANCIAL STATEMENTS

Comprehensive operating statement	102
Balance sheet.....	103
Cash flow statement.....	104
Statement of changes in equity.....	105
Accountable officer's and Chief finance officer's declaration.....	106
Auditor's report	107
Notes to the financial statements	109
Note 1. Summary of significant accounting policies	109
Note 2. Income from transactions.....	123
Note 3. Expenses from transactions	124
Note 4. Ex-gratia payments	125
Note 5. Other economic flows	125
Note 6. Receivables.....	126
Note 7. Inventories	127
Note 8. Other non-financial assets.....	127
Note 9. Non-financial physical assets classified as held for sale.....	127
Note 10. Property, plant and equipment	128
Note 11. Property, plant and equipment: movements in carrying amounts.....	130
Note 12. Intangible assets	132
Note 13. Payables	132
Note 14. Borrowings	133
Note 15. Provisions	134
Note 16. Superannuation.....	135
Note 17. Leases	136
Note 18. Commitments for expenditure	138
Note 19. Contingent liabilities	138
Note 20. Financial instruments.....	139
Note 21. Cash flow information.....	143
Note 22. Physical asset revaluation surplus	144
Note 23. Administered items	145
Note 24. Annotated income agreements	146
Note 25. Trust account balances	147
Note 26. Responsible persons.....	148
Note 27. Remuneration of executives	150
Note 28. Remuneration of auditors	151
Note 29. Subsequent events	151
Note 30. Glossary of terms.....	152

Comprehensive operating statement

for the financial year ended 30 June 2013

	<i>Note</i>	2013 \$'000	2012 \$'000
Income from transactions			
Revenue from Government	<i>2(a)</i>	2,121,978	2,041,299
Other income	<i>2(b)</i>	17,340	9,724
Total income from transactions		2,139,318	2,051,023
Expenses from transactions			
Employee expenses	<i>3(a)</i>	1,575,427	1,476,981
Depreciation and amortisation	<i>3(b)</i>	72,167	67,816
Capital asset charge	<i>3(c)</i>	78,948	76,436
Supplies and services	<i>3(d)</i>	421,658	456,854
Interest expense	<i>3(e)</i>	3,478	3,485
Total expenses from transactions		2,151,676	2,081,572
Net result from transactions (net operating balance)	<i>(i)</i>	(12,358)	(30,549)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	<i>5(a)</i>	9,186	7,245
Net gain/(loss) from other economic flows	<i>5(b)</i>	3,970	(12,983)
Total other economic flows included in net result	<i>(i)</i>	13,156	(5,738)
Net result		798	(36,286)
Comprehensive result		798	(36,286)

Notes

(i) The 2011-12 comparative figures have been adjusted to reflect the reclassification of assets recognised for the first time as an economic flow.

The above comprehensive operating statement should be read in conjunction with the accompanying notes.

Balance sheet

as at 30 June 2013

Assets	<i>Note</i>	2013 \$'000	2012 \$'000
Financial assets			
Cash and deposits	21(a)	34,601	32,491
Receivables	6	342,924	340,982
Total financial assets		377,525	373,473
Non-financial assets			
Other non-financial assets	8	19,532	28,372
Inventories	7	7,946	5,274
Non-financial physical assets classified as held for sale	9	11,989	21,735
Property, plant and equipment	10	1,289,567	1,276,667
Intangible assets	12	7,498	3,241
Total non-financial assets		1,336,532	1,335,290
Total assets		1,714,057	1,708,763
Liabilities			
Payables	13	56,602	53,075
Borrowings	14	64,088	63,582
Provisions	15	432,560	435,237
Total liabilities		553,249	551,894
Net assets		1,160,808	1,156,869
Equity			
Accumulated surplus		43,436	42,639
Contributed capital		546,881	543,739
Physical asset revaluation surplus	22	570,491	570,491
Net Worth		1,160,808	1,156,869
Commitments for expenditure	18		
Contingent liabilities	19		

Notes

The above balance sheet should be read in conjunction with the accompanying notes.

Cash flow statement

for the financial year ended 30 June 2013

	<i>Notes</i>	2013	2012
		\$'000	\$'000
Cash flows from operating activities			
Receipts from Department of Justice		2,110,564	2,054,691
Donations & other contributions		16,789	11,356
Sales of goods and services		1,225	836
Interest received		76	98
GST received from ATO (i)		51,288	50,278
Payments to suppliers and employees		(2,045,927)	(1,978,461)
Capital asset charge		(78,948)	(76,436)
Interest expense		(3,478)	(3,485)
Net cash flows from/(used in) operating activities	<i>21(c)</i>	51,591	58,877
Cash flows from investing activities			
Proceeds on sale of property, plant & equipment		27,518	24,471
Payments for property, plant & equipment		(37,896)	(65,324)
Net cash flows from/(used in) investing activities		(10,378)	(40,853)
Cash flows from financing activities			
Proceeds from capital contribution by the Department of Justice		10,261	17,190
Repayment of finance leases		(49,364)	(40,314)
Net cash flows from/(used in) financing activities		(39,103)	(23,124)
Net increase/(decrease) in cash and cash equivalents		2,110	(5,099)
Cash and cash equivalents at the beginning of the financial year		32,491	37,591
Cash and cash equivalents at the end of the financial year	<i>21(a)</i>	34,601	32,491

Notes

The above cash flow statement should be read in conjunction with the accompanying notes.

(i) Goods and Services Tax presented on a net basis

Statement of changes in equity

for the financial year ended 30 June 2013

	Physical Asset Revaluation Surplus \$'000	Accumulated Surplus \$'000	Contributions by Owner \$'000	Total \$'000
Balance at 1 July 2011	570,491	78,927	527,146	1,176,564
Net Result from transactions for the year	0	(30,549)	0	(30,549)
Other comprehensive income for the year	0	(5,738)	0	(5,738)
Capital contribution from /(to) other state departments/entities	0	0	(1,175)	(1,175)
Capital contribution by Dept of Justice as part of annual grants	0		17,768	17,768
Balance at 30 June 2012	570,491	42,641	543,739	1,156,870
Net Result from transactions for the year	0	(12,358)	0	(12,358)
Other comprehensive income for the year	0	13,156	0	13,156
Capital contribution from /(to) other state departments/entities	0	0	(7,121)	(7,121)
Capital contribution by Dept of Justice as part of annual grants	0	0	10,261	10,261
Balance at 30 June 2013	570,491	43,436	546,881	1,160,808

Notes

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Accountable Officer's and Chief Finance Officer's Declaration

The attached financial statements for Victoria Police have been prepared in accordance with Standing Directions 4.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity, and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2013 and financial position of Victoria Police at 30 June 2013.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 19 August 2013.



Ken D Lay APM
Chief Commissioner
Melbourne
19 August 2013



Peter Froutzis
A/Chief Finance Officer
Melbourne
19 August 2013

VAGO

Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000
Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010
Email comments@audit.vic.gov.au
Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Chief Commissioner, Victoria Police

The Financial Report

The accompanying financial report for the year ended 30 June 2013 of Victoria Police which comprises the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity, notes comprising a summary of significant accounting policies and other explanatory information, and the Accountable Officer's and Chief Finance Officer's declaration has been audited.

The Chief Commissioner's Responsibility for the Financial Report

The Chief Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*, and for such internal control as the Chief Commissioner determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Chief Commissioner, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

Independence

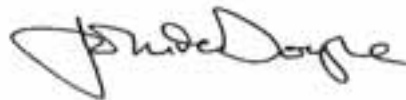
The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of Victoria Police as at 30 June 2013 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of Victoria Police for the year ended 30 June 2013 included both in Victoria Police's annual report and on the website. The Chief Commissioner of Victoria Police is responsible for the integrity of Victoria Police's website. I have not been engaged to report on the integrity of Victoria Police's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in the website version of the financial report.



MELBOURNE
4 September 2013

John Doyle
Auditor-General

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The annual financial statements represent the audited general purpose financial statements for Victoria Police for the period ending 30 June 2013.

The purpose of the report is to provide users with information about Victoria Police's stewardship of resources entrusted to it.

(A) Statement of compliance

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to non-for-profit entities have been applied.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

To gain a better understanding of the terminology used in this report, a glossary of terms and style conventions can be found in Note 30 Glossary of terms.

The annual financial statements were authorised for issue by the Chief Commissioner of Police on 19 August 2013.

(B) Basis of accounting preparation and measurement

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying

values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, plant and equipment, refer to Note 1 (L) Non-financial assets; and
- actuarial assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates refer to Note 1 (M) Liabilities.

These financial statements are presented in Australian dollars, and are prepared in accordance with the historical cost convention except for:

- non-financial physical assets which, subsequent to acquisition, are measured at a revalued amount being their fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent impairment losses. Revaluations are made with sufficient regularity to ensure that the carrying amounts do not materially differ from their fair value;
- the fair value of an asset other than land is generally based on its depreciated replacement value; and
- long service leave liability that is calculated with regard to actuarial assessments of the future inflation factor.

(C) Reporting entity

The financial statements cover Victoria Police as an individual reporting entity. Victoria Police is an administrative agency acting on behalf of the Crown. Its principal address is:

Victoria Police Centre
637 Flinders Street
Docklands VIC 3008

The financial statements include all the controlled activities of Victoria Police, including all funds through which Victoria Police controls resources to carry on its functions.

A description of the nature of Victoria Police's operations and its principal activities is included in the report of operations on page 9 which does not form part of these financial statements.

Objectives and funding

The objectives of Victoria Police are to provide a safe, secure and orderly society by serving the community and the law. Funding is provided to carry out its statutory obligations of preserving the peace, protecting life and property, preventing offences, detecting and apprehending offenders and helping those in need.

Victoria Police is predominantly funded by grants received from the Department of Justice.

Outputs of Victoria Police

The Policing Services output represents the Victoria Police contribution to the Government's desired outcome of Community Safety and Crime Prevention. It includes the prevention, detection and investigation of crime; responding to community calls for assistance in matters of personal and public safety and in emergencies; and promoting safer road user behaviour by road traffic law enforcement. These services reflect a focus on reducing the overall incidence and fear of crime and enhancing the safety of the Victorian community.

(D) Basis of consolidation

In accordance with AASB 127 *Consolidated and Separate Financial Statements*:

- The consolidated financial statements of Victoria Police incorporates assets and liabilities of all reporting entities controlled by Victoria Police as at 30 June 2013, and their income and expenses for that part of the reporting period in which control existed.
- The consolidated financial statements exclude bodies within Victoria Police's portfolio that are

not controlled by Victoria Police and therefore are not consolidated. Bodies and activities that are administered (see explanation below under administered items) are also not controlled and not consolidated.

In the process of preparing consolidated financial statements for Victoria Police all material transactions and balances between consolidated entities are eliminated. Bodies consolidated into Victoria Police's reporting entity are the Traffic Information System, and the Commissioner for Law Enforcement Data Security.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of Victoria Police.

Administered items

Certain resources are administered by Victoria Police on behalf of the State. While Victoria Police is accountable for the transactions involving administered items, it does not have the discretion to deploy the resources for its own benefit or the achievement of its objectives. Accordingly, transactions and balances relating to administered items are not recognised as Victoria Police income, expenses, assets or liabilities within the body of the financial statements.

Administered income includes fees and fines and the proceeds from the sale of administered surplus property. Administered assets include government income earned but yet to be collected. Administered liabilities include government expenses incurred but yet to be paid.

Except as otherwise disclosed, administered resources are accounted for on an accrual basis using the same accounting policies adopted for recognition of the Victoria Police items in the financial statements. Both controlled and administered items of Victoria Police are consolidated into the financial statements of the State.

Disclosures related to administered items can be found in Note 23 Administered items.

Funds held in trust - Other trust activities on behalf of parties external to the Victorian Government

Victoria Police has responsibility for transactions and balances relating to trust funds on behalf of third parties external to the Victorian Government. Income, expenses, assets and liabilities managed on behalf of third parties are not recognised in these financial statements as they are managed on a fiduciary and custodial basis, and therefore are not controlled by Victoria Police or the Victorian Government. These transactions and balances are reported in Note 25 (c) Third party funds under management.

(E) Scope and presentation of financial statements

Comprehensive operating statement

Income and expenses in the comprehensive operating statement are classified according to whether or not they arise from 'transactions' or 'other economic flows'. This classification is consistent with the whole of government reporting format and is allowed under AASB 101 *Presentation of Financial Statements*.

'Transactions' and 'other economic flows' are defined by the *Australian system of government finance statistics: Concepts, Sources and Methods 2005 and Amendments to Australian System of Government Finance Statistics, 2005* (ABS Catalogue No. 5514.0) (the GFS manual), refer Note 30 Glossary of terms.

'Transactions' are those economic flows that are considered to arise as a result of policy decisions, usually interactions between two entities by mutual agreement. Transactions also include flows in an entity, such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the Government and taxpayers. Transactions can be in kind (e.g. assets provided / given free of charge or for nominal consideration) or where the final consideration is cash.

'Other economic flows' are changes arising from market re-measurements. They include gains and losses from disposals, revaluations

and impairments of non-current physical and intangible assets.

The net result is equivalent to profit or loss derived in accordance with AASs.

Balance sheet

Assets and liabilities are presented in liquidity order with assets aggregated into financial and non-financial assets.

Current and non-current assets and liabilities (non-current being those assets or liabilities expected to be recovered or settled beyond 12 months) are disclosed in the notes, where relevant.

Cash flow statement

Cash flows are classified according to whether or not they arise from operating, investing, or financing activities. This classification is consistent with requirements under AASB 107 *Statement of Cash Flows*.

For cash flow statement presentation purposes cash and cash equivalents include bank overdrafts, which are included in cash and deposits on the balance sheet.

Statement of changes in equity

The statement of changes in equity presents reconciliations of each non-owner and owner changes in equity from opening balance at the beginning of the reporting period to the closing balance at the end of the reporting period. It also shows separately changes due to amounts recognised in the 'Comprehensive result' and amounts recognised in 'Other economic flows – other movements in equity' related to 'Transactions with owner in its capacity as owner'.

Rounding

Amounts in the financial statements (including the notes) have been rounded to the nearest thousand dollars, unless otherwise stated. Figures in the financial statements may not equate due to roundings.

(F) Income from transactions

Income is recognised to the extent that it is probable that the economic benefits will flow to the entity and the income can be reliably measured at fair value.

Revenue from government - Grants received from the Department of Justice

Revenue from government becomes controlled and is recognised by Victoria Police when it has been granted by the Department of Justice. Additionally, Victoria Police is permitted under section 29 of the *Financial Management Act 1994* to have certain income annotated to the revenue from government. The income which forms part of a section 29 agreement is recognised by Victoria Police and the receipts paid into the Consolidated Fund as an administered item. At the point of income recognition, section 29 provides for an equivalent amount to be added to the Department of Justice annual appropriation which is then granted to Victoria Police. Examples of receipts which can form part of a section 29 agreement are Commonwealth specific purpose grants, the proceeds from the sale of assets and income from the sale of products and services.

Where applicable, amounts disclosed as income are net of returns, allowances, duties and taxes. All amounts of income over which Victoria Police does not have control are disclosed as administered income in the schedule of administered income and expenses, refer Note 23 Administered items. Income is recognised for each of Victoria Police's major activities as follows:

Income from grants received is based on the output Victoria Police provides to Government and is recognised when the output has been delivered and the relevant Minister has certified delivery of the output in accordance with specified performance criteria.

Other income

Sales of goods and services - Income from the supply of services

Income from the supply of services is recognised by reference to the stage of completion of the services being performed. The income is recognised when:

- the amount of the income, stage of completion and transaction costs incurred can be reliably measured; and

- it is probable that the economic benefits associated with the transaction will flow to Victoria Police.

Under the stage of completion method, income is recognised by reference to labour hours supplied or to labour hours supplied as a percentage of total services to be performed in each annual reporting period.

Sales of goods and services - Income from sale of goods

Income from the sale of goods is recognised when:

- Victoria Police no longer has any of the significant risks and rewards of ownership of the goods transferred to the buyer;
- Victoria Police no longer has continuing managerial involvement to the degree usually associated with ownership, nor effective control over the goods sold;
- the amount of income, and the costs incurred or to be incurred in respect of the transactions, can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to Victoria Police.

Interest income

Interest includes interest received on term deposits and other investments and the unwinding over time of the discount on financial assets. Interest income is recognised using the effective interest method which allocates the interest over the relevant period.

Net realised and unrealised gains and losses on the revaluation of investments do not form part of income from transactions, but are reported either as part of income from other economic flows in the net result or as unrealised gains and losses taken directly to equity, forming part of the total change in net worth in the comprehensive result.

Grants received in relation to trusts

Income from grants (other than contribution by owners) is recognised when Victoria Police gains control over the contribution.

Where such grants are payable into the Consolidated Fund, they are reported as

administered income, refer to Note 1(D) Basis of consolidation, and Note 1(J) Financial instruments. For reciprocal grants (i.e. equal value is given back by Victoria Police to the provider), Victoria Police is deemed to have assumed control when the performance obligations under the terms of the grant have been satisfied. For non-reciprocal grants, Victoria Police is deemed to have assumed control when the grant is receivable or received. Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

Other trust income

Other trust income includes private sector donations and fringe benefits tax receipts.

Plant and equipment received free of charge or for nominal consideration

Contributions of resources received free of charge or for nominal consideration are recognised at fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use. Contributions in the form of services are only recognised when a fair value can be reliably determined and the services would have been purchased if not received as a donation.

(G) Expenses from transactions

Expenses from transactions are recognised as they are incurred and reported in the financial year to which they relate.

Employee expenses

Refer to the section in Note 1 (M) Liabilities regarding employee benefits.

These expenses include all costs related to employment including wages and salaries, superannuation, fringe benefits tax, leave entitlements, redundancy payments and WorkCover premiums.

Superannuation

The amount recognised in the comprehensive operating statement is the employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

The Department of Treasury and Finance (DTF) in their Annual Financial Statements disclose on behalf of the State as the sponsoring employer, the net defined benefit cost related to the members of these plans as an administered liability. Refer to DTF's Annual Financial Statements for more detailed disclosures in relation to these plans.

Depreciation and amortisation

All buildings, plant and equipment and other non-financial physical assets (excluding items under operating leases, assets held-for-sale, and land) that have finite useful lives are depreciated. Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Refer to Note 1 (L) Non-financial assets for the depreciation policy for leasehold improvements.

The estimated remaining useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

The following are typical estimated useful lives for the different asset classes for current and prior years:

	2013	2012
Buildings	1-50 years	1-53 years
Leasehold improvements	1-20 years	1-42 years
Plant and equipment	1-40 years	1-39 years
Leased plant and equipment	1-3 years	1-3 years
Software	1-5 years	1-3 years

Land and core cultural assets, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Intangible produced assets with finite useful lives are amortised as an expense from transactions on a systematic (typically straight-line) basis over the asset's useful life. Amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

The consumption of intangible non-produced assets with finite useful lives is not classified as a transaction, but as amortisation and is included in the net result as an other economic flow.

Interest expense

Interest expense is recognised in the period in which it is incurred. Refer to Note 30 Glossary of terms for an explanation of interest expense items.

Capital asset charge

The capital asset charge is calculated on the revised budgeted carrying amount of applicable non-financial physical assets.

Supplies and services

Supplies and services expenses generally represent the day to day running costs incurred in normal operations and include:

Grants and other transfers

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as grants, subsidies, and other transfer payments made to State owned agencies and local government. Refer to Note 30 Glossary of terms for an explanation of grants and other transfers.

Ex Gratia payments

These are payments made to employees or members of the public to compensate or reimburse, where Victoria Police are not legally bound to make one.

Bad and doubtful debts

Refer to Note 1(K) Financial assets – Impairment of non-financial assets.

Assets and services provided free of charge or for nominal consideration

Contributions of resources provided free of charge or for nominal consideration are recognised at their fair value when the transferee obtains control over them, irrespective of whether restrictions or conditions are imposed over the use of the contributions, unless received from another government department or agency as a consequence of a restructuring of administrative

arrangements. In the latter case, such a transfer will be recognised at its carrying value.

Contributions in the form of services are only recognised when a fair value can be reliably determined and the service would have been purchased.

(H) Other economic flows included in the net result

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

Net gain/ (loss) on non-financial assets

Net gain/ (loss) on non-financial assets and liabilities includes realised and unrealised gains and losses as follows:

Revaluation gains/ (losses) of non-financial physical assets

Refer to Note 1(L) Non-financial assets – Revaluations of non-financial physical assets.

Disposal of non-financial assets

Any gain or loss on the sale of non-financial assets is recognised at the date of disposal and is determined after deducting from the proceeds the carrying value of the asset at the time.

Impairment of non-financial assets

Intangible assets not yet available for use or with indefinite useful lives are tested annually for impairment (as described below) and whenever there is an indication that the asset may be impaired.

All other assets are assessed annually for indications of impairment, except for:

- inventories, refer to Note 1(L) Non-financial assets; and
- non-financial physical assets held-for-sale, refer to Note 1(L) Non-financial assets.

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an other economic flow, except to the extent that the write-down can be debited to an asset revaluation surplus amount applicable to that class of asset.

If there is an indication that there has been a change in the estimate of an asset's recoverable amount since the last impairment loss was recognised, the carrying amount shall be increased to its recoverable amount. This reversal of the impairment loss occurs only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

It is deemed that, in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made. The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

Refer to Note 1(L) Non-financial assets in relation to the recognition and measurement of non-financial assets.

Other gains (losses) from other economic flows

Other gains/ (losses) from other economic flows include the gains or losses from:

- transfer of amounts from the reserves and/ or accumulated surplus to net result due to disposal or derecognition or reclassification; and
- the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

(I) Administered income

Regulatory fees and fines

Victoria Police does not gain control over assets arising from fines and regulatory fees, consequently no income is recognised in Victoria Police's financial statements.

Victoria Police collects these amounts on behalf of the State. Accordingly the amounts are disclosed as income in Note 23 Administered items. Refer to Note 1(F) Income from transactions in relation to the accounting for grants.

(J) Financial instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of Victoria Police's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables arising from taxes, fines and penalties do not meet the definition of financial instruments as they do not arise under contract. However, guarantees issued by the Treasurer on behalf of Victoria Police are financial instruments because, although authorised under statute, the terms and conditions for each financial guarantee may vary and are subject to an agreement.

Where relevant, for note disclosure purposes, a distinction is made between those financial assets and financial liabilities that meet the definition of financial instruments in accordance with AASB 132 and those that do not.

The following refers to financial instruments unless otherwise stated.

Categories of non-derivative financial instruments

Loans and receivables

Loans and receivables are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transactions costs. Subsequent to initial measurement, loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Loans and receivables category included cash and deposits, (refer to Note 1(K) Financial assets), trade receivables, loans and other receivables, but not statutory receivables.

Financial liabilities at amortised cost

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly

attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method, refer to Note 20 Financial instruments.

Financial instrument liabilities measured at amortised cost include all contractual payables, deposits held and advances received, and interest-bearing arrangements other than those designated at fair value through profit or loss.

(K) Financial assets

Cash and deposits

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents includes bank overdrafts, which are included as cash on the balance sheet.

Any interest earned on the financial asset is recognised in the comprehensive operating statement as a transaction.

Receivables

Receivables consist of:

- statutory receivables, which predominantly are amounts owing from the Department of Justice for undrawdown appropriations in the form of grants to Victoria Police, and GST input tax credits recoverable; and
- contractual receivables, which include mainly debtors in relation to goods and services and accrued investment income.

Contractual receivables are classified as financial instruments and categorised as loans and receivables, refer to Note 20 Financial

instruments. Statutory receivables are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments because they do not arise from a contract.

Receivables are subject to impairment testing as described below. A provision for doubtful receivables is made when there is objective evidence that the debts may not be collected, and bad debts are written off when identified.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- Victoria Police retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- Victoria Police has transferred its rights to receive cash flows from the asset and either:
 - a. has transferred substantially all the risks and rewards of the asset, or
 - b. has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where Victoria Police has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of Victoria Police's continuing involvement in the asset.

Impairment of financial assets

At the end of each reporting period, Victoria Police assesses whether there is objective evidence that a financial asset or group of financial assets is impaired. All financial instrument assets, except those measured at fair value through profit or loss, are subject to annual review for impairment.

Receivables are assessed for bad and doubtful debts on a regular basis. Those bad debts considered as written off by mutual consent

are classified as a transaction expense. Bad debts not written off by mutual consent and the allowance for doubtful receivables are classified as other economic flows in the net result.

The amount of the allowance is the difference between the financial asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

In assessing impairment of statutory (non-contractual) financial assets, which are not financial instruments, professional judgement is applied in assessing materiality using estimates, averages and other computational methods in accordance with AASB 136 *Impairment of Assets*.

(L) Non-financial assets

Inventories

Inventories include goods held for distribution at zero or nominal cost, or for consumption in the ordinary course of business operations.

Inventories held for distribution are measured at cost, adjusted for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are required for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

Cost includes an appropriate portion of fixed and variable overhead expenses. Cost is assigned to land held for sale (undeveloped, under development and developed) and to other high value, low volume inventory items on a specific identification of cost basis. Cost for all other inventory is measured on the basis of weighted average cost.

Bases used in assessing loss of service potential for inventories held for distribution include current replacement cost and technical or functional obsolescence. Technical obsolescence occurs when an item still functions for some or all of the tasks it was originally acquired to do, but no longer matches existing technologies. Functional obsolescence occurs when an item no longer functions the way it did when it was first acquired.

Non-financial physical assets classified as held for sale, including disposal group assets

Non-financial physical assets (including disposal group assets) are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This condition is regarded as met only when:

- the asset is available for immediate use in the current condition; and
- the sale is highly probable and the asset's sale is expected to be completed within twelve months from the date of classification.

These non-financial physical assets, related liabilities and financial assets are measured at the lower of carrying amount and fair value less costs to sell, and are not subject to depreciation or amortisation.

Property, plant and equipment

All non-financial physical assets are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is the asset's fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount.

The initial cost for non-financial physical assets under a finance lease (refer to Note 1(N) Leases) is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Non-financial physical assets such as Crown land and heritage assets are measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or constructive restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset. Theoretical opportunities that may be available in relation to the asset are not taken into account until it is virtually certain that the restrictions will no longer apply.

The fair value of cultural assets and collections, heritage assets and other non-financial physical

assets (including crown land) that Victoria Police intends to preserve because of their unique historical, cultural or environmental attributes, is measured at the replacement cost of the asset less, where applicable, accumulated depreciation (calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset) and any accumulated impairment. These policies and any legislative limitations and restrictions imposed on their use and/or disposal may impact their fair value.

The fair value of plant, equipment and vehicles is normally determined by reference to the asset's depreciated replacement cost. For plant, equipment and vehicles, existing depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the assets concerned.

Certain assets are acquired under finance leases, which may form part of a service concession arrangement. Refer to Note 1(N) Leases and Note 1(P) Commitments for more information.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project, and an appropriate proportion of variable and fixed overheads.

For the accounting policy on impairment of non-financial physical assets refer to Note 1(H) Other economic flows included in the net result.

Leasehold improvements

The cost of a leasehold improvement is capitalised as an asset and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the improvements.

Revaluations of non-financial physical assets

Non-financial physical assets are measured at fair value on a cyclical basis in accordance with the Financial Reporting Directions (FRDs) issued by the Minister for Finance. A full revaluation normally occurs every five years, based upon the asset's government purpose classification, but may occur more frequently if fair value assessments indicate material changes in values. Independent valuers are used to conduct these scheduled revaluations and any interim

revaluations are determined in accordance with the requirements of the FRDs.

Revaluation increases or decreases arise from differences between an asset's carrying value and fair value.

Net revaluation increases (where the carrying amount of a class of assets is increased as a result of a revaluation) are recognised in 'Other economic flows – other movements in equity' and accumulated in equity under the asset revaluation surplus. However, the net revaluation increase is recognised in the net result to the extent that it reverses a net revaluation decrease in respect of the same class of property, plant and equipment previously recognised as an expense (other economic flows) in the net result.

Net revaluation decreases are recognised in 'Other economic flows – other movements in equity' to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of property, plant and equipment. Otherwise, the net revaluation decreases are recognised immediately as other economic flows in the net result. The net revaluation decrease recognised in 'Other economic flows – other movements in equity' reduces the amount accumulated in equity under the asset revaluation surplus.

Revaluation increases and decreases relating to individual assets within a class of property, plant and equipment, are offset against one another within that class but are not offset in respect of assets in different classes. Any asset revaluation surplus is not normally transferred to accumulated funds on derecognition of the relevant asset.

Intangible assets

Purchased intangible assets are initially measured at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to Victoria Police.

When the recognition criteria in AASB 138 *Intangible Assets* are met, internally generated intangible assets are recognised and measured

at cost less accumulated amortisation and impairment. Refer to Note 1(G) Expenses from transactions – Depreciation and amortisation, and to Note 1(H) Other economic flows included in the net result – Impairment of non-financial assets.

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- a. the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- b. an intention to complete the intangible asset and use or sell it;
- c. the ability to use or sell the intangible asset;
- d. the intangible asset will generate probable future economic benefits;
- e. the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- f. the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Other non-financial assets

Advances paid to Department of Treasury and Finance

Advances paid to Department of Treasury and Finance are for goods or services not yet received. Payments are for the purchase of property on behalf of Victoria Police, and leasehold building fit-outs.

Prepayments

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

(M) Liabilities

Payables

Payables consist of:

- contractual payables, such as accounts payable and unearned income. Accounts

payable represent liabilities for goods and services provided to Victoria Police prior to the end of the financial year that are unpaid, and arise when Victoria Police becomes obliged to make future payments in respect of the purchase of those goods and services; and

- statutory payables, such as goods and services tax and fringe benefits tax payables.

Contractual payables are classified as financial instruments and categorised as financial liabilities at amortised cost, refer to Note 1(J) Financial instruments. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from a contract.

Borrowings

All interest bearing liabilities are initially recognised at fair value of the consideration received, less directly attributable transaction costs, refer also to Note 1(N) Leases. The measurement basis subsequent to initial recognition depends on whether Victoria Police has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through profit or loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

Provisions

Provisions are recognised when Victoria Police has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a liability is the best estimate of the consideration required to settle the present obligation at reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, using a discount rate that reflects the time value of money and risks specific to the provision.

When some or all of the economic benefits required to settle a provision are expected to be received from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

Employee benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered to the reporting date.

i. Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, and annual leave are recognised in the provision for employee benefits, classified as current liabilities. Those liabilities which are expected to be settled within 12 months of the reporting period are measured at their nominal values.

Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities, but are measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

ii. Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability even where Victoria Police does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

Nominal value – component that Victoria Police expects to settle within 12 months and
Present value – component that Victoria Police does not expect to settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite

years of service. This non-current LSL liability is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an ‘other economic flow’, refer to Note 1(H) Other economic flows included in the net result.

iii. Deferred salary scheme

Public service employees may choose to participate in a deferred salary scheme which allows them to be paid the equivalent of four years salary over a five year period. During the first four years the employee receives 80% of their salary. A provision is raised for the balance, which is paid during the fifth year whilst the employee is on leave.

iv. Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. Victoria Police recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Employee benefits on-costs

Employee benefits on-costs such as payroll tax, workers compensation and superannuation are recognised separately from the provision for employee benefits.

(N) Leases

A lease is a right to use an asset for an agreed period of time in exchange for payment.

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and rewards incidental to ownership. Leases of property, plant

and equipment are classified as finance infrastructure leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership from the lessor to the lessee. All other leases are classified as operating leases.

Finance leases - Victoria Police as lessee

At the commencement of the lease term, finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the lease property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease.

Minimum finance lease payments are apportioned between reduction of the outstanding lease liability, and periodic finance expense which is calculated using the interest expense implicit in the lease and charged directly to the comprehensive operating statement.

Operating leases - Victoria Police as lessee

Operating lease payments, including any contingent rentals, are recognised as an expense in the comprehensive operating statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset is not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease are recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives are received to enter into operating leases, the aggregate cost of incentives are recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

(O) Equity

Contributions by owners

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners. Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

(P) Commitments

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of note (refer to Note 18 Commitments for expenditure) at their nominal value and inclusive of the goods and services tax (GST) payable. In addition, where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

(Q) Contingent liabilities

Contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note (refer Note 19 Contingent liabilities) and, if quantifiable, are measured at nominal value. Contingent liabilities are presented inclusive of GST payable.

(R) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, except where GST incurred is not recoverable from the taxation authority. In this case the GST payable is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable

to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flow.

Commitments and contingent liabilities are also stated inclusive of GST.

(S) Events after the reporting period

Assets, liabilities, income or expenses arise from past transactions or other past events. Where the transactions result from an agreement between Victoria Police and other parties, the transactions are only recognised when the agreement is irrevocable at or before the end of the reporting period. Adjustments are made to amounts recognised in the financial statements for events which occur after the reporting period and before the date the financial statements are authorised

for issue, where those events provide information about conditions which existed in the reporting period. Note disclosure is made about events between the end of the reporting period and the date the financial statements are authorised for issue where the events relate to conditions which arose after the end of the reporting period and which may have a material impact on the results of subsequent reporting periods.

(T) AASs issued that are not yet effective

Certain new AASs have been published that are not mandatory for the 30 June 2013 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises Victoria Police of their applicability and early adoption where applicable.

As at 30 June 2013, the following AASs have been issued by the AASB but not yet effective. They become effective for the first financial statements for reporting periods commencing after the stated operative dates as follows:

Standard/ Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on public sector entity financial statements
AASB 9 Financial instruments	This standard simplifies requirements for the classification and measurement of financial assets resulting from Phase 1 of the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement (AASB 139 Financial Instruments: Recognition and Measurement).	1 Jan 2015	Subject to AASB's further modifications to AASB 9, together with the anticipated changes resulting from the staged projects on impairments and hedge accounting, details of impacts will be assessed.
AASB 10 Consolidated Financial Statements	This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities. The AASB has issued an exposure draft ED 238 Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.	1 Jan 2014	Not-for-profit entities are not permitted to apply this Standard prior to the mandatory application date. Victoria Police will need to re-assess the nature of its relationships with other entities.

Standard/ Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on public sector entity financial statements
AASB 13 Fair Value Measurement	This Standard outlines the requirements for measuring the fair value of assets and liabilities and replaces the existing fair value definition and guidance in other Australian accounting standards. AASB 13 includes a 'fair value hierarchy' which ranks the valuation technique inputs into three levels using unadjusted quoted prices in active markets for identical assets or liabilities; other observable inputs; and unobservable inputs.	1 Jan 2013	Disclosure for fair value measurements using unobservable inputs are relatively detailed compared to disclosure for fair value measurements using observable inputs. Consequently, the Standard may increase the disclosures required for assets measured using depreciated replacement cost.
AASB 1053 Application of Tiers of Australian Accounting Standards	This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements.	1 July 2013	The Victorian Government is currently considering the impacts of Reduced Disclosure Requirements (RDRs) for certain public sector entities, and has not decided if RDRs will be implemented in the Victorian public sector.

NOTE 2. INCOME FROM TRANSACTIONS

	2013 \$'000	2012 \$'000
(a) Revenue from Government		
Grants received from Department of Justice	2,121,978	2,041,299
Total revenue from Government	2,121,978	2,041,299
(b) Other income		
Income from sale of goods and services	1,225	836
Interest income	76	98
Grants received in relation to trusts	1,237	668
Other trust income	13,200	7,944
Plant and equipment received free of charge or nominal consideration	1,601	179
Total other income	17,340	9,724
Total income from transactions	2,139,318	2,051,023

NOTE 3. EXPENSES FROM TRANSACTIONS

	2013	2012
	\$'000	\$'000
(a) Employee expenses		
Salary and wages expense	1,256,656	1,180,304
Superannuation expense (refer Note 15)	153,281	142,858
Long service leave expense	45,171	43,581
Other on-costs (fringe benefits tax, payroll tax and workcover levy)	120,319	110,239
	1,575,427	1,476,981
(b) Depreciation and amortisation		
Buildings	24,402	25,301
Leasehold improvements	5,384	2,191
Plant and equipment	12,616	11,627
Leased plant and equipment	29,091	28,274
Intangible produced assets	673	423
	72,167	67,816
(c) Capital asset charge		
Capital asset charge	78,948	76,436
	78,948	76,436
(d) Supplies and services		
Communications	31,619	30,348
Transport	34,674	39,465
Administration	16,845	19,268
Accommodation	111,799	116,470
Computer facilities	71,430	84,129
Police operating expenses	140,128	153,741
Legal expenses	15,164	12,609
Plant and equipment provided free of charge or for nominal consideration	0	40
Land and buildings provided free of charge or for nominal consideration	0	783
	421,658	456,854
(e) Interest expense		
Finance lease costs	3,478	3,485
	3,478	3,485
Total expenses from transactions	2,151,676	2,081,572

NOTE 4. EX-GRATIA PAYMENTS

	2013	2012
	\$'000	\$'000
Ex-gratia payments. These payments are made to employees or members of the public to compensate or reimburse losses.	250	138
	250	138

NOTE 5. OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT

	2013	2012
	\$'000	\$'000
(a) Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of plant, equipment and motor vehicles	7,049	6,786
Assets recognised for first time	2,137	459
	9,186	7,245
(b) Net gain/(loss) from other economic flows		
Net gain/(loss) arising from revaluation of long service leave liability	3,958	(13,104)
Net gain/(loss) bad/doubtful debts	12	121
	3,970	(12,983)
Total other economic flows included in net result	13,156	(5,738)

NOTE 6. RECEIVABLES

	2013 \$'000	2012 \$'000
Current receivables		
<i>Contractual</i>		
Receivables from sale of goods and services (i)	1,705	3,096
Other receivables	1,586	1,046
Provision for doubtful contractual receivables (a)	(139)	(156)
	3,152	3,986
<i>Statutory</i>		
Amounts owing from the Victorian Government (ii)	182,288	165,930
GST input tax credit recoverable	2,325	3,843
	184,613	169,773
Total current receivables	187,765	173,759
Non-current receivables		
<i>Statutory</i>		
Amounts owing from the Victorian Government (ii)	155,159	167,223
Total non - current receivables	155,159	167,223
Total receivables	342,924	340,982
(a) Movement in the allowance for doubtful contractual receivables		
Balance at beginning of the year	(156)	(52)
Increase in provision recognised in the net result	(48)	(154)
Reversal of unused provision recognised in the net result	63	40
Write off during the period	2	11
Balance at end of the year	(139)	(156)

Notes

(i) The average credit period for the sale of goods and services and for other receivables is 30 days.

(ii) Statutory receivables are amounts recognised from the Victorian Government for all funding commitments incurred through grants from the Department of Justice are drawn from the consolidated fund as they fall due.

NOTE 7. INVENTORIES

	2013	2012
	\$'000	\$'000
Supplies and consumables (i)		
General stores at cost	7,562	4,859
Radio and Electronics Stores at cost	337	370
Victoria Forensic Science Centre Stores at cost	47	44
	7,946	5,274

Notes

(i) The total carrying amount of inventories held for distribution at cost.

NOTE 8. OTHER NON-FINANCIAL ASSETS

	2013	2012
	\$'000	\$'000
Current		
Advances paid to Department of Treasury and Finance	19,282	28,332
Prepayments	250	40
Total other non-financial assets	19,532	28,372

NOTE. 9 NON-FINANCIAL PHYSICAL ASSETS CLASSIFIED AS HELD FOR SALE

	2013	2012
	\$'000	\$'000
Current		
Freehold land held for sale	8,711	13,756
Freehold buildings held for sale	1,805	3,378
Motor vehicles held for sale	1,473	4,601
Total non-financial physical assets classified as held for sale	11,989	21,735

Notes

Properties held for sale have been identified as surplus to requirements under the Strategic Facility Development Plan. This plan is reviewed on a regular basis and forms part of the Government's multi-year investment strategy.

Motor vehicles held for sale are terminated leases awaiting disposal.

NOTE 10. PROPERTY, PLANT & EQUIPMENT

Classification by 'Public Safety and Environment' Purpose Group

	2013	2012
	\$'000	\$'000
Land		
Crown land		
At cost	13,064	5,463
At fair value	361,030	361,281
Total land	374,094	366,744
Buildings		
At cost	81,086	68,489
less: accumulated depreciation	(4,999)	(2,681)
	76,087	65,809
At fair value	679,026	679,387
less: accumulated depreciation	(45,609)	(23,618)
	633,417	655,769
Leasehold Improvements at cost	31,678	21,138
less: accumulated amortisation	(18,324)	(12,987)
	13,354	8,151
Buildings in the course of construction at cost	65,179	54,108
Total buildings	788,037	783,837
Total land, buildings and leasehold improvements	1,162,131	1,150,580

NOTE 10. PROPERTY, PLANT & EQUIPMENT (CONTINUED)

	2013 \$'000	2012 \$'000
Plant and equipment		
At fair value	137,539	134,240
less: accumulated depreciation	(80,988)	(72,389)
	56,551	61,851
Motor vehicles under finance lease (at cost)		
Motor vehicles under finance lease (at cost)	91,739	90,813
less: accumulated amortisation	(29,481)	(32,059)
	62,257	58,754
Plant and equipment in the course of construction at cost	4,372	1,226
Total plant and equipment	123,180	121,831
Cultural and heritage assets		
At cost	20	20
At Valuation	4,235	4,235
Total cultural and heritage assets	4,255	4,255
Total property, plant and equipment	1,289,567	1,276,667

An independent valuation of Victoria Police's land and buildings was performed by the Valuer-General to determine the fair value of the land and buildings. The valuation, which conforms to Australian Valuation Standards, was determined by reference to the amounts for which assets could be exchanged between knowledgeable willing parties in an arm's length transaction. In the case of police stations the method used was Depreciated Replacement Cost as the valuers believe it would be difficult to sell such assets in an active and liquid market. The valuation was based on independent assessments. The effective date of the valuation was 30 June 2011.

NOTE 11. PROPERTY, PLANT & EQUIPMENT**Classification by 'Public Safety and Environment' Purpose Group - Movements in carrying amounts**

The basis of valuation of Victoria Police's land and buildings adopted as at 30 June 2011 is in accordance with applicable accounting standards for the revaluation of non-current assets.

The next revaluation of land and building assets will be performed at 30 June 2016.

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below.

	Crown land at cost and fair value \$'000	Buildings at cost and fair value \$'000	Leasehold Improvements at cost \$'000
2012-13			
Opening Balance	366,744	721,578	8,151
Fair value of assets received free of charge	0	0	0
Fair value of assets recognised for first time	0	81	0
Fair value of assets given free of charge	0	0	0
Additions	0	0	6
Disposals	0	(16)	(2)
Transfer in/out of assets under construction	7,599	12,614	10,582
Net Revaluation Increments / (Decrements)	0	0	0
Transfers of assets via Contributed Capital	2	0	0
Other	0	0	0
Transfer (to)/from Advances (refer Note 8)	0	0	0
Depreciation/amortisation expense	0	(24,402)	(5,384)
Transfers to/from assets classified as held for sale	(251)	(253)	0
Reclassification	0	(98)	0
Balance at 30 June 2013	374,094	709,504	13,354
2011-12			
Opening Balance	373,338	701,029	4,521
Fair value of assets received free of charge	0	0	0
Fair value of assets given free of charge	0	(783)	0
Additions	0	89	2,375
Disposals	(378)	(224)	(39)
Transfer in/out of assets under construction	4,151	49,708	3,485
Net Revaluation Increments / (Decrements)	0	0	0
Transfers of assets via Contributed Capital	(25)	(871)	0
Other	0	0	0
Transfer (to)/from Advances (refer Note 8)	0	0	0
Fair value of assets recognised for first time	0	0	0
Depreciation/amortisation expense	0	(25,301)	(2,191)
Transfers to/from assets classified as held for sale	(10,342)	(2,070)	0
Balance at 30 June 2012	366,744	721,578	8,151

Plant and equipment at cost and fair value \$'000	Leased motor vehicles at cost \$'000	Buildings in the course of construction at cost \$'000	P & E in the course of construction at cost \$'000	Cultural and heritage assets at cost and fair value \$'000	Total \$'000
61,851	58,754	54,108	1,226	4,255	1,276,667
1,601	0	0	0	0	1,601
2,056	0	0	0	0	2,137
0	0	0	0	0	0
3,054	49,364	32,873	4,152	0	89,731
(554)	(19,898)	0	0	0	(20,469)
1,062	0	(30,852)	(1,006)	0	(1)
0	0	0	0	0	0
0	0	0	0	0	2
0	0	0	0	0	0
0	0	9,050	0	0	9,050
(12,616)	(29,091)	0	0	0	(71,494)
0	3,128	0	0	0	2,624
98	0	0	0	0	0
56,551	62,257	65,179	4,372	4,255	1,289,567
65,431	56,085	85,718	628	4,263	1,291,014
179	0	0	0	0	179
(32)	0	0	0	(8)	(823)
5,504	50,337	51,200	2,122	0	111,628
(483)	(17,161)	0	0	0	(18,284)
2,420	0	(58,439)	(1,524)	0	(199)
0	0	0	0	0	0
0	0	0	0	0	(896)
0	0	(1,887)	0	0	(1,887)
0	0	(22,484)	0	0	(22,484)
459	0	0	0	0	459
(11,627)	(28,274)	0	0	0	(67,393)
-	(2,233)	0	0	0	(14,645)
61,851	58,754	54,108	1,226	4,255	1,276,667

NOTE 12. INTANGIBLE ASSETS

	2013	2012
	\$'000	\$'000
Gross carrying amount		
Opening balance of work in progress	0	320
Additions	4,930	0
Transfer in/out of assets under construction	0	(320)
Closing balance of work in progress	4,930	0
Opening balance of capitalised software	3,241	2,299
Additions	0	1,365
Amortisation (i)	(673)	(423)
Closing balance of capitalised assets	2,568	3,241
Net book value at the end of the financial year	7,498	3,241

Notes

(i) Amortisation expense is included in the line item 'depreciation and amortisation' in Note 3.

NOTE 13. PAYABLES

	2013	2012
	\$'000	\$'000
Current		
Contractual		
Supplies and services (i)	31,042	33,849
Amounts payable to government and agencies	9,818	8,030
Other payables	4,392	389
	45,252	42,269
Statutory		
Taxes payable	11,350	10,806
Total payables	56,602	53,075

Notes

(i) The average credit period is 30 days and no interest is charged for the first 30 days from the date of the invoice.

(a) Nature and extent of risk arising from contractual payables.

Please refer to Note 20 for the nature and extent of risks arising from contractual payables.

(b) Maturity analysis of contractual payables.

Please refer to Table 20.4 in Note 20 for the maturity analysis of contractual payables.

NOTE 14. BORROWINGS

	2013 \$'000	2012 \$'000
Current		
Finance lease liabilities (i)	41,771	41,529
Non-current		
Finance lease liabilities (i)	22,316	22,053
Total borrowings	64,088	63,582

Notes

(i) Finance lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

(a) Nature and extent of risk arising from borrowings

Please refer to Note 20 for the nature and extent of risks arising from borrowings.

(b) Maturity analysis of borrowings

Please refer to Table 20.4 in Note 20 for the maturity analysis of borrowings.

NOTE 15. PROVISIONS

	2013 \$'000	2012 \$'000
Current Provisions		
(i) Employee benefits (Note 14(a)) - annual leave:		
(ii) Unconditional and expected to be settled within 12 months	29,938	29,739
(i) Employee benefits (Note 14(a)) - long service leave:		
(ii) Unconditional and expected to be settled within 12 months	40,000	30,000
(iii) Unconditional and expected to be settled after 12 months	256,632	265,515
	326,570	325,254
Provisions related to employee benefit on-costs (Note 14(a)):		
(ii) Unconditional and expected to be settled within 12 months	14,395	12,386
(iii) Unconditional and expected to be settled after 12 months	54,617	57,388
	69,013	69,774
Other provisions	293	835
Total current provisions	395,876	395,863
Non-current		
(i) Employee benefits (Note 15(a)) - Long service leave	21,667	23,846
Employee benefits on costs (Note 15(a))	4,611	5,154
(ii) Deferred salary scheme	32	0
	26,310	29,000
Make-good provision	10,374	10,374
Total non-current provisions	36,684	39,373
Total provisions	432,560	435,237

	2013 \$'000	2012 \$'000		
(a) Employee benefits and related on-costs				
Current employee benefits				
Annual leave entitlements	29,938	29,739		
Long service leave entitlements	296,632	295,515		
	326,570	325,254		
Non-current employee benefits				
Long service leave entitlements	21,667	23,846		
Deferred salary scheme	32	0		
Total employee benefits	348,269	349,100		
Current on-costs	69,013	69,774		
Non-current on-costs	4,611	5,154		
Total on-costs	73,624	74,928		
Total employee benefits and related on-costs	421,893	424,028		
(b) Movement in provisions				
	On-costs	Make-good	Other	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance 1 July 2012	74,928	10,374	835	86,137
Additional provisions	47,540	0	64,970	112,509
Reductions arising from payments/other sacrifices of future economic benefits	(48,843)	0	(65,513)	(114,356)
Closing balance 30 June 2013	73,624	10,374	293	84,291
Current	69,018	0	293	69,311
Non-current	4,606	10,374	0	14,980
	73,624	10,374	293	84,291

Notes

- (i) Provisions for employee benefits consist of amounts for annual leave and long service leave accrued by employees, not including on-costs.
- (ii) The amounts disclosed are nominal amounts.
- (iii) The amounts disclosed are discounted to present values.

NOTE 16. SUPERANNUATION**Government employees' superannuation fund**

Employees of Victoria Police are entitled to receive superannuation benefits and Victoria Police contributes to both defined benefit and defined contribution plans. The defined benefit plan(s) provides benefits based on years of service and final average salary.

Victoria Police does not recognise any defined benefit liability in respect of the plan(s) because the entity has no legal or constructive obligation to pay future benefits relating to its employees, its only obligation is to pay superannuation contributions as they fall due. The Department of Treasury and Finance discloses the State's defined benefit liabilities in its disclosure for administered items.

However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the Comprehensive Operating Statement of Victoria Police.

The name and details and amounts expensed in relation to the major employee superannuation funds and contributions made by Victoria Police are as follows:

Fund	Contributions paid for the year 2013 \$'000	Contributions paid for the year 2012 \$'000
Defined benefit plans:		
State Superannuation Fund - Revised and New	138,220	127,750
Defined contribution plans:		
VicSuper	15,033	15,072
Other	28	36
Total	153,281	142,858

Notes

The bases for contributions are determined by the various schemes.

The above amounts are employer contributions and they relate to the period ended 30 June 2013

NOTE 17. LEASES**Disclosure for lessees - finance leases****Leasing arrangements**

	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Finance lease liabilities(i)				
Not longer than one year	44,118	43,763	41,771	41,529
Longer than one year and not longer than five years	23,570	23,239	22,316	22,053
Minimum lease payments*	67,688	67,003	64,088	63,582
less future finance charge	(3,601)	(3,420)		
Present value of minimum lease payments	64,088	63,582	64,088	63,582
Included in the financial statements as:				
Current borrowings lease liabilities (Note 14)			41,771	41,529
Non-current borrowings lease liabilities (Note 14)			22,316	22,053
			64,088	63,582

* Minimum future lease payments includes the aggregate of all lease payments and any guaranteed residual.

Note

(i) Finance leases relate to motor vehicles with lease terms of 36 months or 60,000 kms, whichever comes first. The lease terms and conditions are in accordance with the whole of government lease management facility.

Disclosure for lessees - operating leases**Leasing arrangements**

	2013	2012
	\$'000	\$'000
Non-cancellable operating leases (ii)		
Not longer than one year	42,719	40,604
Longer than one year and not longer than five years	58,602	71,172
Longer than five years	13,346	23,775
	114,667	135,551

Note

(ii) Some of the property leases in the above note may be subject to a CPI increase at a future date.

NOTE 18. COMMITMENTS FOR EXPENDITURE

The following commitments have not been recognised as liabilities in the financial statements:

	2013	2012
	\$'000	\$'000
(a) Capital commitments		
Plant, equipment and motor vehicles		
Not longer than one year	1,277	0
	1,277	0
(b) Buildings		
Not longer than one year	17,685	2,456
Longer than one year and not longer than five years	1,965	1,331
	19,650	3,787
Total capital expenditure commitments	20,927	3,787
(c) Outsourcing commitments (i)		
Not longer than one year	128,966	81,435
Longer than one year and not longer than five years	182,336	233,098
Longer than five years	72,079	31,075
Total other expenditure commitments	383,382	345,607
Total commitments for expenditure (inclusive of GST)	404,309	349,394
Less: GST recoverable from the Australian Taxation Office	(36,755)	(31,763)
Total commitments for expenditure (exclusive of GST)	367,553	317,631

Notes

(i) The outsourcing commitments relate to a number of operational service agreements
Finance lease and non-cancellable operating lease commitments are disclosed in Note 17
All amounts shown in the commitments note are nominal amounts inclusive of GST

NOTE 19. CONTINGENT LIABILITIES

	2013	2012
	\$'000	\$'000
Contingent liabilities		
Legal proceedings and disputes	41,654	46,602
	41,654	46,602

Notes

These estimates are based on a separate assessment of all Victoria Police files by our legal advisors.

NOTE 20. FINANCIAL INSTRUMENTS**(a) Financial risk management objectives and policies**

Victoria Police's principal financial instruments comprise: cash assets; receivables (excluding statutory receivables); payables (excluding statutory payables); and finance lease payables. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in Note 1 to the financial statements.

The main purpose in holding financial instruments is to prudentially manage Victoria Police's financial risks within the government policy parameters. Victoria Police's main financial risks include credit risk, liquidity risk, and interest rate risk. Victoria Police manages these financial risks in accordance with the *Financial Management Act* 1994, and the whole of government Standing Directions including the Financial Management Compliance Framework.

Victoria Police uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Chief Finance Officer.

The carrying amounts of Victoria Police's contractual financial assets and financial liabilities by category are disclosed in Table 20.1 below.

Table 20.1: Categorisation of financial instruments

	2013	2012
	\$'000	\$'000
Contractual financial assets - loans and receivables		
Cash and deposits	34,601	32,491
Receivables (i)		
Sale of goods and services	1,705	3,096
Other receivables	1,447	890
Total contractual financial assets	37,753	36,477
Contractual financial liabilities at amortised cost		
Payables (i)		
Supplies and services	31,042	33,849
Amounts payable to government and agencies	9,818	8,030
Other payables	4,392	389
Borrowings		
Lease liabilities	64,088	63,582
Total contractual financial liabilities	109,340	105,850

Note

(i) The total amounts disclosed here exclude statutory amounts i.e amounts owing from the Department of Justice, GST input tax credit recoverable, and taxes payable.

(b) Credit risk

Credit risk arises from the contractual financial assets of Victoria Police which comprise cash and cash deposits, and non-statutory receivables. Victoria Police's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to Victoria Police. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with Victoria Police's contractual financial assets is minimal as the main debtor is the Victorian Government which is statutory. For debtors other than the Government, it is Victoria Police's policy to only deal with entities with high credit ratings of a minimum Triple-B rating and to obtain sufficient collateral or credit enhancements where appropriate.

In addition, Victoria Police does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash assets, which are mainly cash at bank.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that Victoria Police will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts which are more than 60 days overdue, and changes in debtor credit ratings.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents Victoria Police's maximum exposure to credit risk without taking account of the value of any collateral obtained.

20.2: Credit quality of contractual financial assets that are neither past due nor impaired.

	Financial institutions Double-A credit rating \$'000	Government agencies Triple-A credit rating \$'000	Total \$'000
2013			
Cash and deposits	109	34,492	34,601
	109	34,492	34,601
2012			
Cash and deposits	(69)	32,560	32,491
	(69)	32,560	32,491

20.3: Ageing analysis of contractual financial assets

	Carrying amount \$'000	Not past due and not impaired \$'000	Past due but not impaired			
			Less than 1 month \$'000	1 - 3 months \$'000	3 months - 1 year \$'000	1 - 5 years \$'000
2013						
Receivables (contractual) (i)	3,152	4,805	57	2	45	170
	3,152	4,805	57	2	45	170
2012						
Receivables (contractual) (i)	3,986	3,206	424	95	221	40
	3,986	3,206	424	95	221	40

Note

(i) The total amounts disclosed here exclude statutory amounts i.e. amounts owing from the Department of Justice and GST input tax credit recoverable.

Contractual financial assets that are either past due or impaired

There are no material financial assets which are individually determined to be impaired. Currently Victoria Police does not hold any collateral as security nor credit enhancements relating to any of its financial assets.

There are no financial assets that have had their terms renegotiated so as to prevent them from being past due or impaired, and they are stated at the carrying amounts as indicated. The aging analysis table above discloses the aging only of contractual financial assets that are past due but not impaired.

(c) Liquidity risk

Liquidity risk is the risk that Victoria Police would be unable to meet its financial obligations as and when they fall due. Victoria Police operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

Victoria Police's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet. Liquidity risk is managed by careful maturity planning of financial obligations based on forecasts of future cash flows.

Victoria Police's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. The carrying amount detailed in the following table of contractual financial liabilities represents Victoria Police's maximum exposure to liquidity risk.

The following table discloses the contractual maturity analysis for Victoria Police's contractual financial liabilities.

20.4: Maturity analysis of contractual financial liabilities (i)

	Carrying amount \$'000	Nominal amount \$'000	Maturity dates			
			Less than 1 month \$'000	1 - 3 months \$'000	3 months - 1 year \$'000	1 - 5 years \$'000
2013						
Payables (ii)	45,252	45,252	45,252	0	0	0
Borrowings	64,088	67,688	11,487	5,575	27,212	23,414
	109,340	112,940	56,739	5,575	27,212	23,414
2012						
Payables (ii)	42,269	42,269	42,269	0	0	0
Borrowings	63,582	67,003	13,120	5,245	25,511	23,127
	105,851	109,272	55,389	5,245	25,511	23,127

Note:

(i) The carrying amounts disclosed exclude statutory amounts (eg GST payable)

(ii) Maturity analysis is presented using the contractual undiscounted cash flows.

(d) Market risk

Victoria Police's exposure to market risk is primarily through interest rate risk which is insignificant and may arise through the interest bearing liabilities. These liabilities relate to the whole of government VicFleet motor vehicle leasing arrangement. As the interest rates applied to the vehicle leases are not variable or floating in nature, the vehicle leases are not subject to a sensitivity analysis. The adjustment to the interest rate that is made upon the settlement of the VicFleet leases is regarded as a recovery by the lessor of their borrowing costs. Hence the underlying interest rates in these leases are based on fixed interest rate exposure.

20.5: Interest rate exposure of financial instruments

	Weighted average effective interest rate %	Interest rate exposure			
		Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
		\$'000	\$'000	\$'000	\$'000
2013					
Financial assets					
Cash and cash equivalents	3.21%	34,601	1,900	0	32,701
Receivables		3,152	0	0	3,152
Total financial assets		37,753	1,900	0	35,853
Financial liabilities					
Payables		45,252	0	0	45,252
Borrowings	6.41%	64,088	64,088	0	0
Total financial liabilities		109,340	64,088	0	45,252
2012					
Financial assets					
Cash and cash equivalents	4.49%	32,491	1,990	0	30,501
Receivables		3,986	7	0	3,979
Total financial assets		36,477	1,997	0	34,480
Financial liabilities					
Payables		42,269	0	0	42,269
Borrowings	6.40%	63,582	63,582	0	0
Total financial liabilities		105,851	63,582	0	42,269

(e) Fair value

The fair values and net fair values of financial instrument assets and liabilities are determined as follows:

Level 1 - the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices.

Level 2 - the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and

Level 3 - the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using observable market inputs.

Victoria Police only holds Level 1 financial instruments. We consider that the carrying amount of financial assets and financial liabilities recorded in the financial report to be a fair approximation of their fair values, because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

NOTE 21. CASH FLOW INFORMATION**(a) Reconciliation of cash and cash equivalents**

	2013 \$'000	2012 \$'000
For the purposes of the cash flow statement, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the cash flow statement is reconciled to the related items in the balance sheet as follows:		
Total cash and deposits	533	235
Funds held in trust	34,068	32,255
	34,601	32,491

Due to the State of Victoria's investment policy and government funding arrangements, government entities including Victoria Police generally do not hold a large cash reserve in their bank accounts. Cash received from the generation of revenue is generally paid into the State's bank account, known as the Public Account. Similarly, any expenditure, including those in the form of cheques drawn by Victoria Police for the payment of goods and services to its suppliers and creditors are made via the Public Account. The process is such that the Public Account would remit cash required for the amount drawn on the cheques. This remittance by the Public Account occurs upon the presentation of the cheques by Victoria Police's suppliers or creditors.

The above funding arrangements often result in Victoria Police having a notional shortfall in the cash at bank required for payment of unrepresented cheques at the reporting date.

Funds held in trust

These are monies provided by outside organisations for special purpose projects related to the normal operating activities of Victoria Police. The funds can only be used for those purposes and each trust fund has a nominated trustee. The funds are held in a departmental suspense account at the Department of Treasury and Finance on behalf of Victoria Police.

Short term deposits

The deposits held during the year were bearing a weighted average interest rate of 3.21% (2012: 4.49%).

(b) Restrictions on the use of cash

Funds held in trust are quarantined for use specifically for the purpose under which each trust has been established and not for operating purposes.

(c) Reconciliation of net result for the period to net cash flows from operating activities

	2013	2012
	\$'000	\$'000
Net result	798	(36,286)
Non-cash movements		
(Gain)/loss on sale or disposal of non-current assets	(7,049)	(6,786)
Depreciation and amortisation of non-current assets	72,167	67,816
Plant and equipment received free of charge or nominal consideration	(1,601)	179
Plant and equipment provided free of charge or for nominal consideration	0	(40)
Land and buildings provided free of charge or for nominal consideration	0	(783)
Assets recognised for first time	(2,137)	(459)
Movement of other economic flows	(3,969)	13,104
Movements in assets and liabilities		
Increase/decrease in assets:		
Increase/decrease in receivables	(1,807)	(10,747)
Increase/decrease in other non-financial assets	(8,840)	15,630
Increase/decrease in inventories	2,672	1,352
Increase/decrease in liabilities:		
Increase/ decrease in payables	4,033	(12,103)
Increase/decrease in provisions	(2,677)	28,000
Net cash flows from operating activities	51,591	58,877

NOTE 22. PHYSICAL ASSET REVALUATION SURPLUS

	2013	2012
	\$'000	\$'000
Land revaluation surplus		
Balance at beginning of financial year	290,381	290,381
Revaluation increments/(decrements)	0	0
Balance at end of financial year	290,381	290,381
Buildings revaluation surplus		
Balance at beginning of financial year	276,084	276,084
Revaluation increments/(decrements)	0	0
Balance at end of financial year	276,084	276,084
Cultural and heritage assets revaluation surplus		
Balance at beginning of financial year	4,026	4,026
Revaluation increments/(decrements)	0	0
Balance at end of financial year	4,026	4,026
Total physical asset revaluation surplus	570,491	570,491

NOTE 23. ADMINISTERED ITEMS

In addition to the specific departmental operations which are included in the balance sheet, comprehensive operating statement and cash flow statement, Victoria Police administers or manages activities on behalf of the State. The transactions relating to these State activities are reported as administered items in this note, and they include third party funds under management for Australia and New Zealand Policing Advisory Agency. Administered transactions give rise to income, expenses, assets and liabilities and are determined on an accrual basis. Administered revenues include taxes, fees and fines and the proceeds from the sale of administered surplus land and buildings. Administered assets include government incomes earned but yet to be collected. Administered liabilities include government expenses incurred but yet to be paid.

	Total	
	2013	2012
	\$'000	\$'000
Administered income		
Regulatory fees and fines	28,887	26,218
Sale of Government property	21,797	13,081
Seized and unclaimed monies	9,885	13,254
Other agency contributions	4,628	4,690
Other	295	207
Total income	65,492	57,451
Administered expenses		
Payments into the Consolidated Fund	54,021	44,585
Repayment of seized and unclaimed monies	10,318	10,249
Other agency expenses	4,468	4,211
Other	649	572
Total expenses	69,456	59,616
Income less expenses	(3,964)	(2,165)
Administered assets		
Cash held at Treasury	2,357	3,215
Receivables	1,288	4,317
Non Current Physical Assets	21	25
Total assets	3,666	7,557
Administered liabilities		
Trade creditors and accruals	3,477	3,430
Other liabilities - trusts	4,153	6,293
Total liabilities	7,630	9,723
Net administered assets	(3,964)	(2,165)

NOTE 24. ANNOTATED INCOME AGREEMENTS

The following is a listing of Section 29 annotated income agreements approved by the Treasurer.

	2013	2012
	\$'000	\$'000
User charges, or sales of goods and services		
Information services	6,559	6,922
Security escort services	178	147
Event management	4,102	3,871
Training services	117	84
Proceeds from asset sales		
Motor vehicles	154	233
Land and Buildings	9,407	1,535
Plant & Equipment	28	115
	20,545	12,907

NOTE 25. TRUST ACCOUNT BALANCES

(a) Trust account balances relating to trust accounts controlled or administered by Victoria Police

Cash and cash equivalents and investments

		2013			
		Opening Balance	Total Receipts	Total Payments	Closing Balance
		\$'000	\$'000	\$'000	\$'000
Controlled trusts					
4165	Departmental Suspense Account	29,260	10,516	(8,795)	30,982
4288	FBT Trust Account	991	190	0	1,181
	<i>To record the receipt of fringe benefits tax deducted from executive salaries and repayments of FBT from drivers of novated lease vehicles when FBT obligations have not been met through scheduled payroll deductions. The funds are disbursed to the Australian Taxation Office.</i>				
4700	Traffic Accident Info System Trust Account	2,004	718	(816)	1,905
	<i>To record transactions relating to the operations of the traffic accident information system, which was established to coordinate the distribution of accident data to agencies responsible for road traffic programs and the administration of road accident legislation.</i>				
Total controlled trusts		32,255	11,424	(9,611)	34,068
Administered trusts					
4165	Departmental Suspense Account	17,509	9,343	(9,855)	16,998
4742	Treasury Trust Fund	738	4,140	(3,903)	975
	<i>Under the Financial Management Act 1994 to record the receipt and disbursement of unclaimed and unidentified money (unpresented cheques, surplus cash).</i>				
4765	Public Service Commuter Club (i)	(137)	587	(580)	(130)
	<i>Under the Financial Management Act 1994 to record the receipt of amounts associated with the scheme and deductions from Club members salaries as well as recording payment to Public Transport Victoria.</i>				
4772	Police Youth Fund	617	1	(8)	609
	<i>Under the Financial Management Act 1994 to provide services, programs and partnerships to reduce the representation of young people in the criminal justice system.</i>				
Total administered trusts		18,727	14,071	(14,346)	18,453

(i) Victoria Police's portion of the Public Service Commuter Club Trust is temporarily in deficit due to the timing difference between the purchase of travel tickets and reimbursement from employees. The trust's working capital is funded by Department of Treasury and Finance. The overall Public Service Commuter Club Trust is in surplus.

(b) No trust accounts were opened or closed during the reporting period.

(c) Third Party Funds Under Management

The third party funds under management are funds held in trust for certain clients. They are not used for government purposes and therefore are not included in Victoria Police's financial statements. Victoria Police maintains one such trust: Australia and New Zealand Policing Advisory Agency.

4057	Australia and New Zealand Policing Advisory Agency	1,759	5,110	(4,874)	1,995
	<i>Under the Financial Management Act 1994 to amalgamate various police organisations throughout Australia and New Zealand.</i>				

(a) Trust account balances relating to trust accounts controlled or administered by Victoria Police

		2012			
		Opening Balance \$'000	Total Receipts \$'000	Total Payments \$'000	Closing Balance \$'000
Controlled trusts					
4165	Departmental Suspense Account	34,507	6,941	(12,188)	29,260
4288	FBT Trust Account	805	202	(16)	991
	<i>To record the receipt of fringe benefits tax deducted from executive salaries and repayments of FBT from drivers of novated lease vehicles when FBT obligations have not been met through scheduled payroll deductions. The funds are disbursed to the Australian Taxation Office.</i>				
4700	Traffic Accident Info System Trust Account	1,953	653	(602)	2,004
	<i>To record transactions relating to the operations of the traffic accident information system, which was established to coordinate the distribution of accident data to agencies responsible for road traffic programs and the administration of road accident.</i>				
Total controlled trusts		37,265	7,796	(12,806)	32,255
Administered trusts					
4165	Departmental Suspense Account	14,551	12,778	(9,820)	17,509
4742	Treasury Trust Fund	1,087	4,057	(4,405)	738
	<i>Under the Financial Management Act 1994 to record the receipt and disbursement of unclaimed and unidentified money (unpresented cheques, surplus cash).</i>				
4765	Public Service Commuter Club (i)	(83)	594	(648)	(137)
	<i>Under the Financial Management Act 1994 to record the receipt of amounts associated with the scheme and deductions from Club members salaries as well as recording payment to Public Transport Victoria.</i>				
4772	Police Youth Fund	820	160	(364)	617
	<i>Under the Financial Management Act 1994 to provide services, programs and partnerships to reduce the representation of young people in the criminal justice system.</i>				
Total administered trusts		16,375	17,589	(15,237)	18,727
(i) Victoria Police's portion of the Public Service Commuter Club Trust is temporarily in deficit due to the timing difference between the purchase of travel tickets and reimbursement from employees. The trust's working capital is funded by Department of Treasury and Finance. The overall Public Service Commuter Club Trust is in surplus.					
(b) No trust accounts were opened or closed during the reporting period.					
(c) Third Party Funds Under Management					
The third party funds under management are funds held in trust for certain clients. They are not used for government purposes and therefore are not included in Victoria Police's financial statements. Victoria Police maintains one such trust: Australia and New Zealand Policing Advisory Agency.					
4057	Australia and New Zealand Policing Advisory Agency	2,228	4,099	(4,568)	1,759
	<i>Under the Financial Management Act 1994 to amalgamate various police organisations throughout Australia and New Zealand.</i>				

NOTE 26. RESPONSIBLE PERSONS

In accordance with the Ministerial Directions of the Minister for Finance under the *Financial Management Act* 1994, the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Ministers and Accountable Officers in Victoria Police are as follows:

Responsible Minister	
Minister for Police and Emergency Services The Hon Peter Ryan MP	1 July 2012 to 13 March 2013
Minister for Police and Emergency Services The Hon Kim Wells MP	14 March 2013 to 30 June 2013
Acting Minister for Police and Emergency Services The Hon Robert Clark MP	29 September 2012 to 5 October 2012 (6 days)
Acting Minister for Police and Emergency Services The Hon Andrew McIntosh MP	14 January 2013 to 28 January 2013 (14 days)

Accountable officers	
Chief Commissioner of Police Ken Lay	1 July 2012 to 30 June 2013
Acting Chief Commissioner of Police Tim Cartwright	1 July 2012 to 10 July 2012 (9 days)
Acting Chief Commissioner of Police Lucinda Nolan	23 February 2013 to 17 March 2013 (22 days)

Remuneration

Total remuneration including bonus payments, long service leave payments, redundancy payments and retirement benefits received or receivable by the Accountable Officer in connection with the management of Victoria Police during the reporting period was in the range \$420,000 - \$429,999 (2012: \$480,000 - \$489,999).

The comparative remuneration amount includes termination payments made to the previous Chief Commissioner.

Amounts relating to the Responsible Minister are reported in the financial statements of the Department of Premier and Cabinet.

Other related transactions and loans requiring disclosure under the Directions of the Minister for Finance have been considered and there are no other matters to report.

NOTE 27. REMUNERATION OF EXECUTIVES

The numbers of executive officers, other than the Responsible Minister and the Accountable Officer, and their total remuneration during the reporting period are shown in the first two columns in the table below in their relevant income bands. The base remuneration of executive officers is shown in the third and fourth columns. Base remuneration is exclusive of bonus payments, long service leave payments, redundancy payments and retirement benefits. All remuneration arrangements comply with State Services Authority executive employment policy.

The total remuneration paid to executives during the reporting period increased from the previous financial year by nearly \$1 million. The appointment of five new executives and four Assistant Commissioners during the period compared to the departure of three executives and one Deputy Commissioner influenced the total remuneration payable to Victoria Police executives. There were key appointments to a number of executive positions during the reporting period including a number of Assistant Commissioners who commenced on 1 July 2012.

Income band	Total Remuneration		Base Remuneration	
	2013 No.	2012 No.	2013 No.	2012 No.
\$100,000 - \$109,999	0	1	0	1
\$130,000 - \$139,999	0	1	1	1
\$140,000 - \$149,999	1	1	1	2
\$150,000 - \$159,999	2	1	3	2
\$160,000 - \$169,999	2	1	2	1
\$170,000 - \$179,999	1	2	1	1
\$180,000 - \$189,999	3	1	1	2
\$190,000 - \$199,999	7	5	7	6
\$200,000 - \$209,999	2	3	3	2
\$210,000 - \$219,999	2	1	3	0
\$220,000 - \$229,999	2	1	1	2
\$230,000 - \$239,999	1	1	1	0
\$240,000 - \$249,999	2	0	1	1
\$250,000 - \$259,999	0	3	0	4
\$260,000 - \$269,999	1	3	2	1
\$270,000 - \$279,999	4	2	3	1
\$280,000 - \$289,999	0	1	0	1
\$290,000 - \$299,999	2	0	1	0
\$310,000 - \$319,999	1	1	1	1
Total number of executives	33	29	32	29
Total annualised employee equivalent	31.05	28.55	31.05	28.55
	\$7,152,603	\$6,230,703	\$6,714,400	\$5,986,614

NOTE 28. REMUNERATION OF AUDITORS

	2013 \$'000	2012 \$'000
Audit fees paid or payable to the Victorian Auditor-General's Office for audit of Victoria Police's financial report	362	365
	362	365
The Victorian Auditor-General's Office has not provided Victoria Police any other services.		

NOTE 29. SUBSEQUENT EVENTS**Voluntary Departure Packages**

Victoria Police announced its intention to reduce the number of public servants in non-service delivery and back-office roles, with key frontline service delivery areas being exempted. The reductions will be achieved through the offering of Voluntary Departure Packages (VDPs) to encourage voluntary redundancies.

The process for VDPs was announced by Victoria Police on 11 June 2013. No adjustments have been made to the 2012-13 financial statements as the criteria for recognising expenditure and a termination benefits liability relating to the voluntary departure packages had not been met based on the requirements of AASB 119 Employee Benefits.

Victoria Police anticipates that the VDP process will be completed by 31 August 2013. The financial impacts of the VDPs on Victoria Police's financial statements are expected to result in an increase in employee benefits expenses due to departure payments of approximately \$1.393 million in 2013-14.

NOTE 30. GLOSSARY OF TERMS

Amortisation

Amortisation is the expense which results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an expense other economic flow.

Borrowings

Borrowings refers to interest-bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, and finance leases.

Capital asset charge

The capital asset charge represents the opportunity cost of capital invested in the non-current physical assets used in the provision of outputs.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result

Total comprehensive result is the change in equity for the period other than changes arising from transactions with owners. It is the aggregate of net result and other non-owner changes in equity.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the Net result from transactions.

Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Ex-gratia payments

These are payments made to employees or members of the public to compensate or reimburse, where Victoria Police are not legally bound to make one. They may also be made in order to avoid litigation.

Financial asset

A financial asset is any asset that is:

- a. cash; or
- b. a contractual or statutory right:
 - to receive cash or another financial asset from another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

Financial liability

A financial liability is any liability that is a contractual or statutory obligation:

- i. To deliver cash or another financial asset to another entity; or
- ii. To exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial statements

Depending on the context of the sentence where the term 'financial statements' is used, it may include only the main financial statements (i.e. comprehensive operating statement, balance sheet, cash flow statement, and statement of changes in equity); or it may also be used to replace the old term 'financial report' under the revised AASB 101 (September 2007), which means it may include the main financial statements and the notes.

Grants and other transfers

Transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can

either be operating or capital in nature. While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Intangible assets

Intangible assets represent identifiable non-monetary assets without physical substance.

Interest expense

Interest expenses include interest on bank overdrafts and short-term and long-term borrowings, amortisation of discounts or premiums relating to borrowings, interest component of finance leases repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

Interest income

Interest income includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as other non-owner changes in equity.

Net result from transactions/net operating balance

Net result from transactions or net operating balance is a key fiscal aggregate and is income from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth

Assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'.

Other economic flows

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. It includes gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets, and fair value changes of financial instruments.

Payables

Includes short and long term trade debt and accounts payable, grants, taxes and interest payable.

Receivables

Includes amounts owing from government through appropriation receivable, short and long term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Sales of goods and services

Refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services and work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment, but excludes rent income

from the use of non-produced assets such as land. User charges includes sale of goods and services income.

Supplies and services

Supplies and services generally represent the day-to-day running costs, including maintenance costs, incurred in the normal operations of Victoria Police.

Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers.

Transactions can be in kind (e.g. assets provided/ given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.



VICTORIA POLICE

Alexander Mitchell Duncan
(1937 - 1954)

Alexander Duncan was a former Commander of Scotland Yard's Flying Squad and Chief Inspector with the London Metropolitan Police. He led Victoria Police through World War II. He encouraged the use of forensic science and wireless technology. He also established Australia's first detective training school.

Sinclair Imrie "Mick" Miller
(1977 - 1987)

Mick Miller had been an Assistant Commissioner to Chief Commissioner Reginald Jackson. Mr Miller was a graduate of the FBI and the British National Police College and was a champion for the cause of higher education for police, changing the face of Australian policing.

Noel Wilby
(1969 - 1971)

Noel Wilby had risen from Sergeant to Assistant Commissioner in nine months. His term is remembered principally for his move to replace the Wireless Patrol with a series of smaller crime squad cars.

Kelvin Glare
(1987 - 1992)

Kelvin Glare, a career policeman and trained lawyer, inherited an organisation that was about to undergo a massive restructure following a State Government enquiry. The restructure was underpinned by a profound change in the philosophy of policing including new community programs, particularly the Police Schools Involvement Program, and an embedded recognition of minority groups within the organisation.

Simon Overland
(2009 - 2011)

Simon Overland had a long career in policing that included working with the Australian Federal Police and then later as Assistant Commissioner (Crime) for Victoria Police. In this latter role he led the Purana Taskforce on organised crime, which is credited with making a number of major arrests to end organised crime gangs in Melbourne at the time.



11



14



17



20



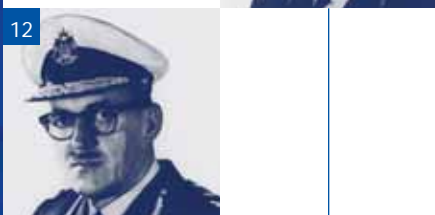
13



16



19



12



15



18



21

Selwyn Havelock Porter
(1955 - 1963)

Major-General Selwyn Porter became a Chief Commissioner after a distinguished military career. He was one of the first Victorians to confront the road toll by establishing a vehicle safety testing school and the Accident Appreciation Squad. He appointed Australia's first Police Surgeon, Dr John Birrell. Mr Porter also launched the organisation's corporate magazine, *Police Life*.

Rupert Henry Arnold
(1963 - 1969)

Rupert Arnold was the first serving member appointed Chief Commissioner since Alexander Nicholson in 1922.

Reginald Jackson
(1971 - 1977)

Reginald Jackson introduced a new rank structure, organisational structure and substantial pay rises to Victoria Police.

Murray (Neil) Comrie
(1993 - 2001)

Neil Comrie (AO) was the third generation of his family to serve in Victoria Police. He introduced an intensive training program for all members, which sharply reduced the number of people shot by police. During his leadership Victoria Police was voted as the most professional organisation in Australia in a national government survey.

Christine Nixon
(2001 - 2009)

Christine Nixon became the first woman to lead a police jurisdiction in Australia when she was appointed as Chief Commissioner of Victoria Police in 2001. The daughter of a police officer, she began her career with the New South Wales Police Force in 1972, rising to the rank of Assistant Commissioner. She was known as an advocate for increasing the diversity of Victoria Police's workforce.

Ken Lay
(2011 - Present)

Chief Commissioner Ken Lay has more than 30 years experience within Victoria Police and was awarded the Australian Police Medal for distinguished service to policing. He has developed a strong focus on issues such as road policing and ending domestic violence. As Chief Commissioner, Mr Lay has responsibility for the management and operations of more than 15,000 employees.

CONTACT DETAILS

Head Office Departments:

The following departments are located at:

Victoria Police Centre
637 Flinders Street
(GPO Box 913)
Melbourne VIC 3001
PH: (03) 9247 6666

Business Services Department
Corporate Strategy & Governance Department
Human Resource Department
Infrastructure Department
Intelligence & Covert Support Command
Legal Services Department
Licensing & Regulation Division
Media & Corporate Communications Department
Office of the Chief Commissioner of Police
Professional Standards Command
Road Policing Command
State Emergencies & Security Command
State Policing Office
Transit and Public Safety Command

People Development Command:

Victoria Police Academy
View Mount Road
Glen Waverley VIC 3150
PH: (03) 9566 9566

Crime Command

Intelligence & Covert Support Command:

412 St Kilda Road
Melbourne VIC 3004
PH: (03) 9865 2111

Victoria Police Forensic Science Centre:

Forensic Drive
Macleod VIC 3085
PH: (03) 9450 3444

REGIONAL HEADQUARTERS

Eastern Region:

420 Burwood Hwy
Wantirna South VIC 3152
PH: (03) 9837 7800

North West Metropolitan Region:

15 Dimboola Road
Broadmeadows VIC 3047
PH: (03) 9302 8268

Southern Metropolitan Region:

50 Langhorne Street
Dandenong VIC 3175
PH: (03) 9767 7621

Western Region:

38 Little Malop Street
Geelong VIC 3220
PH: (03) 5223 7801

The locations and contact details for each police station in Victoria are available from the Victoria Police website:

www.police.vic.gov.au



Statement of Availability of other information (FRD22D)

Financial Reporting Direction (FRD) 22D of the *Financial Management Act 1994* requires that certain categories of information not contained in the Annual Report be available on request.

Additional information about Victoria Police may be obtained from our website: www.police.vic.gov.au

Further information may be obtained by writing to:

Chief Commissioner
Victoria Police
GPO Box 913
Melbourne VIC 3001