



VICTORIA POLICE



ANNUAL REPORT

2013-2014

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OUR ACHIEVEMENTS: HIGHLIGHTS FOR 2013-14

Victoria Police exists to deliver a safer Victoria. In 2013-14, the focused work of our dedicated police officers, public servants and partners helped achieve a reduction in non-family violence related crimes against the person, while the number of road fatalities, injuries and collisions recorded remained stable.

The delivery of additional police and protective services officers (PSOs) under the Victorian Government's election commitment to provide an additional 1700 police and 940 PSOs by November 2014 has greatly assisted in achieving these results.

In 2013-14, we added a further 416 police full time equivalent (FTE) and 382 PSOs to our ranks. There were also 265 recruits and 148 PSOs in training at the Victoria Police Academy as at 30 June 2014. This represents the highest number of recruits and PSOs in training at the Academy at any time in our history.

Since November 2010, we have allocated an additional

1,699

police, taking the total to 12,956 (FTE) and deployed

778

new PSOs (Transit) to 124 metropolitan and regional railway stations.

Delivering a safer Victoria:

Reducing crime

In 2013-14, there were 7,489.5 offences per 100,000 population, an increase of 3.7 per cent over the 2012-13 rate (7,223.2 offences per 100,000 population). Highlights of note included a 1.4 per cent decrease in crimes against the person in metropolitan areas, and a 4.0 per cent decrease in property crime in regional areas.

We achieved a 2.3 per cent reduction (rate per 100,000 population) for crimes against the person (excluding family violence related offences). This was driven predominantly by a 3.6 per cent decrease in assault offences (6.8 per cent proportion of total crime). Slight decreases in robbery offences and abduction/kidnap offences (both low proportion offences) also contributed to the overall decrease. Proactive policing operations, outlined in Chapters 2 and 3 of this report, contributed to our outcome in reducing non-family violence related crimes against the person.

The increase in family-violence related crimes against the person in 2013-14 is driven by reforms to family violence responses, which are resulting in increased confidence in reporting family violence incidents to police.

The increase in detected drug offences is also a positive result. We have increased

our enforcement in relation to drug offences, detecting more people possessing and using drugs, and removing suppliers from the streets. In particular, offences for possession and use of amphetamine type substances have recorded a notable increase in 2013-14. This result is evident in both metropolitan and regional areas.

In 2013-14, Victoria Police processed more than 200,000 people. This is almost 20,000 more than 2012-13, and 49,000 more than five years ago. Much of this can be attributed to the work our 1700 additional police and 940 PSOs are doing in the community.

Other crime reduction achievements of note in 2013-14 included:

- The Echo Taskforce had continued success in conducting various operations as part of the ongoing strategy to disrupt criminal activities and identify, apprehend and prosecute outlaw motorcycle gang (OMCG) members and associates involved in the commission of offences.
- 114 clandestine laboratories were detected by officers of the Clandestine Laboratory Squad (Crime Command) and the Clandestine Laboratory Unit (Forensic Services). The vast majority of these sites were being utilised to produce methylamphetamine (ICE).

Developing a safer Victoria: Crime rates

Table 1: Crime rates per 100,000 population

	METRO			REGIONAL			STATE		
	2012-13	2013-14	% change	2012-13	2013-14	% change	2012-13	2013-14	% change
Crimes against the person	965.6	952.0	-1.4	1,333.1	1,397.1	4.8	1,032.9	1,034.5	0.2
Property crime	4,842.4	4,924.8	1.7	4,287.6	4,115.2	-4.0	4,689.6	4,721.4	0.7
Drug offences	381.1	395.5	3.8	391.9	458.6	17.0	380.0	404.8	6.5
Other	1,036.9	1,219.1	17.6	1,487.3	1,809.9	21.7	1,120.7	1,328.9	18.6
Total	7,226.0	7,491.4	3.7	7,499.9	7,780.7	3.7	7,223.2	7,489.5	3.7

Note: Data extracted from LEAP 18 July 2014 and is subject to variation. Rates were calculated using estimated resident population figures as at 31 December 2012 and 31 December 2013 from the Australian Bureau of Statistics (ABS Cat.No 3101.0)

Victoria has been split into Regional and Metro areas. Please refer to Maps at Appendix N for further reference:

Regional: Eastern Region Divisions 3, 4, 5 and 6, Western Region Divisions 2, 3, 4, 5 and 6. Metro: North West Metro Region (whole region), Southern Metro Region (whole region), Eastern Region Divisions 1 and 2, Western Region Division 1.

Any offences which have an interstate/overseas or unknown location cannot be attributed to Regional or Metro, however they are included in the state total.

2.3%

decrease in crimes against the person (non-family violence related - rate per 100,000 population)

18.9%

reduction in injuries to our members and employees

17%

reduction in shifts lost to injury – the equivalent of 31 police officers

76.9%

proportion of community satisfied with policing services (general satisfaction)*

86.1%

proportion of community who have confidence in Victoria Police*

Delivering a safer Victoria:

Reducing the road toll

During 2013-14, we implemented the *Victoria Police Road Safety Strategy 2013-18 'Road to Zero'*, continuing our commitment of working with our road safety partners and applying safe systems thinking to reduce collisions on our roads, particularly those that result in fatalities or injuries. 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.

At the end of the 2013-14 period, road fatalities had increased by 0.4 per cent (up from 255 to 256) in comparison with the end of 2012-13. Total collisions and injuries also recorded slight increases. Victoria Police conducted a number of road safety campaigns and operations in 2013-14 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 Chapter 3 of this annual report.

Fatalities in metropolitan areas decreased by 6.5 per cent, with injuries and collisions in metropolitan areas recording slight increases.

In 2013-14, we also conducted over 1,150,000 alcohol tests and more than 42,700 drug tests.

For all alcohol tests conducted, 99.8 per cent of drivers returned a clear result, and 92.2 per cent of drivers returned a clear result for drugs.

In 2013-14, we also conducted over 1,150,000 alcohol tests and more than 42,700 drug tests.

* Sourced from the National Survey of Community Satisfaction with Policing (NSCSP)

Delivering a safer Victoria – reducing the fatalities and injuries on our roads

Table 2: Road policing statistics 2012-13 to 2013-14

	METRO			REGIONAL			STATE		
	2012-13	2013-14	% change	2012-13	2013-14	% change	2012-13	2013-14	% change
Fatalities	123	115	-6.5	132	141	6.8	255	256	0.4
Injuries	13,492	13,554	0.5	4,843	4,967	2.6	18,335	18,521	1.0
Collisions	11,003	11,054	0.5	3,801	3,909	2.8	14,804	14,963	1.1

Note:

* Data correct at date of download (25 August 2014 for fatalities and 5 August 2014 for injuries and collisions). Data downloaded on a different date may reflect minor variations.

** Injury data contains both serious injury and other injury data in the July 2013-June 2014 period. There is an approximate six week time lag with injury data.

Victoria has been split into Regional and Metro areas. Please see Maps at Appendix N for further reference:

Regional: Eastern Region Divisions 3, 4, 5 and 6, Western Region Divisions 2, 3, 4, 5 and 6. Metro: North West Metro Region (whole region), Southern Metro Region (whole region), Eastern Region Divisions 1 and 2, Western Region Division 1.

Supporting our people – Occupational health and safety

The health and safety of our officers is our first priority and is paramount to us being able to deliver services to meet the needs of our diverse and vast community.

In 2013-14, Victoria Police achieved significant occupational health and safety (OHS) improvements under our *Safety First Strategy*.

- A 17.0 per cent reduction in shifts lost to injury - the equivalent of 31 full time officers
- An 18.5 per cent reduction in lost time injury frequency rate (LTIFR)
- An 18.9 per cent reduction in total injuries to our officers and employees.

The health and safety of our officers is our first priority and is paramount to us being able to deliver services to meet the needs of our diverse and vast community.

Financial summary

Victoria Police's net result from transactions for 2013-14 is a deficit of \$7.0 million, compared to a deficit of \$12.4 million in 2012-13. The \$7.0 million deficit is primarily due to information technology (IT) refresh costs, which were funded from drawdowns from prior year accumulated surpluses.

Table 3: Financial results: 2012-13 to 2013-14

	2012-13 (\$m)	2013-14 (\$m)	Change (%)
Income	2,139.3	2,285.3	6.8
Expenditure	2,151.7	2,292.3	6.5
Surplus/(Deficit)	(12.4)	(7.0)	43.5

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.

The Victoria Police Blueprint 2012-15, which was in its second year in 2013-14, 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 were designed to embed new capacity and capability into practice. In 2013-14, the Blueprint actions strengthened our capability by:

- continuing to recruit, train, allocate and deploy the additional 1700 police and 940 PSOs
- influencing community confidence to report family violence

- implementing Year 2 actions of the *Safety First Strategy* to embed safety into the culture of policing
- developing an organisation-wide succession plan to respond to changing service demands
- producing the *Methylamphetamine Strategic Approach 2014 – 2015* to provide Victoria Police with a holistic approach to target methylamphetamine use in the community
- establishing the Priority Communities Division to provide an organisational focus on connecting more effectively with the community.

Chapters 2 and 3 provide a more detailed overview of our performance against the Blueprint, the State Government's budget performance measures, and other reporting requirements.

The Victoria Police Blue Paper:

A VISION FOR VICTORIA POLICE IN 2025

The Blue Paper was launched by Chief Commissioner Ken Lay on 3 June 2014. The Blue Paper embodies the foundation of what will become Victoria Police's new 10-year strategic plan.

It discusses substantial reforms to the current policing model to enable it to meet the growing demands of social, environmental, technological and economic factors on policing services. It outlines the need to improve our capability through workplace reform, better use of technology and closer collaboration through partnerships with other services.

The Blue Paper recognises that Victoria Police must become more connected, be more intelligence- and evidence-driven, and most importantly, to work closely with the community to prevent and reduce harm from crime, disorder and other public safety hazards.

The Blue Paper acknowledges the role of community in policing and that community input must be sought in developing and implementing local solutions. We will seek to engage with the community, government and our own people to work through the issues raised in the Blue Paper and to inform the development of our strategic plan.



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 2014.

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

In 2013-14, Victoria Police maintained its focus on strengthening community engagement and improving service delivery to all Victorians to ensure we remain a dynamic and relevant organisation that is the equal of any police service in the world. The introduction of the Priority Communities Division within Victoria Police, and the release of our *Equality is Not the Same* action plan are significant steps in connecting more effectively with the communities we serve.

One of our key achievements for the year was the substantial progress we made towards the State Government's target of deploying 1700 additional police officers and 940 additional PSOs by November 2014. In 2013-14, we deployed an additional 416 police officers and a further 382 PSOs to metropolitan and regional railway stations. We are on track to meet the stated recruitment targets by November 2014.

Victoria Police's primary responsibility is the ongoing safety, security and public order of the Victorian community. We have identified some of the challenges we face in achieving these outcomes through analysis of our crime statistics and internal intelligence. These findings over the last 12 months include:

- triple zero (000) calls are outpacing population growth
- serious and organised crime is growing rapidly and becoming national and international in nature
- reports of family violence, sexual abuse and fraud are increasing significantly

- increasing crime resulting from social problems, such as abuse of alcohol and illicit drugs, child abuse, online sex offences and mental illness
- more crime associated with rapidly changing technology has driven new ways of committing crime and new types of crime.

In order to tackle these challenges, the *Victoria Police Blueprint* has established a range of actions across the organisation that include the rollout of frontline focussed IT systems, and the expansion of the Police and Clinician Emergency Response (PACER) program, which supports our response to mental health incidents.

Family violence continues to be our key focus, and as a result, we have seen an increase in the community's confidence and willingness to report family violence incidents. We have expanded our Family Violence Teams across the state and continue to lead the community discussion about this issue. Proactive community engagement is critical to our success, and throughout 2013-14, I regularly lent my voice to newspaper articles and spoke at many forums about family violence in our community.

A major initiative in 2013-14 was the release of *The Victoria Police Blue Paper: A Vision for Victoria Police in 2025* in June. This paper identifies the broader social, economic and environmental trends and internal challenges facing Victoria Police now and in the coming years. We need to refocus our operations towards crime prevention by better matching resources to demand and rethinking our traditional operating model by putting the needs of the victim at the centre of everything we do. I look forward to having conversations with the community, the State Government and Opposition and the Police Association about the recommendations contained within the Blue Paper in the year ahead.

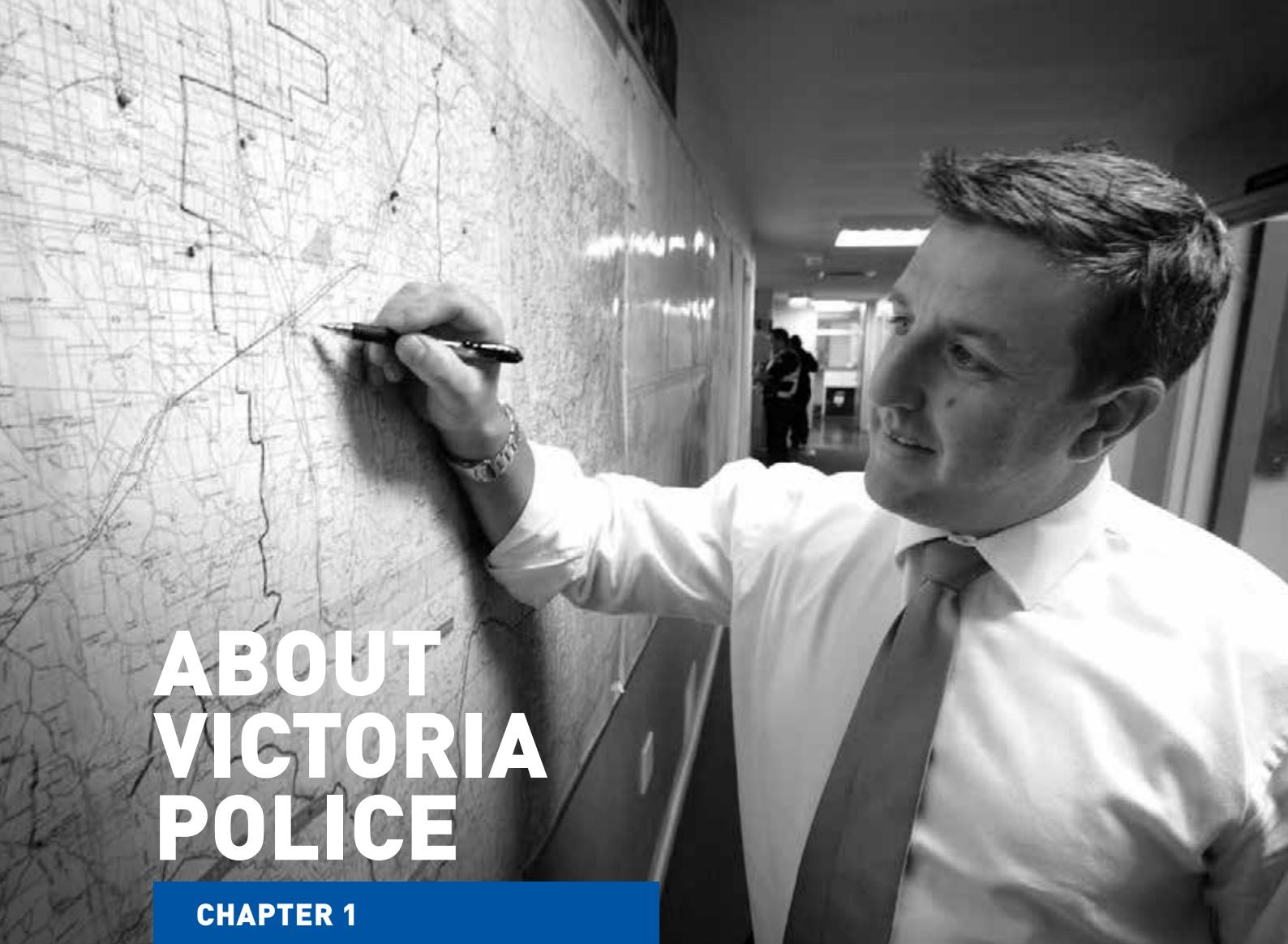
As Chief Commissioner, I am fully committed to creating and maintaining a safe and productive workplace by constantly improving health, safety and wellbeing for our employees, contractors and visitors. Our *Safety First Strategy 2012-15* is in its second year and has produced promising results, with the number of employee injuries reduced, despite an increase in workforce numbers. The number of shifts lost to injury has also been significantly reduced.

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

We will continue to evolve as an organisation to ensure the community of Victoria is kept safe in the years and decades to come.



Ken D. Lay APM
Chief Commissioner



ABOUT VICTORIA POLICE

CHAPTER 1

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, committed to, and inspire these organisational values in others.
- 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.

Who we are

Our people are the public face of policing, working to keep over 5.7 million Victorians¹ safe, dealing with often complex issues and contributing to positive social outcomes.

Police officers and PSOs are supported in their roles by public service professionals who work as administrators, managers and specialists in a range of functions such as legal services, accounting and forensic sciences.

Table 4: Fast facts as at 30 June 2014

Fast facts as at 30 June 2014	
Victoria Police expenditure 2013-14:	\$2,291.0b²
Total employees (FTE):	
Police	12,956.1
Recruits	265.0
PSOs (Existing)	160.7
PSOs (Newly deployed)	778.0
PSOs (In training)	148.0
Reservists	5.0
Victorian Public Service	2,590.0 ³
Total:	16,902.8

Through the combined efforts of our workforce, we give effect to our mission to ensure a safe, secure and orderly society through:

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

Victoria Police Act 2013

The Chief Commissioner of Victoria Police reports directly to the Minister for Police and Emergency Services, the Hon. Kim Wells MP. For the duration of the 2013-14 financial year, Victoria Police continued to operate under the *Police Regulation Act 1958*. As of 1 July 2014, this legislation was superseded by the *Victoria Police Act 2013* (the Act), which is now the principal Act for the administration and governance of Victoria Police, and supports the delivery of a more modern and efficient police force under a series of reforms.

Victoria Police spent the 2013-14 financial year preparing for the commencement of the new Act, which clarifies the relationship between the Chief Commissioner and the Minister, while protecting the independence of the Chief Commissioner as Chief Constable for Victoria.

Other changes in the Act include:

- providing a legislative statement about the role and functions of Victoria Police
- providing a statutory framework for the appointment and removal of the Chief Commissioner, Deputy Commissioners, Assistant Commissioners, other ranks of police officers, PSOs and special constables
- acknowledging Victoria Police's public service workforce as part of Victoria Police
- redefining the liability of the State of Victoria where police officers commit detrimental or negligent action
- expanding the Chief Commissioner's powers to direct employees to undergo drug and alcohol testing.

¹ Based on ABS population data as at 31 December 2013

² As per Appendix M Budget Outcome – Total Expenses From Transactions

³ Based on Department of Treasury and Finance Financial Reporting Direction 29

What we do

Victoria Police provides policing services to the Victorian community 24 hours a day, seven days a week. Our services include:

- responding to calls for assistance in matters of personal and public safety, emergencies and serious incidents
- preventing crime through a range of proactive community safety programs
- detecting and investigating offences, and bringing to justice those responsible for committing them
- supporting 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
- promoting safe road-user behaviour.

Effective frontline response service delivery is provided through 54 Police Service Areas (PSAs), split across 21 divisions within four regions - North West Metro, Southern Metro, Eastern and Western. These regional boundaries correspond with those of other Victorian government departments, enhancing cross-department service delivery, particularly in the area of emergency management.

Continuous improvement with the allocation of police resources has resulted in process changes in 2013-14. Regional Assistant Commissioners now utilise the information provided by our resource allocation model to determine where to distribute resources across their divisions, in order to best meet service delivery demand.

This enables fit-for-purpose service delivery, including the allocation of police to taskforces and intelligence-led policing models. This provides greater flexibility in the timely movement of resources to address developing service delivery demands.

Victoria Police regions



Table 5: Victoria Police regions - snapshot

North West Metro Region		Southern Metro Region	
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:	38	Stations:	29
Eastern Region		Western Region	
Size:	84,620 km ²	Size:	136,700 km ²
Resident population*	2.0 million	Resident population*	927,276
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:	116	Stations:	146

* Population is an approximate only.

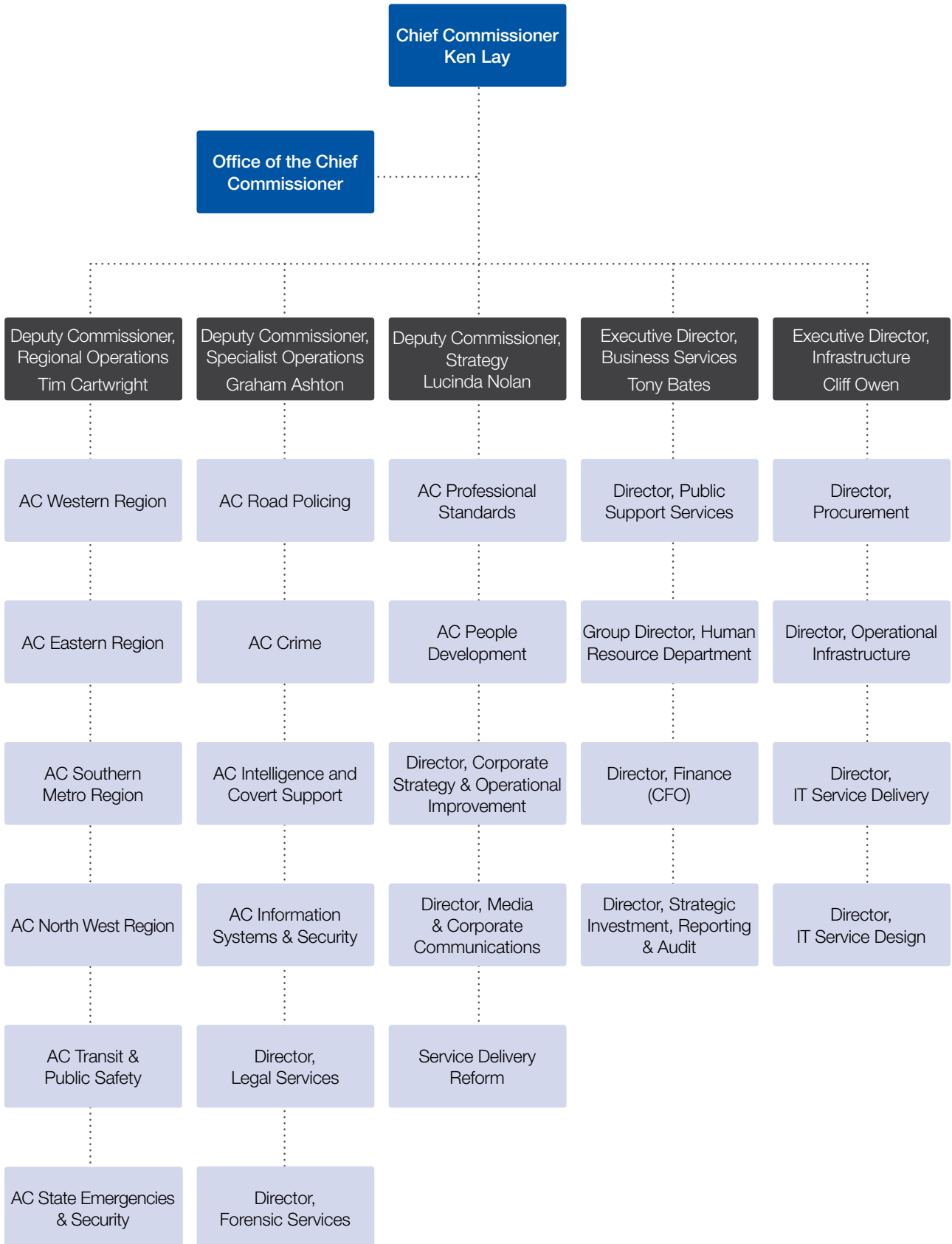
Corporate governance and the Victoria Police Blueprint 2012-15

At Victoria Police, we prioritise and manage our service delivery through corporate governance arrangements modelled on best practice. Our governance structure supports effective and transparent service delivery through rigorous accountability systems, 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, supported by advice from the Chief Information Officer and an independent member (retired Air Chief Marshall Angus Houston). A summary of the achievements for each Executive Command member's portfolio can be found in Chapter 2 of this annual report.

Our governance structure supports effective and transparent service delivery through rigorous accountability systems, decision making and performance management.

Victoria Police organisational chart as at 30 June 2014



The Corporate Advisory Group (CAG) provides strategic advice to the leadership of Victoria Police on a comprehensive program of organisational reform.

CAG is chaired by retired Air Chief Marshall Mr Angus Houston, and has overseen progress in relation to the Victoria Police long-term vision for reform through:

- the Policing Information, Process and Practice (PIPP) Program
- a refresh of Victoria Police infrastructure
- the re-tender of Victoria Police IT services
- the development of the *Victoria Police Blue Paper: A vision for Victoria Police in 2025*.

The Blueprint

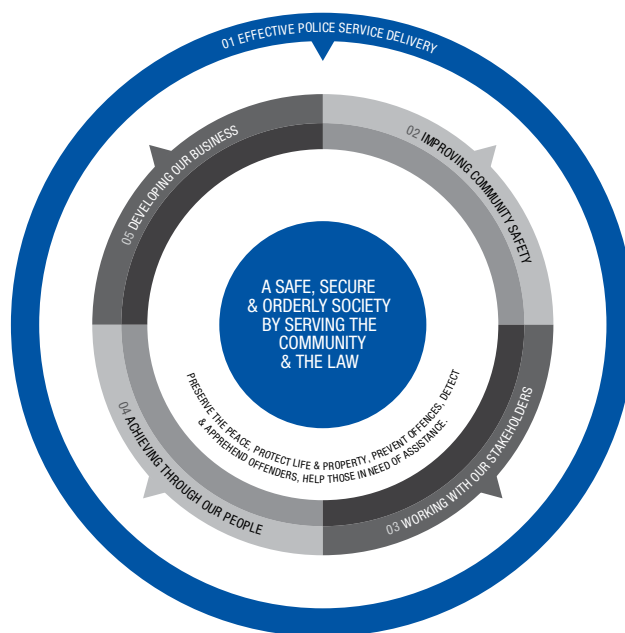
Our governance framework has been developed and implemented using the *Victoria Police Blueprint 2012-15* (the Blueprint) as its basis.

The Blueprint serves as a three-year strategic plan for the organisation that is implemented through the annual setting of priorities and actions (2013-14 being the second year of the Blueprint). The Blueprint identifies five key areas of focus:

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.

As illustrated in Figure 1, 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 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 risk management across the organisation in a single process.

Each action in the Blueprint is allocated to an accountable Command member and executive sponsor. Blueprint actions are implemented through a dedicated project plan that sets out the scope, timelines, consultation and deliverables. Work is overseen by the Executive Command sponsor and by the Blueprint committee established for each of the areas of focus.

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 Mr Ken Loughnan AO (Deputy Chair) Mr David Evans Dr Ian Reinecke AM Mr Alex Malley	Organisational Providing 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 Reviewing the planning and implementation of strategic projects and critical non-operational business activities, including IT procurement and project management, organisational governance and corporate strategy	Independent: Mr Angus Houston AC AFC (Chair)	Quarterly
Standing committees			
Victoria Police Audit and Risk Committee	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
Finance Management Committee	Monitors and reports financial performance against Victoria Police goals and approved budgets, and formulates strategies for improving the organisation's financial position, including the approval and monitoring of budget processes	Executive Director, Business Services	Monthly
Police Procurement Board	Oversees commercial process and approves requisitions within Victoria Police's accreditation limit, and ensures that procurement policies, strategies and practices are consistent with Victorian Government Purchasing Board policies	Group Director, Human Resource Department	Monthly

Committee	Focus	Chair	Meets
Sub-committees		Organisational	
Community Safety	Planning, performance monitoring and developing service responses to current crime, safety, disorder, road policing priorities	Deputy Commissioner, Regional Operations	
Service Delivery	Planning, performance monitoring and developing responses to meet service demand efficiently and effectively	Deputy Commissioner, Specialist Operations	
Stakeholder Engagement	Planning, performance monitoring and developing collaborative responses to stakeholder expectations including the community, government, partners, media and workforce	Deputy Commissioner, Strategy	Monthly
People	Planning, performance monitoring and developing the capacity, capability, safety and wellbeing of Victoria Police employees	Executive Director, Business Services	
Business Development	Planning, performance monitoring and developing business systems and processes in support of police service delivery including finance, technology, infrastructure and equipment	Executive Director, Infrastructure	
Command		Regional/departmental/commands	
Assistant Commissioners	Providing advice and input to Executive Command on issues of organisational significance		
Commanders Directors	Leading and managing the delivery of Blueprint actions, identifying and briefing on emerging issues, risks and trends, service development and stakeholder engagement	Chief Commissioner	Quarterly

Organisational audits and reviews

Internal Audits

The annual internal audit plan for the 2013-14 was approved by the Victoria Police Audit and Risk Committee (VPARC) and Executive Command. This risk-based internal audit program was performed by a panel of two outsourced service providers managed by the Internal Audit Unit, as well as an in-house internal audit team of five sworn police officers primarily focusing on the Intelligence and Covert areas.

Twenty-one planned internal audit projects were undertaken by the outsourced service providers and the in-house team addressing the risk themes outlined in the table opposite.

A further nine management requested audits and reviews were also undertaken by the outsourced service providers and the in-house team during the course of the financial year. These audits play an important validation role of our risk framework and provide crucial information in validating our processes and informing continuous improvement.

Risk themes	Planned projects undertaken
Change management	1
Emergency response	1
Failure to comply with established policy and procedures	9
Government approach to high volume, rising violent crime	2
Inappropriate behaviour	1
Information management and security	5
Physical security of Victoria Police premises and property	1
Workplace safety	1
Total	21

2014 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
09 / 07 / 2014

Insurance Attestation

(Attestation for compliance with the Ministerial Standing Direction 4.5.5.1 - Insurance)

I, Ken D. Lay APM Chief Commissioner, certify that the Victoria Police has complied with the Ministerial Direction 4.5.5.1 - Insurance



Ken D. Lay APM
Chief Commissioner

08 / 09 / 2014



EXECUTIVE COMMAND FOREWORDS

CHAPTER 2

As outlined in Chapter 1, 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 the leadership, management and performance of their respective portfolios.

This chapter provides an overview of the portfolio highlights and achievements for each of the Deputy Commissioners and Executive Directors, including the actions undertaken by the Blueprint committees for which they are responsible.

Deputy Commissioner Regional Operations

Tim Cartwright APM



As Deputy Commissioner Regional Operations, I am responsible for the leadership and management of:

- Victoria's four police regions (North West Metro, Southern Metro, Eastern and Western)
- Transit and Public Safety Command
- State Emergencies and Security Command.

Some examples of the work undertaken in the Regional Operations portfolio in 2013-14 included:

Community policing

We continued to focus on family violence prevention and response, and Victoria Police now attends more than 65,000 family violence incidents per year. One of the challenges in keeping victims safe is to identify high-risk cases and work with partner agencies to mitigate the risks.

North West Metro Region's collaborative response is typical of this work across the state, with Victoria Police, Berry Street, Department of Human Services Child Protection, Kildonan UnitingCare, Corrections Victoria and Child First jointly dealing with around 40 priority cases per month. In each case, agencies pool their knowledge of the case, test the response and adjust actions to ensure that we are doing everything possible to protect victims of family violence.

Sporting events

During the 2013-14 A-League national football season, Victoria Police developed strong relationships with A-League clubs, stadium management, security providers and Football Federation Australia to improve community safety prior to, during and after A-League games in Victoria. Collaborating more closely with all stakeholders led to the commencement of three 'safety forums' being held during the season in Victoria.

These forums led to strong partnerships and the development of a strategy to reduce violence, damage and anti-social behaviour by A-League supporters. The success of these forums led to the inaugural Australia and New Zealand forum being held in Sydney in May 2014. This strategy, which includes a strong focus on education, prevention, intelligence and enforcement, has seen a significant improvement in community safety at A-League games.

Protective services officers

As at 30 June 2014, a total of 778 PSOs were working at 124 railway stations across the state. The deployment of PSOs aims to improve community safety and security in and around train stations. The PSO presence has been very well received by train travellers and has improved the perceptions of safety on public transport.

Major emergency response

The 2013-14 fire season challenged police, emergency service responders, government and the broader community, with approximately 4,600 grass and bush fires. There were six significant fires of interest including a large coal mine fire at Hazelwood.

The fire events which commenced in early January 2014 and concluded in March, resulted in both planned and unplanned evacuations in Loddon Mallee, Northern Grampians and Wunghnu fire complexes. There was significant destruction of property and infrastructure including 80 residences and one bushfire related death, as a result of the bushfire in the Wartook Valley.

The Hazelwood coal mine fire resulted in the development of a planned relocation of vulnerable residents, with respite centres and temporary accommodation established to support the relocation.

I am also the chairperson of the Community Safety Committee. The committee oversees a large body of work targeting priority issues around community safety. Typically, this work focuses on current issues such as alcohol-fuelled violence, better targeting of road policing, and the impacts of mental illness.

Key achievements of the Community Safety Committee in 2013-14 included:

- development of a state violence reduction strategy
- development and endorsement of the *Methylamphetamine Strategic Approach 2014-15*
- implementation of the *Victoria Police Road Safety Strategy 2013-18: Road to Zero*.

In review

2013-2014 has been a busy and eventful year with many challenges and issues emerging to confront the many police officers in my portfolio. Their dedication and professionalism is displayed every day.

The deployment of PSOs aims to improve community safety and security in and around train stations. The PSO presence has been very well received by train travellers and has improved the perceptions of safety on public transport.

Deputy Commissioner Specialist Operations

Graham Ashton AM



As Deputy Commissioner, Specialist Operations, I oversee and manage the following areas:

- Crime Command
- Forensic Services
- Intelligence and Covert Support Command
- Legal Services
- Office of the Chief Information Officer
- Road Policing Command.

While 2013-14 was a challenging year, it was also a year of many positive achievements and milestones. As we continue to best serve our community, the following is worthy of reflection:

Victorian Government Road Safety Strategy 2013-2022

Complementing the introduction of the *Victorian Government Road Safety Strategy 2013-2022*, Victoria Police committed significant resources in developing our organisation's five-year plan for road policing – the *Victoria Police Road Safety Strategy and Action Plan 2013-18: Road to Zero*. The plan will build on our recent work and enhance our capabilities, enforcement and partnerships into the future.

Sporting Integrity Intelligence Unit

The Sporting Integrity Intelligence Unit (SIU) was formed in February 2013, and achieved international recognition for conducting Australia's first successful match-fixing investigation, known as Operation Starlings. In August 2013, the Victorian Premier League Southern Stars Football Club was the subject of suspicious betting patterns on several matches. The investigation, involving Crime Command and SIU investigators, found that the team had been infiltrated by members of a global match-fixing syndicate. Victoria Police is increasingly being recognised as a global leader in the sporting integrity sector.

Sex Offenders Registry - International best practice

The Sex Offenders Registry Asia Pacific forum was held in March 2014. The conference included presentations from international experts on sex offender registration and management. The forum was attended by 300 delegates, with representatives from all Australian law enforcement agencies (state and federal), international law enforcement agencies, and key partners including Department of Human Services, Corrections Victoria and academia. Several examples of ongoing collaboration subsequent to the forum highlighted the importance of such a forum, and has led to changes in practice and policy in this area.

McCallum Building

On 23 June 2014, the new McCallum Building was officially opened at the Victoria Police Forensic Services Department in Macleod. The forensic laboratory houses more than 150 specialist staff including biologists, chemists, researchers and support staff, who will move from the outdated existing building which has been operating since 1986. The McCallum Building has world-class forensic examination suites and equipment that allow recovery and identification of trace evidence materials. As an integrated evidence recovery laboratory, it covers aspects such as crime scene, ballistics, chemistry and biology and allows specialist areas to work more closely together.

This technology will allow us to identify more offenders, reduce backlogs and provide improved service delivery to support front line policing and contribute to a safer community.

Specialist support for family violence victims - Civil advocates

In 2013-14, Victoria Police prosecuted more than 27,500 family violence (intervention order) applications in the Magistrates' Court. In order to meet this growing demand and to provide a more specialised service for victims, the Civil Advocacy Unit was established. For the past 12 months, civil advocates have undertaken the majority of police intervention order applications in the metropolitan Magistrates' Courts and the Melbourne Children's Court. They work closely with all parties involved in an intervention order hearing including police, court staff, magistrates, family members and support services, ensuring that the most appropriate orders are made for the protection of family violence victims and that perpetrators of these crimes are held to account.

Outlaw motorcycle gangs - Fortification legislation impact

The Echo Taskforce has successfully applied the legislation relating to anti-fortification of premises associated with OMCG club houses in Victoria. The high profile Hells Angels OMCG was the first to be forced to remove their fortification (gates, CCTV, barriers and bollards) from their existing premises. The Bros OMCG has also been served an anti-fortification notice and is in the process of adhering to the requirements. It also enables Victoria Police officers to safely monitor and, where required, enter these premises. Anti-fortification is one of several strategies aimed at reducing OMCG strongholds and addressing the associated anti-social behaviour locally and nationally.

Cold Case Unit

The Cold Case Unit (CCU) continues to achieve outstanding results on historical allegations of sexual assault. In many instances, the offenders, when faced with the evidence gathered by CCU investigators are entering guilty pleas, which is a positive outcome for victims.

Sexual Crimes Squad

The Sexual Crimes Squad continues to investigate allegations involving unknown offenders, including a number of high profile investigations. Although these investigations are both challenging and time consuming, significant results have been achieved which is a credit to the investigative abilities of the officers in this squad.

I am also the Chairperson of the Service Delivery Committee, which oversees the planning, monitoring and development of responses to meet service demand efficiently and effectively.

Significant achievements from the Service Delivery Committee in 2013-14 included:

- endorsement of a flexible resourcing model to ensure service delivery demand is best met
- endorsement of a Victoria Police Integrity Framework, setting a clear direction for all staff on expected behaviours
- development of an improved strategy to deliver compliance with operational procedures and legislation.

The Echo Taskforce has successfully applied the legislation relating to anti-fortification of premises associated with outlaw motorcycle gang (OMCG) club houses in Victoria. The high profile Hells Angels OMCG was the first to be forced to remove their fortification (gates, CCTV, barriers and bollards) from their existing premises.

Deputy Commissioner Strategy

Lucinda Nolan APM



As Deputy Commissioner, Strategy, I am responsible for the following areas:

- Corporate Strategy and Operational Improvement Department
- Information, Systems and Security Command
- Media and Corporate Communications Department
- People Development Command
- Professional Standards Command
- Service Delivery Reform Group.

In 2013-14, the portfolio focused on:

- building the organisation's capacity and capability in key functions (for example, crime prevention, services to victims and stakeholder engagement)
- improving the organisation's access to and use of information to identify trends, emerging issues, risks and performance (for example, rolling out a management system for monitoring workplace standards)
- re-engineering core activities and services to streamline effort, achieve better results and collaborate with other services (for example, reforming our rostering systems and practices to better match service demands).

Examples of the initiatives that have supported this focus are:

Policing Information Process and Practice Reform Program

The PIPP Reform Program is designed to maintain the performance of core Victoria Police information systems and commence planning for longer-term reforms to Information and Communications Technology (ICT) systems and processes. This year the program:

- refined the organisational governance framework
- sustained key legacy infrastructure, for example hardware supporting Law Enforcement Assistance Program (LEAP) and Interpose
- scoped the feasibility and functionality of online reporting
- commenced development of a business technology road map
- developed the *Enterprise Architecture Strategy* and governance approaches as part of embedding the 'Foundational Frameworks'
- commenced building the case for mobility capability for frontline policing.

Victim-centric service delivery

To raise the operational focus on victims to the same level as offenders, we have:

- trialed pre-charge diversion to give victims meaningful alternatives to prosecution
- commenced a project to equip victims with information to prevent re-victimisation
- provided direct referrals to the Victims Helpline via a secure electronic referral system
- worked with Victims Support Agency on a Victims of Crime Survey, the co-location of victims support workers at police stations, the design of an online case tracking system for victims and participation in a Victims of Crime Consultative Committee.

Stakeholder engagement

To embed the structure and standards for engagement activities across the organisation under the *Stakeholder Engagement Framework*, we produced tools and processes to assist work

areas with identifying, prioritising and purposefully interacting with their government and community stakeholders. We also commissioned an external expert to provide targeted training to build capability and develop standardised approaches. The introduction of the Priority Communities Division within Victoria Police, and the release of our *Equality is Not the Same* action plan were also significant steps in connecting more effectively with the communities we serve.

Police and Clinician Emergency Response units

Created from an identified need to make better use of police and health resources and to provide a more client-centred response to individuals in need, Police and Clinician Emergency Response (PACER) units are a collaboration between local police, mental health services and other agencies (for example, Medicare Locals). This collaboration was formalised in May 2014 with the State Government's announcement of a four-year investment in mental health and policing partnerships statewide.

Our Service Delivery Model to 2025

This document outlines the internal and external drivers for reform, the key areas for reform, and the organisational initiatives required to revise our model for delivering services. The model is the product of an environmental scan, research into policing good practice and a review of organisational reform to date. The document supports the *Victoria Police Blue Paper: A Vision for Victoria Police in 2025*.

I am also Chair of the Stakeholder Engagement Committee, which maintains a strategic focus on current and emerging stakeholder engagement priorities and oversees progress against the Blueprint actions in the 'Working with our Stakeholders' area of focus.

In 2013-14, the Committee oversaw the delivery of:

- the Blue Paper, the 10-year vision for the organisation
- the *Equality is Not the Same* report, based on extensive community consultation and independent reviews of our field contacts policy and data collection and cross cultural training

- a forecasting tool to improve oversight of the complaints management system
- media strategies for three crime reduction priority areas
- a strategy to improve analysis of expectations and perceptions of police service delivery among non-English speaking communities
- a continuous professional development framework for specialist police and VPS staff
- a leadership development framework involving other government agencies
- revised policies and procedures under the new *Victoria Police Act 2013*
- reform of our approach to managing evidentiary, found and seized property.

The introduction of the Priority Communities Division within Victoria Police, and the release of our *Equality is Not the Same* action plan were also significant steps in connecting more effectively with the communities we serve.

Executive Director Business Services Tony Bates



As the Executive Director of the Business Services Department, I am responsible for four key areas:

- Strategic Investment, Reporting and Audit
- Financial Services
- Human Resource Department
- Public Support Services Department.

In 2013-14, our business services teams delivered significant accomplishments in a number of areas.

We delivered outstanding results in actioning freedom of information (FOI) requests and subpoenas, with 2,400 FOI requests and 3,800 subpoenas received. We recorded zero overdue FOI requests at the end of each month for the full 2013-14 financial year. The average finalisation time for FOI requests was also improved, reducing from 57 days in 2012-13 to 36 days this financial year.

We worked closely with internal and external stakeholders to review and improve the bench (arrest) warrants process. Bench warrants are issued by a judge or court, generally when someone fails to comply with a court order or requirement. Implementation of a streamlined model from 1 April 2014 significantly reduced delays of information and allowed quicker exposure to unexecuted bench warrants for all police officers.

We also took part in the successful joint operation ‘Operation Unification’ with Crime Command. This operation targeted firearms ownership and compliance, with numerous firearms checked and verified. Imitation hand guns were located and seized, with further investigations pending against a firearms dealer.

Further improvements to our corporate capability include:

- increasing the financial capability of the organisation through the implementation of a centralised, automated financial services delivery model, strengthening our financial governance, introducing cross-departmental oversight, and the introduction of an invoice automation system, which enables central processing of invoice payments
- establishment of a team to support the next round of enterprise bargaining for police
- restructuring the previous Corporate Investment and Performance Division to the Strategic Investment, Reporting and Audit Division which includes the External Reporting and Internal Audit teams and allows for greater alignment between various corporate activities, performance reporting (including the Annual Report), and audit functions.

I am also responsible for chairing the People Committee, which oversees all projects aimed at delivering Blueprint actions under the ‘Achieving through our people’ area of focus.

The People Committee has overseen some significant achievements this year, including:

- implementing the second year of the *Safety First Strategy*, to enhance the organisation’s commitment to a safe work environment
- delivering Phase 2 of the *Victoria Police Strategic Workforce Plan*, by drawing on the analysis and scanning undertaken in Phase 1 to develop a plan to standardise workforce planning across Victoria Police
- developing an organisation-wide succession plan that addresses a range of issues including transitioning to retirement.

Executive Director Infrastructure Cliff Owen



As the Executive Director of the Infrastructure Department, I am responsible for the following areas:

- Procurement
- Operational Infrastructure
- IT Service Delivery
- IT Service Design.

These areas support operational policing and other departments with fit for purpose operational infrastructure and IT assets and services, as well as Victorian Government Purchasing Board (VGPB) compliant procurement and commercial processes and services.

Infrastructure

During 2013-14, we committed to an extensive program of service improvement and development. Of particular note was the large scale capital works program, including the new City West Police Complex (due for completion in April 2015), implementation of major IT platform initiatives, and the adoption of new procurement arrangements that reflect revised Victorian Government Procurement Guidelines. The year also saw the completion of the new general duties uniform rollout to police officers.

To accommodate the additional 1700 police and 940 PSOs, capital works commenced at over 100 locations across the state. More than 70 separate projects have been completed, and the remainder are expected to finish in the early part of 2014-15. A number of significant non-police station projects were also progressed including upgrades at the Academy, the expansion of the Forensic Science Centre at Macleod, development of a new Operational Tactics and Safety Training (OTST) facility at Craigieburn, and a substantial reduction in space and rental costs for Victoria Police at the Victoria Police Centre.

IT

IT initiatives during 2013-14 have focussed on the implementation of two key IT infrastructure platforms to bring Victoria Police up to a more contemporary standard operating environment. The first project involves the ongoing refresh of IT infrastructure through the replacement of the distributed server network and design of new corporate data centres, acquisition of replacement desktop devices for the entire organisation and transition of the operating environment from Windows XP to Windows 7. The second IT infrastructure platform initiative relates to the replacement of a number of large central IT contracts. In 2013-14, a request for tender was issued, with subsequent short-listing of providers. The replacement contract will commence operation in the 2015-16 financial year, and will provide improved end-to-end management of IT services, and a strengthened vendor performance framework.

Procurement

The portfolio has paid particular attention to strengthening policy, planning and governance during the year. Following the release of new policies by the VGPB, Victoria Police completed a major reform of procurement policies and processes based on complexity, risk and a solid governance framework to ensure accountability. The VGPB approved this new approach for implementation from 1 December 2013. Under the new arrangements, tenders will continue to be advertised and contracts published on the State Government's tender website.

Similarly, the portfolio has placed emphasis on longer term planning around facility design and configuration, exploring newer technology and workplace configurations, and established a Strategic Asset Management Policy, Program and Plan. The purpose is to provide an informed asset management and longer term replacement plan for the many items of equipment and assets used by Victoria Police.

I am also responsible for chairing the Business Development Committee, which oversees all projects aimed at delivering Blueprint actions under the 'Developing our business' area of focus.

Significant achievements from the Business Development Committee in 2013-14 included:

- overseeing the commencement of an organisation-wide training and awareness program in relation to information security
- initiation of improvements to business continuity and disaster recovery arrangements
- development and implementation of a revised approach to property management to more effectively manage risk in relation to evidentiary, found and seized property.

Across the portfolio, 2013-14 has been a significant year of delivery, and this will continue well into 2014-15. Over the coming year, the portfolio will focus its attention on further reform, exploring the concepts and issues articulated in the Blue Paper, while ensuring that changes that have been implemented yield the expected benefits.



OUR PERFORMANCE

CHAPTER 3

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

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

This chapter reports on our performance against a range of measures, including the State Government's Budget performance measures and statutory reporting requirements. A summary of key crime statistics for Victoria in 2013-14, as well as performance in priority areas such as family violence and road trauma is also included. All statistics in this report are raw offence numbers, unless specified otherwise (rate per 100,000 population).

Performance reporting

The effectiveness of the delivery of our policing services is measured through 18 key performance measures, published in the Victorian Government's Budget Papers (BP3).

As outlined in Table 6 opposite, Victoria Police has performed well against its BP3 performance measures, in an ever-evolving and challenging environment.

Table 6: Policing services – BP3 performance measures

Major outputs/Deliverables Performance measures	Unit of measure	2012-13 Outcome	2013-14 Target	2013-14 Outcome	Performance variation (%)	Result
Quantity						
Criminal history checks conducted to contribute to community safety	number	481,945	490,000	492,635	0.5	✓
Community calls for assistance to which a Victoria Police response is dispatched	number	884,380	800,000	811,619	1.5	✓
Crimes against the person - excluding family violence related crime (rate per 100,000 population)	number	617.4**	≤ 653.8	603.5	-7.7	✓
Crimes against property - excluding family violence related crime (rate per 100,000 population)	number	4560.7**	≤ 4,667.1	4,582.1	-1.8	✓
Crimes against the person - family violence related crime (rate per 100,000 population)	number	415.5**	≥ 323.0	431.0	33.4	✓
Crimes against property - family violence related crime (rate per 100,000 population)	number	128.9**	≥ 95.2	139.3	46.3	✓
Number of alcohol screening tests conducted	number	1,098,831	1,100,000	1,150,524	4.6	✓
Number of prohibited drug screening tests conducted	number	23,245	40,000	42,780	7.0	✓
Quality						
Proportion of community satisfied with policing services (general satisfaction)	per cent	78.2	70.0	76.9	6.9	✓
Proportion of the community who have confidence in police (an integrity indicator)	per cent	86	83.0	86.1	3.1	✓
Proportion of drivers tested who comply with alcohol limits	per cent	99.8	99.5	99.8	0.3	✓
Proportion of drivers tested who comply with posted speed limits	per cent	99.9	99.5	99.9	0.4	✓
Proportion of drivers tested who return clear result for prohibited drugs	per cent	96.2	94.0	92.2	-1.8	✗
Proportion of successful prosecution outcomes	per cent	92.3	92.0	92.7	0.7	✓
Victoria Police regions with plans, procedures and resources in place for the bushfire season	per cent	N/A***	100.0	100.0	0.0	■
Timeliness						
Proportion of crimes against the person resolved within 30 days	per cent	36.5	36.0	37.5	1.5	✓
Proportion of property crime resolved within 30 days	per cent	19.3	19.0	20.7	1.7	✓
Cost						
Total output cost - Policing services*	\$ million	2,144.3	2,282.7	2,291.0	0.4	■

* Total output cost - Policing services as represented in Appendix M (Comprehensive Operating Statement) under 'Total Expenses From Transactions'.

**The four crime measures are new measures for the 2013-14 financial year. 2012-13 outcomes have been provided as a basis for comparison over time. The 2012-13 outcomes were downloaded on 26 August 2014 and may vary from the 2012-13 crime statistics annual release due to receipt of supplementary information at a later stage.

*** commenced as a new measure in 2013-14.

Key: ✓ Performance target exceeded ■ Performance target achieved ✗ Performance target not achieved

Explanations for all negative variances from target and positive variances of greater than five per cent

The rollout of the additional 1700 sworn police and 940 PSOs has allowed a greater focus on enforcement initiatives. There are more police out in the community, and this is leading to increased detection of crime, which is reflected in our performance outcomes. Increased police numbers are also contributing to greater efficiency, improving our clearance rates since 2012-13, resulting in positive performance against our targets.

The following section provides an analysis of all negative variances, as well as positive performance variances of greater than five per cent. All crime statistics in this section are based on crime rates per 100,000 population, and will therefore not reconcile with raw offence crime statistics.

We have seen decreases against our target in both non-family violence related measures (crimes against the person and property crime). A significant deterrent to anti-social and criminal behaviour is a highly visible police presence on our streets.

Crimes against the person – excluding family violence related crime (rate per 100,000 population)

In 2013-14, there were 603.5 non-family violence crimes against the person per 100,000 population, a variance of -7.7 per cent against our target (≤ 653.8). Since 2012-13, there has been a decrease of 3.6 per cent in reported assault offences (assault offences account for approximately 6.8 per cent of total non-family violence related crime). A decrease of 10.5 per cent in robbery offences (accounting for approximately 0.7 per cent of total non-family violence related crime) also contributed to the result.

Due to targeted strategies and proactive policing we recorded positive variances against the targets for family violence related crimes, which reflects the increased confidence of people to report family violence incidents to police.

Crimes against the person – family violence related crime (rate per 100,000 population)

In 2013-14, there were 431.0 family violence related crimes against the person per 100,000 population, a variance of 33.4 per cent against the target (≥ 323.0). Since 2012-13, there have been increases in reporting of assault offences (up 4.2 per cent, representing 35.9 per cent of family violence related crime), and rape offences (up 13.4 per cent, representing 1.2 per cent of family violence related crime).

Property crime – family violence related crime (rate per 100,000 population)

In 2013-14, there were 139.3 family violence related property crimes per 100,000 population, an increase of 46.3 per cent against the target (≥ 95.2). Since 2012-13, we have seen increases in reporting of family violence related property damage offences, which were up 7.4 per cent, and represent 11.4 per cent of family violence related crime. Increases in family violence related reporting of aggravated burglary (up 6.9 per cent) and theft (other) (up 12.3 per cent) offences have also contributed to the overall increase, although both categories represent less than 1 per cent of total family violence related crime.

We recorded increases in the number of roadside alcohol and drug screening tests conducted, both against target and since 2012-13. A more detailed description of the variance for drug screening tests is outlined below, as this variance exceeded five per cent.

Number of prohibited drug screening tests conducted

In 2013-14, we conducted 42,780 drug screening tests against a target of 40,000, a 7 per cent variance. The increase in this measure from the 2012-13 outcome is attributed to the inclusion of our entire drug testing capability ('Booze Bus' and regional highway patrol units) into the target and reported outcome, whereas previously only Booze Bus tests had been counted. The increased availability of resources, increased testing during high risk holiday periods, and more flexible allocation of drug testing equipment and enforcement

strategies to the general Booze Bus fleet also contributed to the positive variance against this target.

Positive performance compared to target against the proportion of the community satisfied with policing services measure has been a consistent good news story for Victoria Police.

Proportion of community satisfied with policing services (general satisfaction)

In 2013-14, 76.9 per cent of community members surveyed reported that they were satisfied with policing services, a 6.9 per cent variance to the 70.0 per cent target. This is a minor decline of 1.3 per cent from our 2012-13 outcome. Victoria Police works to increase community satisfaction with policing services by developing service strategies tailored to the needs of local communities. This is evident in the general increases at PSA level across metropolitan and regional Victoria, which is reflected in the positive result for this measure.

The only measure that showed negative performance to target relates to the proportion of drivers tested who return clear result for prohibited drugs.

Proportion of drivers tested who return clear result for prohibited drugs

The actual outcome is above the target due to an increased availability of resources and allocations of drug testing equipment and more targeted enforcement strategies. Operational tasking decisions to target hotspot areas have resulted in increased detection rates of drug affected drivers, thus reducing the proportion of clear results.

Report on government services: Benchmarking

Victoria Police is required to report on the performance of its policing services as part of the Productivity Commission's annual *Report on Government Services* (RoGS).

The Justice Chapter (including Policing Services) of the 18th RoGS was released on 28 January 2014, and covers the 2012-13 financial year. The report promotes awareness about the effectiveness, efficiency and performance of government services across Australia, and assists in highlighting where improvements may be needed. It also provides benchmarking of performance against other Australian policing jurisdictions.

The 2014 RoGS showed that Victoria Police had fared well when compared with its interstate counterparts, with results generally above the national average, including Victoria Police having the highest ratio of operational staff.

We are rated as the most efficient policing service nationwide, coupled with some of the highest percentages of community satisfaction, as sourced from the National Survey of Community Satisfaction with Policing.

However, the report showed we have some way to go in improving the gender balance of the workforce, by increasing the proportion of female police and PSOs joining the organisation. Increasing public perceptions of honesty and fairness, and encouraging more reporting of crimes to police, will also continue to be a focus.

Policing services: Improving community confidence and satisfaction

Improving community confidence and satisfaction is measured through the National Survey of Community Satisfaction with Policing (NSCSP), which is also used to inform RoGS. 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 behalf of the Victorian people. Over the last four years, we have experienced increases in community confidence in police. Though both general satisfaction with services provided by police and customer satisfaction (based on most recent police contact) recorded slight decreases in 2013-14, results for both measures remain high, and above performance targets (refer to Table 6 for BP3 performance measures).



Table 7: Performance results – Community perceptions of policing

Perceptions of policing - Trends	METRO					REGIONAL					STATE				
	2010-11 (%)	2011-12 (%)	2012-13 (%)	2013-14 (%)	% change (2010-11 to 2013-14)	2010-11 (%)	2011-12 (%)	2012-13 (%)	2013-14 (%)	% change (2010-11 to 2013-14)	2010-11 (%)	2011-12 (%)	2012-13 (%)	2013-14 (%)	% change (2010-11 to 2013-14)
Improving community confidence in police	83.0	84.0	85.1	85.0	2.0	88.0	88.0	88.9	90.1	2.1	84.1	85.1	86.0	86.1	2.0
Increasing customer satisfaction with the delivery of police services	82.0	84.0	84.0	81.7	-0.3	90.0	89.0	87.1	88.0	-2.0	84.0	85.3	84.8	83.2	-0.8
Increasing general satisfaction with services provided by Victoria Police	2.0	4.0	6.5	5.3	3.3	8.0	1.0	4.0	2.7	4.7	3.0	5.9	8.2	6.9	3.9

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

* 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.

Victoria has been split into Regional and Metro areas. Please refer to Maps at Appendix N for further reference:

Regional: Eastern Region Divisions 3, 4, 5 and 6, Western Region Divisions 2, 3, 4, 5 and 6. Metro: North West Metro Region (whole region), Southern Metro Region (whole region), Eastern Region Divisions 1 and 2, Western Region Division 1.

In summary:

- The number of people who had confidence in Victoria Police has slightly increased over the last four years. The 2013-14 result of 86.1 per cent is slightly below the national average result of 86.4 per cent.
- In 2013-14, 83.2 per cent of respondents surveyed indicated they were at least 'satisfied' with the service they received during their most recent contact with Victoria Police. This represents a slight decrease over the last four years, and from the result recorded at the end of 2012-13 (84.8 per cent). This is now slightly below the national average of 83.5 per cent.

- General satisfaction with services provided by Victoria Police has increased over the last four years, with a minor decrease of 1.3 per cent compared to 2012-13, from 78.2 per cent to 76.9 per cent in 2013-14.

Improving community perceptions of policing is a strong focus of the Blueprint, with a number of actions aimed at building community confidence and perceptions of police. This is covered in more detail in Chapter 5: Blueprint achievements.

HOMICIDE SQUAD MARKS 70 YEARS

The Victoria Police Homicide Squad marked 70 years of investigating and solving murders and homicides in Victoria in December 2013. In the past 70 years, the squad has investigated nearly 3,550 murders, with less than seven per cent remaining unsolved.

The Homicide Squad was formed in 1943 and is now led by Detective Inspector Michael Hughes, with a staff of approximately 60 investigators, supported by a number of intelligence officers. The Homicide Squad's missing persons team monitors all missing persons in Victoria and undertakes investigations where there may be a potential homicide. The squad is also responsible for investigating all suspicious deaths in Victoria as well as police-related deaths.

Members of the Homicide Squad are required to be extremely thorough, methodical and uncompromising in their investigations. The homicide rate in Victoria has been dropping since 1980, with the current number of homicides at approximately 160 per year. Thanks to the dedication and commitment of the Homicide Squad, around 95 per cent of those murders are solved.

REDUCING CRIME

Changes to performance reporting

In the 2013-14 State Budget, the Victorian Government allocated \$8.4 million over four years to establish an independent crime statistics agency. The Crime Statistics Agency (CSA) is located within the Department of Justice and will commence operation on 1 January 2015, taking over the annual and quarterly reporting of crime statistics from Victoria Police.

Annual Victorian crime statistics will be published in future in the CSA Annual Report.

At the end of 2013-14, the total crime rate was 7,489.5 offences per 100,000 population. This represents an increase of 3.7 per cent over the rate of 7,223.2 per 100,000 population as at 30 June 2013.

In terms of total offences recorded, this is a 5.7 per cent increase from 410,501 offences recorded in 2012-13 to 433,718 in 2013-14.

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

- increased reporting and detection due to the rollout of additional police
- continued significant increases in recorded family violence related crimes against the person and property
- increases in property crime (both family violence and non-family violence related)
- increases in drug offences
- increases in family violence related breaches of intervention orders and family violence safety notices in the 'Other crime' category
- an increase in deception offences, driven by credit card fraud.

Table 8: Total offences recorded – 2012-13 to 2013-14

Total Offences Recorded	METRO			REGIONAL			STATE		
	2012-13	2013-14	% change	2012-13	2013-14	% change	2012-13	2013-14	% change
Crimes against the person	43,068	43,390	0.7	15,628	16,508	5.6	58,702	59,907	2.1
Property crime	215,985	224,456	3.9	50,262	48,626	-3.3	266,516	273,413	2.6
Drug offences	17,000	18,024	6.0	4,594	5,419	18.0	21,595	23,444	8.6
Other	46,247	55,565	20.1	17,435	21,386	22.7	63,688	76,954	20.8
Total	322,300	341,435	5.9	87,919	91,939	4.6	410,501	433,718	5.7

Note: Victoria has been split into Regional and Metro areas: Please refer to Maps at Appendix N for further reference:

Regional: Eastern Region Divisions 3, 4, 5 and 6, Western Region Divisions 2, 3, 4, 5 and 6. Metro: North West Metro Region (whole region), Southern Metro Region (whole region), Eastern Region Divisions 1 and 2, Western Region Division 1.

The rollout of the additional 1700 police and 940 PSOs has contributed to an increase in detected crime. Offences where this is evident include:

- Handle stolen goods (up 20.9 per cent)
- Drug offences - Possess/Use (up 9.0 per cent)
- Drug offences – Cultivate, manufacture, traffic (up 7.1 per cent)
- Going equipped to steal (up 32.9 per cent)
- Weapons/Explosives (up 13.0 per cent).

Table 9 below provides a detailed comparison of results in all crime categories (comparing crime statistics in 2012-13 with those for 2013-14). In keeping with a previous recommendation from the Parliamentary Public Accounts and Estimates Committee (PAEC), the 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 3 measures, outlined earlier.

Table 9: Overview of offences – 2013-14 compared with 2012-13

Overview of offences 2013-14 compared with 2012-13 (Total recorded crime and offence rate per 100,000 population)						
Offence	Number of offences			Rate per 100,000 population		
	2012-13	2013-14	% change (2012-13 to 2013-14)	2012-13	2013-14	% change (2012-13 to 2013-14)
Homicide	176	167	-5.1	3.1	2.9	-6.9
Rape	2,067	2,144	3.7	36.4	37.0	1.8
Sex (non-rape)	6,817	7,467	9.5	120.0	128.9	7.5
Robbery	2,828	2,587	-8.5	49.8	44.7	-10.2
Assault	46,123	46,912	1.7	811.6	810.1	-0.2
Abduction/Kidnap	691	630	-8.8	12.2	10.9	-10.5
Crimes against the person	58,702	59,907	2.1	1,032.9	1,034.5	0.2
Arson	3,315	2,818	-15.0	58.3	48.7	-16.6
Property damage	45,573	43,928	-3.6	801.9	758.6	-5.4
Burglary (Aggravated)	2,726	2,647	-2.9	48.0	45.7	-4.7
Burglary (Residential)	28,893	28,515	-1.3	508.4	492.4	-3.1
Burglary (Other)	15,100	15,248	1.0	265.7	263.3	-0.9
Deception	27,687	32,734	18.2	487.2	565.3	16.0
Handle stolen goods	8,351	10,099	20.9	146.9	174.4	18.7
Theft from motor vehicle	42,957	48,506	12.9	755.9	837.6	10.8
Theft (Shopsteal)	20,760	20,836	0.4	365.3	359.8	-1.5
Theft of motor vehicle	14,669	16,320	11.3	258.1	281.8	9.2
Theft of bicycle	4,660	5,006	7.4	82.0	86.4	5.4
Theft (Other)	51,825	46,756	-9.8	911.9	807.4	-11.5
Crimes against property	266,516	273,413	2.6	4,689.6	4,721.4	0.7
Drug (Culture, manufacture, traffic)	5,363	5,746	7.1	94.4	99.2	5.1
Drug (Possess, use)	16,232	17,698	9.0	285.6	305.6	7.0
Drugs	21,595	23,444	8.6	380.0	404.8	6.5
Going equipped to steal	605	804	32.9	10.6	13.9	30.4
Justice procedures	31,268	42,030	34.4	550.2	725.8	31.9
Regulated public order	1,410	1,386	-1.7	24.8	23.9	-3.5
Weapons/Explosives	11,426	12,909	13.0	201.1	222.9	10.9
Harassment	4,781	5,205	8.9	84.1	89.9	6.8
Behaviour in public	6,704	6,928	3.3	118.0	119.6	1.4
Other	7,494	7,692	2.6	131.9	132.8	0.7
Other crime	63,688	76,954	20.8	1,120.7	1,328.9	18.6
Total	410,501	433,718	5.7	7,223.2	7,489.5	3.7

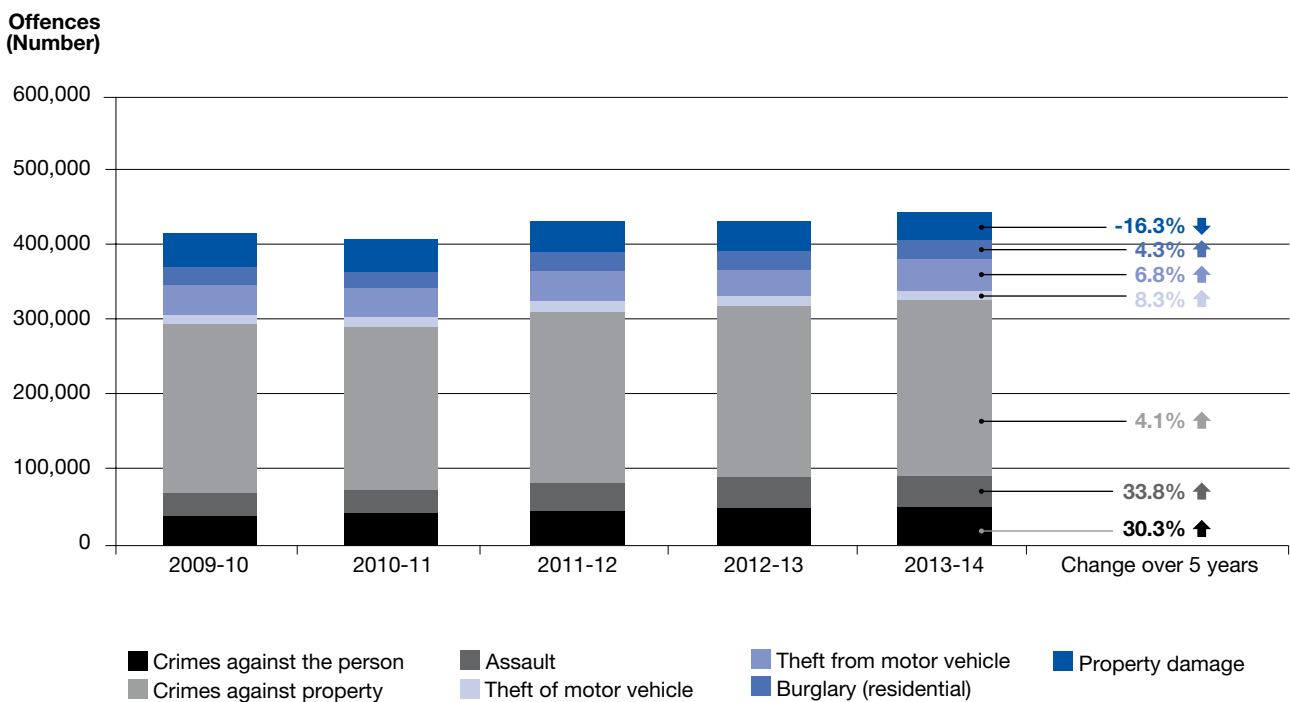
Note: Data in Table 9 was extracted from LEAP database on 18 July 2014 and is subject to variation. Figures may not match previous reports. All figures are rounded to one decimal place.

Chart 1 provides information on the trend in the number of recorded offences for key crime categories over the past five years. Some of the trends of note include:

- The increased reporting of family violence has been a significant driver in the overall increase in crimes against the person over the last five years. From 2009-10 to 2013-14, there was a 30.3 per cent increase in crimes against the person, including a 33.8 per cent increase in assaults.
- There was a 4.1 per cent increase in property crime, which has also been driven by increased reporting of family violence, as well as increased theft of/from motor vehicle offences.
- The increased reporting of family violence as the key driver of this trend is supported by Chart 2 in the 'Responding to violence against women and children' section of this report. Over the last five years, there has been an 83.3 per cent increase in the number of family violence incidents attended, and a 213.2 per cent increase in the number of family violence incidents attended where charges have been laid.
- Victoria Police began separating family violence and non-family violence crimes at the start of 2013-14 to allow greater visibility of these crime trends.

Chart 1: Trends in key crime categories: 2009-10 to 2013-14

	2009-10	2010-11	2011-12	2012-13	2013-14	% change 2009-10 to 2013-14
Crimes against the person	45,979	48,750	54,422	58,693	59,907	30.3
Assault	35,062	36,884	41,900	46,136	46,912	33.8
Crimes against property	262,622	254,729	267,398	266,512	273,413	4.1
Theft of motor vehicle	15,066	14,377	15,644	14,669	16,320	8.3
Theft from motor vehicle	45,420	44,643	46,699	42,957	48,506	6.8
Burglary (residential)	27,351	27,510	29,232	28,894	28,515	4.3
Property damage	52,487	48,165	48,904	45,576	43,928	-16.3



TRIDENT TASKFORCE

The Taskforce Trident was formed in July 2012 to create an environment that is hostile to the existence of organised crime in a maritime setting.

Between July and October 2013, officers from the Trident Taskforce busted the biggest organised illicit tobacco importation syndicate in Australia's history.

Trident Taskforce members charged 10 people and seized 71 tonnes of tobacco and 80 million cigarettes stashed in shipping containers at Melbourne docks. Police officers also seized large amounts of cash, guns and other weapons.

This was one of the largest organised crime set-ups in relation to international tobacco importation that Victoria Police has seen. The illicit importation of tobacco at this scale allows organised crime groups to develop considerable wealth and have links to other organised crime syndicates.

The aim of the Trident Taskforce is to prevent, detect, deter and defeat organised crime, while also feeding into the reform of associated policy, legislation and industry processes. Working closely with industry stakeholders also assists in hardening the maritime environment for illegal activities, and limits vulnerabilities exploited by organised crime.

ECHO TASKFORCE – OUTLAW MOTORCYCLE GANGS

The Echo Taskforce experienced continued success in 2013-14, conducting several 'days of action' as part of the ongoing Victoria Police strategy to disrupt criminal activities and identify, apprehend and prosecute OMCG members and/or their associates involved in the commission of offences.

Operations have targeted the Hells Angels OMCG in Operation 'Redefined', the Comanchero OMCG in Operation 'Crosswings', and the Rebels OMCG in 'Operation Quatrain – Phase II'.

These operations have been aimed at:

- disrupting criminal activities being undertaken by OMCG members and associates
- investigating the supply and trafficking of illicit drugs by national crime syndicates linked to OMCGs
- investigating the trafficking of firearms by OMCGs in Victoria and interstate, and seizing the trafficked firearms
- recovering explosives (Powergel), detonators and firearms believed to be in the current possession of OMCGs
- identifying, apprehending and prosecuting, where possible, any persons involved in the commission of those offences
- investigating serious offences as they occur
- providing reassurance to the community, and preventing loss of life or serious injury.

Making a difference

Two priority areas which Victoria Police focused on in 2013-14 were our response to family violence, and reducing road trauma. This section highlights our key achievements in these areas.

Responding to violence against women and children

Responding to family violence

Improving our responses to family violence remains a key priority for Victoria Police. Family violence is an insidious part of our community and has long lasting impacts on victims, including children. In 2013-14, Victoria Police prioritised leadership on this and initiated a range of activities to further promote awareness and a whole-of-community approach to this issue.

During 2013-14, we have continued to see a significant increase in the number of family violence and sexual assault reports to Victoria Police. Given that current research indicates that violence against women and children remains under-reported, the current trend of increasing reporting to police indicates that community confidence to report these incidents is rising.

To emphasise our priority focus on this area in 2013-14, our actions included:

- Chief Commissioner Ken Lay declaring family violence one of the most significant law and order problems in Victoria and, together with Minister for Police and Emergency Services Kim Wells and Minister for Community Services Mary Wooldridge, leading a public forum to highlight the impact of family violence on women and the community
- introducing LEAP Electronic Data Recorder (LEDR) MK2 reporting of family violence incidents
- continuing implementation of the Enhanced Family Violence Service Delivery Model which focuses on repeat victims and recidivist offenders
- providing a specialised approach to repeat victimisation and recidivist offending via 30 Family Violence Teams across the state



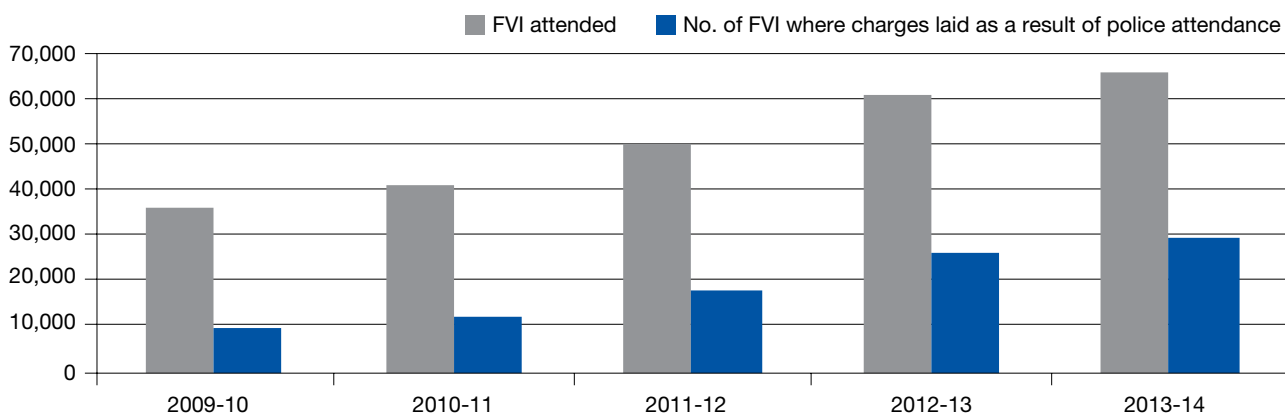
- creating specialist family violence positions to support and assist officers with the response to, and investigation of, family violence.

Victoria Police attended 65,393 family violence incidents in 2013-14, an increase of 8.0 per cent on attendance at such incidents in 2012-13 (60,550). We also applied for 17,101 family violence intervention orders in 2013-14, an increase of 10.3 per cent on the number applied for in 2012-13 (15,502).

Chart 2 clearly shows the increased police activity and subsequent reporting of family violence incidents over the last five years. Since 2009-10, we have achieved:

- 83.3 per cent increase in the number of family violence incidents attended
- 213.2 per cent increase in the number of family violence incidents attended where charges have been laid.

Chart 2: Family violence statistics



83.3%

increase in the number of family violence incidents attended

213.2%

increase in the number of family violence incidents attended where charges have been laid.

As outlined in previous sections of this report, our focus on addressing family violence has resulted in increased confidence amongst the community to report family violence incidents. Since 2012-13, there has been:

- a 5.7 per cent increase in family violence related crimes against the person in 2013-14, driven by increased reporting of family violence related assault offences (6.2 per cent increase, 35.9 per cent proportion of total crime), robbery offences (16.2 per cent) and rape offences (15.6 per cent)
- an increase of 10.1 per cent in family violence related property crime, driven by increased reporting of family violence related property damage offences (9.4 per cent increase, 11.4 per cent proportion of total crime, 84.2 per cent of property crime), aggravated burglary offences (9.0 per cent), and theft (other) (14.4 per cent).

BENCH WARRANTS

Commencing on 1 April 2014, the State Government provided Victoria Police with \$0.6 million in 2013-14, as part of a \$2.4 million commitment until 31 December 2015, to improve systems and significantly streamline processes related to bench (arrest) warrants, which are warrants issued by a judge or court, generally when someone fails to comply with a court order or requirement. The faster processing and visibility of bench warrants enables Victoria Police to meet community expectations and create a safer Victoria, through earlier, more efficient identification and apprehension of offenders.

The new process for filing and executing a bench warrant to arrest allows for greater visibility of outstanding bench warrants across the organisation. The new process reduces the time it takes for a bench warrant to appear on the LEAP system.

The revised process has produced great improvements to the processing of warrants. The number of warrants entered into the LEAP system has significantly increased, within shorter timeframes.

Responding to sexual assault

In 2013-14, rape and sex (non-rape) offences continued to show increases, with rape offences recording a 3.7 per cent increase, and sex (non-rape) offences increasing by 9.5 per cent. Family violence related rape offences increased by 15.6 per cent. Historical trends in this offence are being monitored to identify the key drivers.

To improve our response in supporting victims of sexual assault, multi-disciplinary centres (MDCs) are currently operating in Seaford, Geelong and Mildura, with a further three MDCs being established in Dandenong, Bendigo and Morwell. MDCs involve multiple agencies working collaboratively to provide a streamlined, integrated and holistic response to victims of sexual assault and child abuse from a single location.

Better integration and co-location of various agencies has the capacity to significantly improve the response to the victims of sexual offending. Co-located specialist professionals include:

- Victoria Police Sexual Offences and Child Abuse Investigation Teams (SOCITs)
- Department of Human Services Child Protection officers
- Centres Against Sexual Assault (CASA) counsellors/advocates
- Victorian Institute of Forensic Medicine at the Dandenong MDC.



Reducing road trauma

Targeting road safety: Our strategies

Fatalities and serious injuries on our roads present a significant challenge, with the State Government setting a target of 30 per cent reduction over ten years to 2022. To support this, Victoria Police developed and implemented the *Victoria Police Road Safety Strategy 2013-18 – ‘Road to Zero’*.

The strategy will continue to influence improved road user behaviours and lower road trauma through a focus on safe systems thinking, improved systems, innovative technologies, stronger partnerships and professionalised road policing.

The strategy’s vision is zero deaths and serious injuries on Victorian roads, and it aims to achieve less than 200 deaths and 3,850 serious injuries per year by the end of 2022.

The ‘Road to Zero’ Strategy has three key priorities:

- building road policing capabilities
- enhancing enforcement and prevention
- working in partnerships.

Some of the key operations and strategies implemented in 2013-14 include:

- implementation of the collaborative Speed Tolerance Enforcement Program (STEP), which raises awareness of the dangers of speeding, lowers police tolerance towards speeding and aims to have speeding become socially unacceptable to the Victorian community
- ongoing development of the Road Policing Investigation Course through input from our road safety partners, including VicRoads, Transport Accident Commission (TAC) and the Monash University Accident Research Centre
- creation of a simulated collision scene for foundation and advanced training courses, to enhance crash scene investigation
- deployment of an additional 40 speed measurement devices and 10 evidentiary breath testing machines, with the support of the TAC

Table 10: Road safety statistics 2009-10 to 2013-14

Perceptions of policing - Trends	METRO					% change (2009-10 to 2013-14)
	2009-10	2010-11	2011-12	2012-13	2013-14	
Fatalities	157	145	153	123	115	-26.8
Injuries	12,631	13,350	14,122	13,492	13,554	7.3
Fatal collisions	146	136	142	112	107	-26.7
Injury collisions	9,813	10,542	11,253	10,891	10,947	11.6
Total collisions	9,959	10,678	11,395	11,003	11,054	11.0

- numerous road policing operations across the state, including ‘Crossroads’, ‘Austrans’, ‘Horizon’, ‘Regal’ and the ‘Summerstay Campaign’, focusing upon the high risk road user behaviours including: speeding, distracted and impaired driving, fatigue and not wearing seatbelts, with many operations involving other enforcement agencies and our key road safety partners.
- enhanced enforcement hours, through a partnership with the TAC, focusing on the prevention and detection of high risk road user behaviours that result in road trauma
- ongoing trialling of new technologies with our partners in relation to tailgating, seatbelt compliance and distraction
- enhancing our understanding of, and response to, serious injury collisions through involvement in the Victorian Parliamentary Inquiry into Serious Injury.

Targeting road safety: Impact

Victoria Police continues to work closely with the Victorian community and its road safety partners to reduce road trauma and create safer Victorian roads.

The number of reported fatalities, collisions and injuries remained stable in 2013-14, with only marginal increases. Reported road fatalities

slightly increased by 0.4 per cent (from 255 to 256), total injuries increased by 1.0 per cent (from 18,335 to 18,521), and total collisions increased by 1.1 per cent (from 14,804 to 14,963).

The 2013-14 road toll reflects an increase in the number of multiple fatalities, including a number of triple and quadruple fatality collisions in the second half of the year. This is reflected in the increase in passenger fatalities (30 per cent) and pedestrian fatalities (34.4 per cent) during the period.

There have been decreases in driver fatalities (-11.7 per cent) and motorcyclist fatalities (-17.9 per cent). The number of collisions resulting in fatalities has also decreased by 19.8 per cent. In the context of population growth and an increasing number of cars on our roads, this is a positive result.



REGIONAL						STATE					
2009-10	2010-11	2011-12	2012-13	2013-14	% change (2009-10 to 2013-14)	2009-10	2010-11	2011-12	2012-13	2013-14	% change (2009-10 to 2013-14)
131	149	116	132	141	7.6	288	294	269	255	256	-11.1
4,768	5,138	5,008	4,843	4,967	4.2	17,399	18,488	19,130	18,335	18,521	6.4
120	137	103	123	123	2.5	266	273	245	235	230	-13.5
3,502	3,763	3,837	3,678	3,786	8.1	13,315	14,305	15,090	14,569	14,733	10.6
3,622	3,900	3,940	3,801	3,909	7.9	13,581	14,578	15,335	14,804	14,963	10.2

Notes:

- 1] Data in Table 10 was correct at date of download (25 August 2014 for fatalities and 5 August 2014 for injuries and collisions). Data downloaded on a different date may reflect minor variations.
- 2] Injury data contains both serious injury and other injury data in the July 2009-June 2014 period. There is an approximate six week time lag with injury data. Please use caution when comparing with previous years.

- 3] Fatalities data also has a lag, so this number is still provisional. Victoria has been split into Regional and Metro areas. Please refer to Maps at Appendix N for further reference:
Regional: Eastern Region Divisions 3, 4, 5 and 6, Western Region Divisions 2, 3, 4, 5 and 6. Metro: North West Metro Region (whole region), Southern Metro Region (whole region), Eastern Region Divisions 1 and 2, Western Region Division 1.

Focus for 2014-15: Road safety

During 2014-15, Victoria Police will:

- continue to task frontline resources to further reduce road trauma
- pilot a 'Safe Systems' training initiative to enhance and embed safe systems thinking into preventative measures and build local partnerships
- develop a variable message signage capability in partnership with the Department of Justice to enhance the behavioural change effects of road policing
- continue to implement the STEP program across Victoria
- introduce a chapter on road policing into the Victoria Police Intelligence Doctrine (VPID), which provides direction and minimum standards for intelligence, tasking and coordination
- implement the *Safer Country Roads Plan 2014-2018* in a continuing commitment to reducing rural road trauma.

MOBILE LAW ENFORCEMENT SYSTEM – 'BLUENET'

In 2013-14, the Technology Enforcement Support Unit, Road Policing Command, introduced an in-car mobile law enforcement system that provides a comprehensive multi-application solution to Victoria Police called BlueNet.

BlueNet integrates in-car video, automated number plate recognition and mobile data terminal technologies, providing an opportunity to equip Victoria Police operational units with world's best practice road traffic enforcement and emergency management tools.

Cameras mounted on the exterior of the car scan number plates and alert police officers inside the car to any stolen vehicles/plates, unauthorised drivers and unregistered vehicles. The in-car video provides increased safety for police officers, as well as audio and visual corroboration of offences.

Integrating and mobilising this technology gives Victoria Police a greater ability to detect and remove unauthorised drivers and unregistered vehicles from our roads, thus creating a safer environment for all road users.



Other projects and initiatives to improve community safety

Table 11 provides an overview of other strategies implemented to improve public safety, and the outcomes of these strategies. This includes action/progress against State Government election commitments in this area.

Table 11: Progress and impact of key strategies

Progress	Impact
Deployment of an additional 1700 police	
<p>At 30 June 2014, there were an additional 1,699 sworn police (FTE) since November 2010. This includes an increase of 416 in 2013-14.</p> <p>At 30 June 2014, there were 12,956 sworn police (FTE), and a further 265 recruits in training.</p>	<p>Increased detected crime including:</p> <ul style="list-style-type: none"> • Handle stolen goods offences (up 20.9 per cent) • Drug offences - Possess/Use (up 9.0 per cent) • Drug offences – Cultivate, manufacture, traffic (up 7.1 per cent) • Going equipped to steal offences (up 32.9 per cent) • Weapons/Explosives offences (up 13.0 per cent)
Deployment of 940 PSOs	
<p>Victoria Police is on track to meet the November 2014 target of deploying an additional 940 transit PSOs.</p> <p>As at 30 June 2014, there were 778 PSOs deployed to 124 stations, with an additional 148 PSOs in training.</p>	<p>PSOs are having a positive impact in addressing crime, violence and anti-social behaviour, and in improving perceptions of safety on the rail network, particularly at night.</p> <p>Detected offences at public transport locations are up by 5.4 per cent due to the work of PSOs on our public transport networks. Reported offences have risen by 10.5 per cent.</p> <p>PSOs issued 13,530 infringements in 2013-14*. (* to end of Qtr 3 only – data extracted on 8 July 2014, and subject to variation. Infringements data has a three month settling period).</p> <p>An independent evaluation of PSOs at railway stations, conducted by DBM Consultants determined that members of the community have felt safer on public transport since the deployment of PSOs. In particular:</p> <ul style="list-style-type: none"> • Perceptions of safety on weeknights (between 6 pm to 10 pm) was reported as 86 per cent positive, and perceptions of safety on weekends was reported as 80 per cent positive. Both measures have increased by 10 per cent from a benchmark study in 2012. • Respondents travelling between 10 pm and 2 am felt safer with PSOs patrolling than they did at the same stations in 2012, with 93 per cent keen to seek help if necessary. • NSCSP Community Survey data as at the end of June 2014 shows that 39.3 per cent of the community feel safe on public transport at night. While this is a slight decrease on the 2012-13 result (39.9 per cent), it is a 2.7 per cent increase since PSOs were first deployed to railway stations in February 2012 (36.6 per cent at the end of Quarter 3, 2011-12).



Progress	Impact
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Livestock and farm crime	
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Victoria Police is committed to addressing farm crime through the establishment of the Livestock and Farm Crime Specialist Group.

The key drivers in livestock theft include weather, the economy, farm management, industry regulation, legislation and police response.

There are 48 Agricultural Liaison Officers and their partners across the industry and the community, working together to educate people in rural communities to reduce the likelihood of becoming a victim and to encourage prompt reporting.

The police response also encompasses crime prevention and building partnerships with the farming community and other organisations.

The Crime Stoppers program is being used across Victoria to assist in the continued effort in identifying and reducing livestock and farm related theft.

There were 239 recorded offences of livestock theft in 2013-14, a slight increase of 2.1 per cent on 2012-13 (234).

A total of 5,832 livestock were recorded stolen in 2013-14 (a 25.3 per cent increase from 4,653 in 2012-13).

The estimated total value of livestock stolen in 2013-14 is approximately \$1.186 million.



Arson prevention	
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Victoria Police action and strategies are having an impact on arson offence levels, driven by the work of the Victoria Police Bushfire, Arson and Explosives Specialist Group, which is a strategic advisory group, formed as part of the *Victoria Police Bushfire Arson Prevention and Detection Strategy*.

The Group consists of extensively trained subject matter consultants (specialist detectives) working together with bushfire, arson and explosives liaison officers (BAELOs).

The Group provides high level strategic direction, planning and advice regarding the police response to bushfire arson.

There are currently 276 BAELOs spread across Victoria, receiving ongoing training and offering specialist advice to local police in response to arson.

The *Victoria Police Bushfire Arson Prevention and Detection Strategy* includes Operation Firesetter - a highly visible statewide police operation focussing on preventing and detecting bushfire arsonists in 39 high risk areas, identified at risk of bushfire arson.

There were 2,818 recorded arson offences in 2013-14, a decrease of 15.0 per cent from 2012-13 (3,315 offences).

Progress	Impact
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Taskforce Astraea	
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<p>Victoria Police established Taskforce Astraea to investigate sexual offending against children, predominantly online.</p> <p>Victoria Police has been working with other government departments and non-government organisations to raise awareness around internet safety for children.</p> <p>The taskforce continues to make regular arrests of those committing both online facilitated offending and contact offending.</p> <p>In addition, Victoria Police SOCITs are staffed by experienced and qualified detectives specially trained to respond to, and investigate sexual assault and child abuse. There are 27 SOCIT units in Victoria.</p>	<p>496 offences were recorded in relation to child pornography in 2013-14, an increase of 30.2 per cent on the 2012-13 figure (381).</p> <p>This includes offences such as knowingly possessing child pornography, transmitting child pornography and using a carriage service (online) to procure or groom a person under 16 for sexual acts.</p>
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OPERATION INTANGLE

In 2013-14, officers in Eastern Region concluded a major drug investigation into large scale trafficking of amphetamine-type substances across the north east of Victoria, with a number of offenders prosecuted and jailed.

The offenders had used threats, intimidation and violence to maintain the illicit drug trade in the north east region which caused severe and adverse impacts to the community.

This operation resulted in nine offenders being convicted of drug trafficking and associated offences, with sentences ranging up to nine years imprisonment, thus removing people possessing and trafficking drugs from the streets.

Successful investigations such as Operation Intangle have a deterrent effect on those who want to get involved or are involved in this sort of activity.

OPERATION ENDURABLE

Officers in Eastern Region were part of a cross-border investigation with NSW Police between September and December 2013, in respect to a series of current and historical burglaries occurring over a six-year period.

The investigation identified 55 burglaries in Victoria and 10 in NSW, and stolen property to the value of \$5,000. Investigators from Victoria and NSW also recovered 1,100 items of property, many of which have since been returned to the victims.



ACHIEVEMENTS IN BUILDING OUR CAPABILITY

CHAPTER 4

This chapter highlights some notable achievements in building our capability to deliver a safer Victoria through investing in, developing and supporting our people. Delivering new and refurbished assets and infrastructure has also been a critical component in supporting operational policing.

Investing in, developing and supporting our people

In 2013-14, we made significant progress in implementing the State Government's election commitments:

Recruitment of an additional 1700 police officers by November 2014

By the end of 2013-14, there were 1,699 additional police protecting the community than when the current Government took office in November 2010. As at 30 June 2014:

- Victoria Police had a total of 12,956 FTE sworn police
- This represents a growth of 416 sworn police this financial year
- There were 265 recruits in training

We are on track to meet the State Government's commitment of a total of 13,120 sworn police by November 2014. Additional police are allocated to 21 geographical divisions across four police regions, as well as to operational support services such as Police Prosecutions, Forensics and Professional Standards Command.

Victoria Police marked an important milestone this year with the largest number of police recruits and PSOs in training in the Victoria Police Academy's history. This occasion was marked with a Superintendent's Parade on Monday 16 June 2014, attended by the Chief Commissioner of Police along with Executive and Command members. An image from the parade features on the cover of this annual report.

Recruitment of an additional 940 PSOs by November 2014

We continued to recruit and deploy PSOs to metropolitan and major regional stations from 6 pm until after the last train at night, every night of the week. At 30 June 2014:

- there were 778 PSOs deployed to 124 stations
- this represents a growth of 382 PSOs this financial year
- there were also an additional 148 PSOs in training.

Victoria Police is on track to meet the November 2014 target of deploying an additional 940 PSOs.

Developing our people

Victoria Police developed the Education Master Plan (EMP) as a framework for learning and development to 2020 for all Victoria Police employees which aligns with the Blueprint and the *Developing our People Strategic Direction 2013-2015*. The centrepiece of the EMP is continuous professional development, with a focus on shared responsibility between Victoria Police and our employees.



The EMP emphasises the workplace as the centre of learning and development to make learning more localised and accessible.

The focus of the EMP in 2013-14 has been to scope the practical, systemic and cultural implications of integrating the EMP's core principles into day-to-day operations. An integration project commenced in May 2014 and will deliver a plan for the phased integration of the EMP by November 2014.

Table 12 provides an overview of other training and development areas of focus.

Table 12: Training and development areas of focus

Development focus	Details
Police leadership training	The Victoria Police Leaders Mentoring Program has been operating for seven years. The program has established networks across the business community and Rotary International, with 140 Victoria Police participants ranging from senior sergeant to deputy commissioner.
Integrated leadership training	Police and senior public servants have the opportunity to participate in a Senior Managers' Leadership Development Program (SMLDP). The SMLDP aims to develop confident leaders, who positively impact Victoria Police and the community by responding to the evolving demands of policing. The program focuses on learning through self-reflection, group/syndicate work, and team-based learning both in the workplace and in the community.
Training and developing our public servants	The development framework for all VPS and forensic officer staff has begun implementation. The framework encompasses a series of programs across a range of development areas for general capability building. An organisational assessment identified the need for development across a diverse range of areas including strategic thinking, managing change, communicating with influence, understanding team dynamics and leadership styles. VPS employees are also given the opportunity to enhance their skills and understanding of policing through participation in the sergeant, senior sergeant and inspector promotional programs.

ACADEMY FACILITY UPGRADE

In order to increase the Academy's capacity to accommodate the training of an additional 1700 police and 940 PSOs by November 2014, \$15.4 million was provided to Victoria Police to upgrade the Victoria Police Academy in 2013-14. The significant works include:

- an operational tactics and safety training complex with a new firing range, a 'soft fall' area for conducted energy device and defensive tactics training, and a simulator, which will be used for firearm and operational safety training, using state-of-the-art bluetooth technology to give recruits the most realistic training experience possible
- a new state-of-the-art training system, called Hydra, which simulates a variety of operational scenarios, ranging from vehicle intercepts to large-scale criminal investigations and emergencies, such as bushfires
- a railway platform for PSO training, new classrooms for training, improvements to bathroom and change room facilities, a dining room upgrade and extra car parking space.



Supporting our people: Occupational health and safety

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 that calculates the number of 'lost time injuries' equivalent to one or more lost days of work, per million hours worked.
- A 15 per cent reduction in shifts lost due to all injuries.
- Achievement of 'A' rating audit results. An effective safety management system is proven to provide a strong foundation for achieving excellent safety performance.

The second 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 2013-14, including:

- Awarding the Victoria Police Safety Award to Victoria Police divisions, teams and individuals in recognition of outstanding achievements in performance, leadership and excellence in safety.
- Preparation for the rollout of an organisation-wide cultural change program to support the continuous improvement of health, safety and wellbeing across all levels and locations. The change program supports the current *Safety First Strategy* and aims to propel the organisation from a culture of awareness and action, to accountability and ownership.

- Providing a Health, Safety and Wellbeing Innovation Fund provided through our WorkCover agent. Recent projects include the 'Smarter behind the wheel' Urgent Duty Driving training package, the research and modified design of police equipment cases, peer-support reference material and the distribution of emergency hammer kits.

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.

In 2013-14, Victoria Police achieved significant OHS improvements under our *Safety First Strategy*:

- a 17.0 per cent reduction in shifts lost to injury - the equivalent of 31 full time officers
- an 18.5 per cent reduction in lost time injury frequency rate
- an 18.9 per cent reduction in total injuries to our officers and employees.

We are also tracking well towards our goal of achieving an 'A' rating in our audit results, by delivering improvements in our final ratings for this financial year. Performance against OHS indicators can be viewed at Appendix O.

NEW OPERATIONAL TACTICS AND SAFETY TRAINING FACILITY

Construction of a new multi-million dollar police training facility alongside the new Victorian Emergency Management Training Centre in Craigieburn commenced in 2013-14.

The new \$30 million Victoria Police OTST facility will replace the existing facility located at Essendon Fields, and is due for completion in March 2015.

The new facility will house administration and training staff and include a specially-designed indoor firing range, scenario training village, classrooms, an auditorium, conference centre and fitness facilities. Police will be required to undertake compulsory training twice a year at the facility.

The close location to the Victorian Emergency Management Training Centre ensures our police officers, fire fighters and the emergency management sector at large will have access to modern training facilities and infrastructure that promote interoperability and allow each agency to grow and adapt to future demands.

Honouring our people: 2013-14 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. Marking a first in Victoria Police history, Chief Commissioner Ken Lay presented National Medals to 50 PSOs in January this year. This is a prestigious award historically only available to police officers. This milestone further embeds PSOs in the Victoria Police organisation.

A list of recipients for each award is provided in Appendix P.

Other significant developments to support our people in 2013-14 included:

Replacement of the Police Appeals Board with the Police Registration and Services Board

Changes include a modified appeal process in relation to merit-based transfers and promotions, significantly improving the time in resolving appeals. These changes allow the incorporation of an applicant's professional development and assessment reports for the selection panel's consideration, including any disciplinary history. This is a major step forward in creating a more holistic profile of applicants.

The Custodial Health Advisory Line

The Custodial Health Advisory Line (CHAL) played a critical role this financial year in supporting police in managing the increase in prisoner numbers. The CHAL is a 24 hour, 7 day a week service for police officers to discuss any issues in relation to prisoner health. The CHAL aims to improve the health outcomes and reduce risks of holding Victoria Police detainees and prisoners. The CHAL observed an increase of approximately 40 per cent in calls over the financial year.

Delivering new investments to improve our capability

The 2013-14 State Budget provided funding for the PIPP Reform Program while additional funding and resourcing was internally committed to reforms to IT and procurement.

Policing Information Process and Practice Reform Program

The 2013-14 State Budget announced \$23.3 million over four years in output and asset funding to address immediate issues to maintain the performance of core Victoria Police information systems and to commence planning for longer term reforms to ICT systems and processes.

The PIPP Reform Program has two projects that were both funded in 2013-14:

- *Sustain Project* - maintaining the performance of two critical policing systems (LEAP and Interpose).
- *Transform Project* - a strategic program development submission for resources to enable the ongoing planning, management, development and progression of organisation-wide transformation.

The Sustain Project has successfully implemented several major system upgrades and enhancements to the LEAP and Interpose systems, ensuring their performance reliability while Victoria Police scopes a long-term solution for managing investigation records and intelligence.

Under the Transform Project, mobility requirements have been fully assessed and substantial progress has been made in developing a business case for the implementation of a mobility solution for Victoria Police frontline officers. We also began developing a business technology roadmap that will identify and prioritise initiatives to support a modern police force.

Improving responses to sexual assault - new multi-disciplinary centres and sex offender management

In 2012-13, the State Government announced \$10.8 million in asset and output funding for Victoria Police to establish three new MDCs as part of a broader multiagency response. MDCs involve multiple agencies working collaboratively to provide an integrated and holistic response to victims of sexual assault from a single location. Sites have been selected for all three new MDCs. The Dandenong MDC is expected to be operational by September 2014, with the Bendigo and Morwell sites operational by May 2015 and June 2015 respectively.

An additional \$8.8 million over four years was provided in the 2012-13 Budget for additional staff to enable Victoria Police to effectively manage and monitor registered sex offenders.

Creating effective IT platform infrastructure

Initiatives relating to the refresh of IT equipment and the replacement of major IT service contracts continued to be implemented in 2013-14. These initiatives are designed to establish an effective IT infrastructure platform on which existing and future IT applications can be sustained and developed. Major expenditure was committed in 2013-14 to distributed server replacement and acquisition of replacement desktop devices which will be deployed in 2014-15. This will provide a contemporary, reliable, robust and secure IT infrastructure, thereby minimising corporate risk.

IMPROVEMENTS TO INFORMATION ACCESS AND SHARING

LEDR Mk2 will improve information sharing and information access for frontline police and relevant partner agencies. The changes will provide police officers with a more efficient process to record key activities including crime reporting and offender processing. Process changes will reduce duplicate data capture and time delays for information access, and improve the accuracy of data reported.

LEDR Mk2 (phase 1) commenced in July 2013 and allowed police direct reporting on the foundation functions of 'field contacts' and family violence incidents. Phase 2 will rollout across 2014-15 and include all crime reporting, offender processing and improved reporting on family violence incidents, including applications for intervention orders and safety notices.

Timely and accurate reporting and information access will allow for improved risk identification and an appropriate justice response.

Upgrading police stations and facilities

The 2012-13 State Budget announced an injection of \$47.7 million in capital funding to construct new, and upgrade existing, police stations, as well as an additional \$48.7 million to deliver a program of capital works to accommodate the additional 1700 police and 940 PSOs. 98 per cent of these stations are on track for completion before November 2014.

The 2013-14 State Budget also provided funding to replace Sale and Somerville stations and refurbish Mount Waverley station to enhance the delivery of policing services for their respective local communities. Construction has commenced on all three stations, with works progressing well and due for completion in 2014-15.

Relocation of the Police Mounted Branch from its current site in South Melbourne to a new purpose-built facility at Attwood has also commenced.



In 2013-14, we completed:

- North Ballarat, Daylesford, Mooroolbark and Emerald police stations
- an upgrade to the Victoria Police Academy
- upgrades to 70 police stations to support deployment of the additional 1700 police and 940 PSOs
- a major expansion of forensic facilities at Macleod.

CITY WEST POLICE COMPLEX

Construction of a new police complex at 313 Spencer St, Docklands continued in 2013-14. The new complex will provide Victoria Police with a state-of-the-art, operational facility that will greatly enhance police service delivery across the city.



Due for completion in April 2015, the 27,000 square metre complex will become home to, amongst other police units, Crime Command, Intelligence and Covert Support Command, and the Melbourne West police station – some 1,600 police officers and staff.

The new site provides a more functional design, superior security features and better access to the Melbourne West station's response zone and surrounding arterial roads. The new location offers multiple swift exit options to facilitate rapid deployment, and is close to public transport, ensuring convenient access for staff and the community.

The new facility will be highly visible, providing reassurance and enhanced security for the community. It will project a strong police presence in the Docklands area, at Southern Cross Station, and in the nearby entertainment precincts.

By centralising major crime investigation and intelligence teams in a purpose built facility, policing services to the community will be delivered with greater cohesion and efficiency.

NEW POLICE VESSEL

On 7 March 2014, the Water Police enhanced its capacity to keep Victorian waters safe with the addition of a new state-of-the-art catamaran vessel. The vessel will assist officers in responding to a range of incidents much more quickly (including evacuations at sea, serious crimes and the threat of terrorism) and conduct enforcement patrols along the entire east coast of Victoria.

The \$1.9 million, 14.9 metre long boat boasts a range of modern technological features and will assist in the search for people stranded at sea or washed overboard and during periods of total darkness, poor light and rough seas. The vessel has the ability to scan the seabed for sunken vessels, and a radar can be switched into heat seeking mode to help locate a person at night, or in situations of poor visibility and rough conditions.



Improvements to strategic asset management

In October 2013, the Strategic Asset Management Office was established to develop a strategic asset plan to ensure Victoria Police has processes in place to capture information on its assets, ensure the best use of them, and plan for asset replacement.

This program supports service delivery improvements by ensuring efficient whole-of-life cycle asset management for the organisation. Currently, Victoria Police has recorded assets valued at more than \$1.3 billion which qualify as part of the plan. Work was completed during 2013-14 to identify and assess the initial group of strategic equipment assets, identifying asset risks and to build an evidence-based platform for investment in asset replacement.

Financial summary

Table 13 provides a summary of Victoria Police's financial performance over the past five years.

Table 13: Five year summary of financial results

	2009-10 \$'000	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Total income from transactions	1,859,679	1,972,598	2,051,023	2,139,318	2,285,345
Total expenses from transactions	1,858,714	1,965,125	2,081,572	2,151,676	2,292,344
Net result from transactions	965	7,473	(30,549)	(12,358)	(6,999)
Net result for the period	4,496	13,364	(36,286)	798	(848)
Net cash flow from operating activities	78,793	24,466	58,877	51,591	89,874
Total assets	1,377,255	1,713,200	1,708,763	1,714,057	1,831,379
Total liabilities	555,530	536,638	551,894	553,249	614,641

Operating statement

In 2013-14, the operating statement reports a deficit net result from transactions of \$7.0 million, compared to a deficit of \$12.4 million in the previous year. The deficit from transactions of \$7.0 million primarily relates to IT refresh costs, which were funded from drawdowns from prior year accumulated surpluses.

The increase in income of \$146.0 million mainly relates to grants received from the Department of Justice to fund the following expenditures:

- a \$101.4 million increase in employee expenses for the 1700 additional police and 940 PSOs, and increased enterprise bargaining agreement costs
- a \$27.5 million increase in supplies and services costs, which mainly relates to the IT refresh costs
- an \$8.0 million increase in the capital asset charge, which reflects a higher level of assets in comparison to the previous year.

After the inclusion of net gains from other economic flows resulting from a net gain on non-financial assets and a net loss from other economic flows, the net result for the year is a deficit of \$0.8 million, compared to a similar result in the previous year.

Balance sheet

Victoria Police's net asset base as at 30 June 2014 was \$1,216.7 million, comprising total assets of \$1,831.4 million and total liabilities of \$614.6 million.

The increase in total assets of \$117.3 million in 2013-14 largely relates to expenditure on the asset investment program in 2013-14 and includes the following:

- additional infrastructure for the 1700 additional police/940 PSOs (\$28.8 million)
- IT refresh (\$15.0 million)
- CBD (City West) Accommodation Strategy (\$13.6 million)
- Operational Tactics and Safety Training (\$13.0 million)
- upgrade to Police Academy (\$7.3 million)
- Waurin Ponds Police Station (\$7.3 million).

Total liabilities as at 30 June 2014 were \$61.4 million higher than as at 30 June 2013. This was primarily driven by increased payables relating to the IT refresh, where costs were incurred late in the financial year, and additional accrued expenditure associated with Victoria Police's larger capital program.



BLUEPRINT ACHIEVEMENTS

CHAPTER 5

The Blueprint provides the strategic direction for Victoria Police. 2013-14 was the second year of implementation for the Victoria Police Blueprint.

Blueprint actions are structured under five areas of focus. They are:

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

In our 2012-13 annual report, we identified specific actions to be delivered in 2013-14. The following sections provide progress updates against these actions.

1. EFFECTIVE POLICE SERVICE DELIVERY

Blueprint actions

To increase the efficiency and effectiveness of police service delivery, Table 14 provides an update on our performance against our actions for 2013-14.



Table 14: Blueprint actions and achievements 2013-14 – effective police service delivery

Actions for 2013-14	Achievements
Developing a Victoria Police integrity framework that sets a clear direction for all staff on expected behaviours	An integrity framework was completed and endorsed by the Community Safety Committee. Publication is expected early in the 2014-15 financial year.
Developing a flexible resourcing model to ensure service delivery can be maintained in response to a range of operational demands	Processes have been amended to allow greater flexibility and timely movement of resources to address service delivery demands. Regional Assistant Commissioners now utilise information provided by the resource allocation model to determine distribution of resources to best meet service delivery demand.
Ensuring Victoria Police fully implements the relevant recommendations from the Victorian Emergency Management Reform White Paper	Victoria Police contributed to drafting various documents including: <ul style="list-style-type: none"> • emergency management and critical infrastructure legislation • the new <i>Emergency Management Manual Victoria</i> Existing emergency management and critical infrastructure plans have been reviewed as well as statutory and administrative planning requirements at state, regional and municipal levels.
Continued delivery of key government policy commitments including the recruitment of 1700 additional police and 940 PSOs	Victoria Police is on track to deliver the 1700 additional police and 940 PSOs by November 2014.
Reviewing non-compliance of established frontline operational procedures and legislation and development of an improved strategy to deliver compliance across Victoria Police	Review of procedures and legislation has been completed with recommendations to be incorporated into relevant policies and procedures in 2014-15.
Developing a long-term operational telecommunications strategy for Victoria Police that addresses existing operational requirements	The strategy has been reviewed, with finalisation estimated for the 2014-15 financial year.
Developing a Victoria Police facilities security risk assessment for implementation by regions, departments and commands	The assessment has been endorsed, with more work to be completed in July 2014.

Focus for next year

A number of actions in the 2014-15 Blueprint aim to increase the efficiency and effectiveness of police service delivery in meeting service demand.

- implementing a family violence policy that enhances frontline focus and service delivery effectiveness, appropriate resource allocation and support a more effective whole-of-government response

- reviewing best practice fraud investigation methods, with an emphasis on collaboration with the private sector, to prevent or reduce fraud
- reviewing and developing enhanced emergency call processes, including call triaging options to increase the efficiency of service delivery.

2. IMPROVING COMMUNITY SAFETY

Victoria Police focuses on the prevention of issues causing the greatest harm, so that individuals and communities feel and are safe.

Blueprint actions

Actions in the 2013-14 Blueprint in this area continued to focus on targeting, addressing and reducing the causes of violence and road trauma in the community. Table 15 outlines some of the key Blueprint actions for this financial year, and provides an update on our performance against those actions.



Table 15: Blueprint actions and achievements 2013-14 – Improving community safety

Actions for 2013-14	Achievements
Development of a <i>State Violence Reduction Strategy</i> that supports the delivery of enhanced frontline services	A draft proposal for a whole-of-government approach has been developed for consultation with internal and external stakeholders.
Development of a strategy to tackle amphetamine use in the community	The <i>Methylamphetamine Strategic Approach 2014-15</i> was launched, aiming to provide Victoria Police with a holistic approach to target methylamphetamine 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	Collaborated closely with stakeholders to establish three new 'safety forums' in Victoria. Developed a strategy which focuses on education, prevention, intelligence and enforcement. This has contributed to significant improvements in community safety.
Implement a frontline focus on targeting the identified causal factors of road trauma: speed, impaired driving and seatbelts	A number of projects were developed and implemented, in consultation with road safety partners and operational regions, to support this action. These projects have been explained in Chapter 3.
Development of a model for the operational delivery of the <i>Victorian Road Safety Strategy 2013 – 2022</i>	Implementation of the <i>Victoria Police Road Safety Strategy 2013-2018: 'Road to Zero'</i> . This included development of a governance model and reporting and performance measurement processes, along with ongoing marketing, promotions and enhanced collaboration with the 'Operational Regions' to ensure the operational delivery of the strategy.

Focus for next year

A number of actions in the 2014-15 Blueprint aim to assist in providing more effective responses to crime, safety, disorder and road policing issues.

- enhancing the capability of police regions and divisions to plan effective response options to support tasking and co-ordination, to prevent offending and reduce harm to the community
- implementing intelligence collection priorities at every level of the organisation to support national, state and local objectives
- embedding the *Victoria Police Road Safety Strategy 2013-18 (Road to Zero)*
- implementing the new methylamphetamine strategy.

METHYLAMPHETAMINE STRATEGIC APPROACH

Victoria Police has developed an internal *Methylamphetamine Strategic Approach 2014-15* to address community concern over an increase in harm related to use of methylamphetamine.

The strategy adopts a harm reduction and prevention approach by drawing on local intelligence to identify emerging issues and inform the development of tools and responses at the local level. This approach enables police to develop targeted response plans appropriate for their local context.

The strategy also recommends a number of actions for engaging communities, particularly at-risk communities, as well as health, education and community services agencies as part of the local prevention, support and reassurance approaches.

The strategy builds on existing practices which aim to reduce the harmful impact of drugs on individuals and families by targeting illicit drug use, trafficking and manufacturing.

With this standardised approach, Victoria Police seeks to reduce the harm caused by methylamphetamine use by improving our understanding of the problem, disrupting supply across the community, promoting a whole-of-government response to supporting those at risk, and educating the community about methylamphetamine use and its impact on public safety.



PROJECT ICE: COLLABORATIVE APPROACH IN MILDURA TO TACKLE THE GROWTH IN ICE USE

After seeing the effects of the growth of methylamphetamine use in the local Mildura community, Victoria Police worked closely with a number of partners to implement 'Project ICE'. Partners included the Mildura Rural City Council, the local offices of the Department of Education and Early Childhood Development, Department of Health and Department of Human Services, the North West Primary Care Partnership, Mallee District Aboriginal Services and Mallee Family Care.

A widespread community engagement plan was developed and implemented by stakeholders, involving youth education forums, community information forums, billboards with help-line contacts and a strong emphasis of 'dob-in-a-dealer' to Crime Stoppers. This resulted in:

- thousands of community members being informed and educated about the risks of ICE
- an increase in assistance and support to people in the community affected by ICE
- the community working with police by providing information to assist in the disruption to dealers.

3. WORKING WITH OUR STAKEHOLDERS

Fostering a safe, secure and orderly society is not solely the responsibility of Victoria Police. These objectives require shared ownership and action by a diverse group of stakeholders, including government, other government agencies, the community sector, the community itself, major partners and the media.

Table 16 outlines a number of actions in the 2013-14 Blueprint that continued to build relationships with our stakeholders this year.



Table 16: Blueprint actions and achievements 2013-14 – Working with our stakeholders

Actions for 2013-14	Achievements
Creation and implementation of new governance and accountability mechanisms for community engagement that support the delivery of improved frontline services	New governance and accountability mechanisms have been identified and endorsed for implementation as part of the <i>Community Engagement Strategy</i> .
Identification of key stakeholders and development of an engagement tool to ascertain feedback	An engagement tool has been developed and key government stakeholders have been identified through the annual planning process.
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	A methodology and framework have been developed and will be utilised for the high volume and violent crime priorities identified through the annual planning process.

Focus for next year

A number of actions in the 2014-15 Blueprint will continue to assist in developing collaborative responses to stakeholder expectations.

- implementing actions from the *Equality is Not the Same...* three-year action plan, and providing regular and timely feedback to key stakeholders
- reviewing our current approach to providing services to people with a disability, to identify gaps, barriers and opportunities for improvement
- developing and finalising a 10-year strategic plan that builds on the findings of the Blue Paper
- developing a position paper on legislative reform to improve information sharing practices with external stakeholders.

COMMUNITY CONSULTATION REPORT – *EQUALITY IS NOT THE SAME...*

A priority action for the Blueprint was to ‘seek public comment on the Victoria Police field contacts policy, procedures and collection of data, review the policy, processes and report on findings by 31 December 2013.’ As part of this annual report, we are reporting back on our progress in implementing the recommendations following the release of the report.

Working with our stakeholders was a particular focus for Victoria Police this year, with the settlement of litigation in the Federal Court alleging the existence of a practice of racial profiling within Victoria Police. This year, we have undertaken considerable effort in pursuit of this priority by:

- inviting community comment about the issue and then undertake an examination of the Victoria Police Field Contact Policy and cross-cultural training
- publishing a public report on the results of this examination and announce what actions will be taken in response to these results by 31 December 2013.

Community feedback was sought on cross-cultural training and ‘field contact’ policies and processes through a consultation process and community forums.

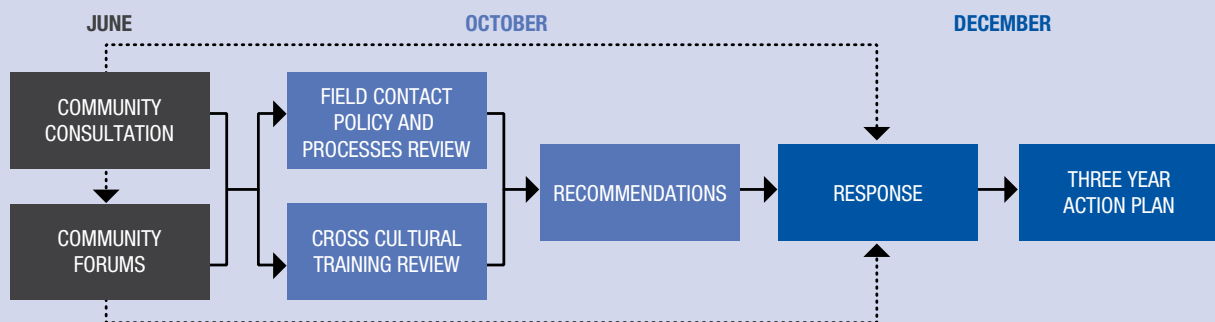
The consultation process received more than 60 submissions, bringing a number of themes to our attention, including:

- communication issues between police officers and the community
- how field contacts are used
- what constitutes ‘suspicious behaviour’
- perceived targeting of particular community groups
- confidence or community understanding of the internal Victoria Police complaints process.

This information was used to inform recommendations and drove the development of a three-year action plan.

Figure 2 outlines the timeline and process in the development of the three-year action plan.

Figure 2: Development process for the Equality is Not the Same three year action plan



Feedback showed that while community relationships have improved over time, there are inconsistencies in the efforts made by officers to engage their community, and it is predominantly limited to those with specific responsibilities. Victoria Police identified and acknowledged the need to improve awareness of complaint mechanisms along with key issues of transparency, information flow and the need for police to treat members of the community with dignity and respect at all times.

The review assisted in identifying contemporary good practice engagement in policing, and the most suitable organisational model to support it. To meet this goal, the review identified key issues requiring attention, including community engagement, communication and respect, field contact policy and process, complaints processes and cross-cultural training.

On 30 December 2013, Victoria Police released the report *Equality is Not the Same... Victoria Police response to community consultation and reviews on Field Contact Policy and Cross Cultural Training*. A three-year action plan was also announced to respond to the findings and recommendations. A copy of the report is available online at www.police.vic.gov.au.

Priority Communities Division

The Priority Communities Division was established in December 2013, and represents a significant investment in improving community engagement by Victoria Police.

The Division is responsible for leading organisational cultural reform through three key functions:

- service delivery and frontline engagement
- policy, research, projects and capacity building
- stakeholder engagement.

These roles are supported by a network of community organisations, representing community interests across a wide range of areas.

The Division represents the Aboriginal, multicultural, youth, seniors, lesbian/gay/bisexual/transgender/intersex (LGBTI) communities, and those living with mental illness or disabilities. These groups are integral to the implementation of the commitments in the three-year action plan *Equality is Not the Same...* (refer to the case study: Community consultation report – *Equality is Not the Same...*)

The Division is not only responsible for leading cultural reform, but also drives commitment to human rights, and embeds community engagement as a key feature of Victoria Police frontline service delivery.

Key achievements for the Priority Communities Division in 2013-14 included:

- developing the inaugural *Victoria Police Disability Action Plan*
- commencing the first year of activities under the *Equality is Not the Same...* three-year action plan
- reviewing and amending of the Victoria Police policy and guidelines to accommodate changes to the *Mental Health Act 2014*
- partnering with the Victorian Equal Opportunity and Human Rights Committee and Victorian Aboriginal Legal Service to develop the *Report Racism* pilot
- establishing the Community Portfolio Reference Groups and Chief Commissioner's Human Rights Strategic Advisory Committee
- responding to the Victorian Equal Opportunity and Human Rights Committee Report *Beyond Doubt: The experiences of people with disabilities reporting crime*.

In 2014-15, the Division will undertake the following commitments outlined in the *Equality is Not the Same...* action plan:

- reform of the communication and feedback mechanisms of our complaints process
- development of a cultural, community and diversity education strategy
- redevelopment of our human rights refresher training program.



SOUTH SUDANESE COMMUNITY ENGAGEMENT

In May 2014, a section of the South Sudanese community within the south-eastern suburbs became concerned about an issue of international significance, prompting great anxiety among this community, as many are affected by the civil conflict unfolding in South Sudan.

The community contacted Victoria Police prior to any other government agency, reflecting a level of trust and engagement at the local level. Following extensive work conducted by the Dandenong Community Engagement Inspector and the Dandenong Multicultural Liaison Unit, a community meeting was scheduled and attended by approximately 80 community members, where police were able to listen and respond to the community members concerns and provide advice and important linkages.

Victoria Police worked across a range of its business units to link the community to relevant government agencies. Successful linkages were made with the Department of Immigration and Citizenship, and there was also work undertaken to schedule similar meetings with the Victorian Multicultural Commission and Office of Multicultural Affairs and Citizenship.

Opportunities were provided for the community to convey their issues, providing them with appropriate recourse for their concerns. This integrated stakeholder and community engagement approach helped to allay concerns and enhance levels of civic connection. As a result, Victoria Police now enjoys a closer and more transparent relationship with the community and a commitment to proactively address community issues at the earliest opportunity. This proactive engagement with communities serves to enhance community confidence and trust in police, and a greater sense of community safety and security over time.

4. ACHIEVING THROUGH OUR PEOPLE

Ensuring that our people are skilled, safe and supported remained a high priority for our organisation throughout 2013-14. Table 17 outlines some key actions and achievements in this area.



Table 17: Blueprint actions and achievements 2013-14 – Achieving through our people

Actions for 2013-14	Achievements
Implementation of Year 2 of the <i>Safety First Strategy</i> to enhance the organisation's commitment to a safe work environment	Victoria Police has achieved a 17 per cent decrease in lost time to injury and successfully regained over 4000 shifts – the equivalent of having 31 more officers on the job. There has been a strong focus on safety audits with a number of areas conducting regular mini-audits.
Delivery of Phase 2 of the <i>Victoria Police Strategic Workforce Plan</i> , including an effective and efficient vacancy management process	Phase 2 has been delivered standardising workforce planning across Victoria Police. The plan complements the Blue Paper by directly influencing workforce capability development, planning, and deployment in Victoria Police, accommodating for external drivers of change.
Approximately 36 per cent of the Victoria Police workforce is aged between 45 and 64. This fact prompted a Blueprint action for the development of an organisation-wide succession plan that addresses a range of issues, including transitioning to retirement for all Victoria Police employees	<p>An analysis paper based on a workforce scan and literature review outlined a number of options that been approved for further exploration including:</p> <ul style="list-style-type: none"> • the re-introduction of a career advisory capability • promoting and supporting flexible work options at all levels • the re-appointment of former sworn employees • engaging former employees as volunteers • developing a knowledge retention solution and succession planning process.

Focus for next year

Through the actions in the 2014-15 Blueprint, we will continue to ensure that our people are skilled, safe and supported. Some of these actions include:

- enhancing our commitment to OHS with a focus on zero harm and a reduction in the frequency and severity of mental and physical injuries
- positioning Victoria Police to negotiate an enterprise agreement to maximise flexibility in meeting challenges to service delivery

- developing a strategy to address equitable professional development opportunities for all staff
- continuing implementation of the strategy to support the effective transition of the 1700 additional police and 940 PSOs into Victoria Police.

5. DEVELOPING OUR BUSINESS

A number of actions in the 2013-14 Blueprint aim to improve Victoria Police's business capability. Progress against these actions is outlined in Table 18 below.

Table 18: Blueprint actions and achievements 2013-14 – Developing our business

Actions for 2013-14	Achievements
Commencement of an organisational redesign and development of a standardised financial services delivery model across regions, commands and departments	<p>A streamlined and centralised approach to financial management and reporting within Victoria Police was implemented. Notable successes include:</p> <ul style="list-style-type: none"> • a restructure of the Financial Services Division to centralise the function, streamline processes and reduce duplication in response to business and customer needs • significant modernisation to the management of the invoice payment process through a centralised and automated invoice processing model.
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	<p>A scoping paper was developed which surveys the approaches previously taken within Victoria Police, currently undertaken in Victorian government departments and in other jurisdictions (in law enforcement and non-law enforcement settings). The paper highlights approaches that could be considered part of a future Victoria Police process. This paper will be presented to the Business Development Committee in 2014-15.</p>
Establishment of accountability processes and measures for information security across all areas of Victoria Police	<p>Victoria Police commenced an organisation-wide training and awareness program. Achievements include:</p> <ul style="list-style-type: none"> • implementation of a three-year cultural change plan • continued focus on officers' accountability for information security • reviewed and updated information management and information security policies and processes • implemented improvements to our secure central storage facility • invested in auditing and monitoring tools for IT systems.
Develop and implement a revised approach to property management which more effectively manages risk issues in relation to evidentiary, found and seized property	<p>A substantive report was completed which challenges long-held assumptions regarding the way in which property (including seized, found and evidentiary) is managed by Victoria Police. Recommendations for reform have been accepted by Executive Command and a project has been established to drive implementation.</p>

Focus for next year

A number of actions in the 2014-15 Blueprint aim to improve Victoria Police's business capability, including:

- developing a business technology strategy which provides a long-term vision for the use of technologies to drive improved service delivery and performance
- implementing a force-wide replacement of desktops, laptops and printers as part of the IT Refresh Project
- developing a strategic investment plan that addresses frontline demand for enhanced facilities, radio and communications infrastructure and operational equipment.



APPENDICES

CHAPTER 6

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Appendix A

The *Victoria Police 2013-14 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

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Appendix B

This section covers the workforce data reporting requirements as stipulated in the Department of Treasury and Finance's Financial Reporting Directions (FRD). Some of the totals in the tables will not reconcile due to the different counting rules outlined in each FRD. Footnotes are provided under each table to explain the different counting rules.

Victoria Police headcount and full time equivalent numbers of employees as at 30 June 2014

Rank	Headcount	Full time equivalent (FTE)
Chief Commissioner	1	1.0
Deputy Commissioner	3	3.0
Assistant Commissioner	12	12.0
Commander	10	10.0
Chief Superintendent	1	1.0
Superintendent	87	87.0
Chief Inspector	1	1.0
Inspector	294	293.8
Senior Sergeant	685	682.2
Sergeant	2347	2324.0
Senior Constable	6643	6376.4
Constable	3171	3164.6
Total Police	13255	12956.1
Recruits in training	265	265.0
PSO Existing	161	160.7
PSO New Deployed	778	778.0
PSO in Training	148	148.0
Total PSOs	1087	1086.7
Reservists	5	5.0
Total Sworn	14612	14312.8
Public Servant classification		
Executive Officer EO1		
Executive Officer EO2	7	7.0
Executive Officer EO3	11	10.8
Senior Medical Advisor	10	5.2
Forensic Officer 7	2	2.0
Forensic Officer 6	15	14.6
Forensic Officer 5	28	25.2
Forensic Officer 4	58	50.4
Forensic Officer 3	52	48.1
Forensic Officer 2	67	63.5
Forensic Officer 1	1	1.0
Senior Technical Specialist	15	14.4
Victorian Public Service Officer VPSG6	149	147.4
Victorian Public Service Officer VPSG5	202	198.7
Victorian Public Service Officer VPSG4	480	451.0
Victorian Public Service Officer VPSG3	566	542.7
Victorian Public Service Officer VPSG2	1120	1036.2
Victorian Public Service Officer VPSG1	31	25.0
Total Public Servants	2814	2643.1
Total Workforce	17426	16955.9

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
6. This table is FRD22E compliant and includes VPS staff who were not on salary at the end of the pay period . As a result, totals will not reconcile with FRD29 tables in this report.

Statutory and nationally funded bodies administered by Victoria Police headcount and full time equivalent numbers of employees As at 30 June 2014 (FRD22E)

Public Servant classification	Headcount	Full time equivalent (FTE)
Governor In Council	6	5.0
Executive Officer EO1		
Executive Officer EO2	1	1.0
Executive Officer EO3	3	3.0
Forensic Officer 7	1	1.0
Forensic Officer 6		
Forensic Officer 5		
Forensic Officer 4	1	1.0
Forensic Officer 3		
Forensic Officer 2		
Forensic Officer 1		
Senior Technical Specialist		
Victorian Public Service Officer VPSG6	7	5.0
Victorian Public Service Officer VPSG5	15	11.2
Victorian Public Service Officer VPSG4	11	10.8
Victorian Public Service Officer VPSG3	7	6.4
Victorian Public Service Officer VPSG2	2	1.0
Victorian Public Service Officer VPSG1		
Total Public Servants	54	45.4

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 Registration & Services Board. Executive Officers from the Office of the Chief Examiner are also included in this category.
3. Senior Technical Specialist (otherwise referred as VPSG7).

VPS numbers at Victoria Police as at 28 June 2014 (FRD29)

Public Servant classification	Ongoing		Fixed Term		Casual		Total	
	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (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	11	10.80	0	0.00	11	10.80
Senior Medical Advisor	8	4.61	2	0.80	0	0.00	10	5.41
Forensic Officer 7	2	2.00	0	0.00	0	0.00	2	2.00
Forensic Officer 6	15	14.60	0	0.00	0	0.00	15	14.60
Forensic Officer 5	28	25.16	0	0.00	0	0.00	28	25.16
Forensic Officer 4	56	48.85	0	0.00	0	0.00	56	48.85
Forensic Officer 3	50	46.91	0	0.00	0	0.00	50	46.91
Forensic Officer 2	61	57.45	6	6.00	0	0.00	67	63.45
Forensic Officer 1	0	0.00	1	1.00	0	0.00	1	1.00
Senior Technical Specialist	11	11.00	3	3.00	0	0.00	14	14.00
Victorian Public Service Officer VPSG6	136	134.90	8	7.80	0	0.00	144	142.70
Victorian Public Service Officer VPSG5	184	180.68	17	17.00	0	0.00	201	197.68
Victorian Public Service Officer VPSG4	423	403.83	34	33.00	7	0.99	464	437.82
Victorian Public Service Officer VPSG3	529	507.58	24	23.60	0	0.00	553	531.18
Victorian Public Service Officer VPSG2	1010	943.91	68	65.59	13	2.80	1091	1012.30
Victorian Public Service Officer VPSG1	23	21.96	3	3.00	5	4.20	31	29.16
Total Public Servants	2536	2403.45	184	178.59	25	8.00	2745	2590.03

Notes:

1. FTE Totals may not tally due to rounding.
2. Senior Technical Specialist (otherwise referred as VPSG7).
3. Police Medical Officers are counted with VPS, though are employed as Senior Medical Advisors.
4. This table is prepared in accordance with Financial Reporting Directions (FRD) 29 requirements. It therefore excludes VPS staff who were not on salary at the end of the last pay period of the financial year (which ended on 28 June 2014). It also excludes VPS staff who are employed within statutory and nationally funded bodies administered by Victoria Police. Totals will not reconcile with other tables in this appendix due to different counting rules.

VPS numbers at Victoria Police as at 29 June 2013 (FRD29)

Public Servant classification	Ongoing		Fixed Term		Casual		Total	
	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (FTE)	Headcount	Full time equivalent (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 VPSG6	119	117.54	10	9.60	0	0.00	129	127.14
Victorian Public Service Officer VPSG5	190	186.57	7	7.00	0	0.00	197	193.57
Victorian Public Service Officer VPSG4	412	389.92	11	10.60	3	0.47	426	400.99
Victorian Public Service Officer VPSG3	518	499.69	16	16.00	0	0.00	534	515.69
Victorian Public Service Officer VPSG2	1008	941.84	51	49.40	17	4.86	1076	996.11
Victorian Public Service Officer VPSG1	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. Senior Technical Specialist (otherwise referred as VPSG7).
3. Police Medical Officers are counted with VPS, though are employed as Senior Medical Advisors.
4. This table is FRD29 compliant for the 2012-13 financial year. It therefore excludes VPS staff who were not on salary at the end of the last pay period of the financial year (which ended on 29 June 2013). It also excludes VPS staff who are employed within statutory and nationally funded bodies administered by Victoria Police, as per the (FRD) 29 requirements.

Victoria Police employees by employment type and gender as at 30 June 2014 - Headcount

	Ongoing					
	Full-Time			Part-Time		
	M	F	Total	M	F	Total
Sworn Rank						
Chief Commissioner						
Deputy Commissioner						
Assistant Commissioner						
Commander	9	1	10			
Chief Superintendent	1		1			
Superintendent	81	6	87			
Chief Inspector	1		1			
Inspector	262	31	293	1		1
Senior Sergeant	595	81	676	4	5	9
Sergeant	2006	278	2284	29	34	63
Senior Constable	4474	1403	5877	131	635	766
Constable	2231	921	3152	1	18	19
Total Police	9660	2721	12381	166	692	858
Recruits in training						
PSO Existing	142	18	160	1		1
PSO New Deployed	704	74	778			
PSO in Training	135	13	148			
Total PSOs	981	105	1086	1		1
Reservists	1	4	5			
Total Sworn	10825	2912	13737	167	692	859
Public Servant classification						
EO1						
EO2						
EO3						
SMA	2		2	3	3	6
FO7	2		2			
FO6	10	4	14		1	1
FO5	13	7	20		8	8
FO4	16	20	36	2	20	22
FO3	17	23	40		12	12
FO2	12	40	52	1	8	9
FO1						
STS	8	3	11		1	1
VPSG6	88	46	134		7	7
VPSG5	94	78	172		12	12
VPSG4	154	226	380	9	49	58
VPSG3	174	310	484	6	52	58
VPSG2	202	658	860	2	176	178
VPSG1	16	4	20	1	2	3
Total Public Servants	808	1419	2227	24	351	375
Total Workforce	11633	4331	15964	191	1043	1234

M Male

F Female

FO Forensic Officer

STS Senior Technical Specialist (otherwise referred as VPSG7)

PSO Protective Services Officer

EO Executive Officer

VPSG Victorian Public Service Officer Grade

SMA Senior Medical Advisors (Police Medical Officers)

Fixed Term			Casual						Total Staff	
Full-Time		Total	Part-Time		Total	M	F	Total		
M	F		M	F						
	1	1							1	
	2	3							3	
	10	12							12	
									10	
									1	
									87	
									1	
									294	
									685	
									2347	
									6643	
									3171	
	13	3	16						13255	
									265	
									161	
									778	
									148	
									1087	
									5	
	13	3	16						14612	
	6	7							7	
	2	10			1	1			11	
			2		2				10	
									2	
									15	
									28	
									58	
									52	
	1	6							67	
	1	1							1	
	3	3							15	
	4	7			1	1			149	
	8	18							202	
	17	32			3	3	2	5	7	480
	8	23			1	1				566
	18	62	2	5	7	3	10	13		1120
	3	3					1	4	5	31
	71	101	172	4	11	15	6	19	25	2814
	84	104	188	4	11	15	6	19	25	17426

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

1. This table is headcount and includes VPS staff who were not on salary at the end of the pay period . As a result, totals will not reconcile with FRD29 tables in this report.

Victoria Police employees by classification and gender as at 30 June 2014 - Headcount

Rank/Classification	Male	Female	Total	Percentage (Male) %	Percentage (Female) %
Police	9839	3416	13255	74.2	25.8
Recruits	183	82	265	69.1	30.9
Reservists	1	4	5	20.0	80.0
PSOs	982	105	1087	90.3	9.7
Sworn	11005	3607	14612	75.3	24.7
Public Servants	913	1901	2814	32.4	67.6
Total Workforce	11918	5508	17426	68.4	31.6

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 Registration & Services 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.
- 4: This table is headcount and includes VPS staff who were not on salary at the end of the pay period . As a result, totals will not reconcile with FRD29 tables in this report.

Victoria Police employees by employee type and age grouping as at 30 June 2014 - Headcount

Age Grouping (Years)	Police	Recruits	Reservists	PSO - Existing	PSO - New Deployed	PSO in Training	Public Servants	Total
<25	583	81		3	124	36	146	973
25-34	3417	132		21	374	63	758	4765
35-44	4329	42		34	172	33	696	5306
45-54	3765	10		66	92	11	713	4657
55-64	1137		2	34	15	5	440	1633
65+	24		3	3	1		61	92
Total Workforce	13255	265	5	161	778	148	2814	17426

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.
- 2: Currently there are no Federally funded police.
- 3: Public Servants include VPS, Forensic Officers, Executive Officers and Senior Medical Advisors.
- 4: This table is headcount and includes VPS staff who were not on salary at the end of the pay period . As a result, totals will not reconcile with FRD29 tables in this report.

Total executive numbers as at 30 June 2014 - Headcount

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	0	7	0	0	0
EO-3	11	+2	10	+1	1	+1
	18	+2	17	+1	1	+1

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.	Var	No.	Var	
EO-1	0	0	0	0	0	0	0	0	0	0
EO-2	6	0	1	0	0	0	0	0	0	0
EO-3	2	0	8	+1	2	0	0	1	+1	0
	8	0	9	+1	2	0	0	1	+1	0

Table 3: Reconciliation of executive numbers

	2014	2013	2012	2011	2010
Executives with remuneration over \$100,000	18	16	14	15	16
Add Vacancies (table 2)	2	3	5	4	3
Executives employed with total remuneration below \$100,000	0	0	0	0	0
Accountable Officer (Secretary)					
Less Separations	1	3	4	4	0
Total executive numbers as at 30 June (FRD15B)	18	16	14	15	19

Notes:

1. The statutory positions [Police Registration and Services 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.
3. The list above details total executive numbers as at 30 June 2014, positions shown vacant may have since had appointments made to them after this date.
4. This table is headcount and includes staff who were not on salary at the end of the pay period . As a result, totals will not reconcile with FRD29 tables in this report.

Selecting on Merit

Exemption from notification of vacancies pursuant to section 20 of the *Public Administration Act 2004*. During 2013-14, the Chief Commissioner approved the exemption of 99 positions from the requirement for advertisement.

The breakdown of those exemptions is below:

Exemptions by Department	
Business Services	1
Corporate Strategy & Operational Improvement	2
Eastern Region	2
Forensic Services	2
Human Resource	15
Operational Infrastructure	8
Intelligence & Covert Support	21
Infrastructure and IT	3
Legal Services	3
Media & Corporate Communications	3
North West Metro Region	3
Office of the Chief Commissioner	4
People Development	8
Public Support Services	16
Road Policing	2
Southern Region	4
Transit and Public Safety	2
TOTAL	99

Exemptions by Classification	
VPSG-6	3
VPSG-5	4
VPSG-4	18
VPSG-3	22
VPSG-2	40
VPSG-1	10
FO-4	2
TOTAL	99

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 2013-2014

Members – Charges and results of hearings

	Discipline Hearings <i>Police Regulation Act 1958</i> Sec 69		Inquiries into convictions <i>Police Regulation Act 1958</i> Sec 80		Inquiries into fitness for duty <i>Police Regulation Act 1958</i> Sec 82	
	2012-2013	2013-2014	2012-13	2013-2014	2012-2013	2013-2014
Total discipline charges laid against members (Charge Authorisation Date)	61	82	6	9	0	0
Total Members charged (Charge Authorisation Date)	52	70	6	9		
Members appearing before a hearing officer (Last Hearing date)	61	65	6	7		
Members dismissed from Force (Last Hearing date)	10	4	0	0		
Members – All charges Dismissed after a discipline hearing (Last Hearing date)	2	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 17 July 2014.
- Statistics for fitness for duty hearings were sourced from the Professional Development Unit.
- The fitness for duty hearings data does not take into account members who would have proceeded to a fitness for duty hearing due to underperformance, but were separated from the organisation via other means (i.e. resignation, ill-health retirement)
- This data only includes discipline statistics under the *Police Regulation Act 1958* Part IV.
- Each of the categories represented above relates to a separate stage of the discipline process as prescribed in the *Police Regulation Act 1958* (section 86AB and Part IV refers):
 - Data relates to specific actions occurring within the 2013-14 financial year.
 - There is no correlation between the categories
 - A category may relate to a discipline process that has occurred outside the current reporting period and has yet to be finalised.

Results of discipline charge notices and hearings

Hearing level	Level 1 Superintendent or above		Level 2 Assistant Commissioner or above		Totals			
	2012- 2013	2013- 2014	2012- 2013	2013- 2014	Total 2012- 2013	% 2012- 2013	Total 2013- 2014	% 2013- 2014
Discipline charges found proven (last hearing date)	10	3	51	56	61	80	59	79
Charge Dismissed (last hearing date)	0	0	2	0	2	3	0	0
Not heard members issued with Discipline Charges (Resigned/Retired prior to Discipline hearing – (Count of Charges)	0	1	12	15	12	16	16	21
Total charges	10	4	65	71	75	100	75	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 17 July 2014.

Results of discipline charges determined by hearing officers

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	58	0	1	0
Discipline sanctions (s.76 Police Regulation Act) (last review date)	PAB	13	10	0
	DC	0	0	0
Discipline Inquiry (s.80 Police Regulation Act) (last review date)	PAB	2	2	0
	DC	0	0	0

Review of sanctions resulting from complaint files Part 2: 1 July 2013 – 30 June 2014

	Number of sanctions reviewed	Review Result		
		Sanction Affirmed	Sanction Withdrawn	Sanction Varied
Admonishment Notices issued	60	2	1	0
Discipline sanctions (s.76 Police Regulation Act)	PAB	17	9	1
	DC	0	0	0
Discipline Inquiry (s.80 Police Regulation Act)	PAB	0	0	0
	DC	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. a 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 contractors

Details of consultancies

The definition of consultancy was updated effective from 1 July 2013. Consequently, disclosures on the 2013-14 consultancy expenditure cannot be compared with previous year disclosures.

Consultants and contractors were engaged in 2013-14 primarily for the following purposes:

- technical and specialist roles of a medical, security, communications, human resources, and evidentiary nature
- business/policy advice
- finance
- IT and communications
- recruitment and training
- security
- strategy development.

Details of consultancies valued at \$10,000 or greater

In 2013-14, there were 37 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2013-14 in relation to these consultancies was \$2,489,960 (excl. GST). Details of individual consultancies can be viewed at <http://www.police.vic.gov.au>.

Details of consultancies under \$10,000

In 2013-14, there were 28 consultancies engaged during the year, where the total fees payable to the consultants was less than \$10,000. The total expenditure incurred during 2013-14 in relation to these consultancies was \$121,950 (excl. GST).

Major contracts

Victoria Police did not enter into any contracts with a value of greater than \$10 million during the 2013-14 financial year.

Appendix E

Implementation of the Victorian Industry Participation Policy (VIPP)

Victoria Police is required, by legislation, to provide details on local industry participation for all government procurement and projects where the value exceeds \$3 million in metropolitan Melbourne and \$1 million in regional Victoria.

Contracts/Projects commenced to which VIPP applied:

During 2013-14, Victoria Police commenced 12 contracts totalling \$76,380,014 in value to which the VIPP applied. Of the contracts that commenced, six contracts were in metropolitan Melbourne (totalling \$43,088,014) and six contracts were regional-based (totalling \$33,292,000).

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

- apprentices will gain experience and training - builder has a training plan that is monitored and updated to ensure continuing development of skills
- ongoing training plans
- an estimated 180 full-time equivalent jobs created (including apprentices and trainees)
- an estimated 171 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 five contracts during 2013-14 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 context.

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 2013-14, Victoria Police received 2,431 requests for access to documents under the *Freedom of Information Act 1982*, including requests from applicants to amend personal information. Of those applications, 1,692 related to personal requests and 739 were non-personal requests. Eleven (11) applications were received from Members of Parliament, 91 were received from the media and the remainder were from the general public.

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.

Sixteen (16) appeals were lodged with the Victorian Civil and Administrative Tribunal (VCAT) for final determination, with 21 cases being decided upon in 2013-2014, including cases from previous years.

Requests for access to documents

Type of Request

Personal	1692
Non Personal	739
Total	2431
.....	
Appeals to VCAT	16
Appeals actually determined	21

Compliance

For the 12 months ending 30 June 2014, Victoria Police processed 83 per cent of requests within statutory requirements and 17 per cent within 46–90 days. The average processing time taken to finalise requests was 36 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 Division
GPO Box 913
MELBOURNE VIC 3001
PH: (03) 9247 6801

Alternatively, applications can be made 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 and 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 and Operational Improvement 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 1993*

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 2013-14 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 new non-24hr Police Stations at North Ballarat and Daylesford, the refurbishment of the Mooroolbark 24hr Police Station, construction of a new 24hr Police Station at Emerald and refurbishment/extension of 57 24hr Police Stations to accommodate 1700 new frontline police and 940 PSOs.

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. OHS, 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 Department of Treasury and Finance's Construction Supplier Register where required.

Appendix I

Report under the *Corrections Act 1986*

In accordance with section 9D(3A) of the *Corrections Act 1986*, key actions and achievements in relation to prisoner management in 2013-14 include:

Melbourne Custody Centre and Moorabbin Justice Centre

Victoria Police manage both the Melbourne Custody Centre (MCC) and Moorabbin Justice Centre (MJC) facilities under contract with G4S.

Ringwood Magistrates Court Cells

In April 2014, Victoria Police recommissioned the Ringwood Magistrates Court cells with the MJC contract being used to engage G4S to provide the required custody and escort services. This initiative has positively impacted both the courts and police cells at Ringwood.

G4S Contract services

During 2013-14, G4S provided the following contract services:

Melbourne Custody Centre

- managed 18,539 prisoner movements (counted in and out). In addition, 1,287 intoxicated persons were lodged
- managed 10,102 court movements between the MCC, Melbourne Magistrates Court and County Court (sitting as the Melbourne Magistrates Court)
- provided full time security of prisoners in 14 Melbourne Magistrates Courts
- facilitated a total of 17,311 visits to prisoners, including 2,995 visits by relatives and friends, 13,293 legal visits to prisoner clients and 1,023 police visits to prisoners
- escorted 41 prisoners to hospital and provided 572 hours of guard duties whilst prisoners received medical treatment.

Moorabbin Justice Centre

- managed 1,372 prisoner movements (counted in and out)
- managed 796 court movements
- facilitated a total of 517 legal visits to prisoner clients.

Ringwood Magistrates Court Cells

- managed 562 prisoner movements (counted in and out)
- managed 496 court movements
- facilitated a total of 429 visits to prisoners, including 427 legal visits to prisoner clients and two police visits to prisoners.

The high number of remanded and sentenced prisoners remaining in police cells is still an 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.

Negotiations are in progress with G4S to allow them to take over hospital guard duties from police officers, thus releasing police far quicker to resume operational duties.

Procurement planning is beginning for a whole new custody contract to come into effect on 29 March 2017. The scope of the services that will be required will be managed via engagement with the operational business owner.

Working Groups

Victoria Police Prisoner Management Unit officers are currently representing Victoria Police on the following working groups:

- Telecourt Working Group – Magistrates Court (Corrections, Victoria Police, Magistrates Court, County Court, Victorian Legal Aid, Law Institute)
- Telecourt Working Group – Childrens Court (Department Human Services, Victoria Police, Childrens Court, Victorian Legal Aid)
- Prisoner Transport Operations – Contract Compliance (Corrections, Victoria Police, G4S Transport)
- Prisoner Transport Contract Renewal Working Group (Corrections, Victoria Police)
- Victorian Custodial Reference Group (Corrections, Victoria Police, Magistrates Court, County Court, Victorian Legal Aid, Law Institute, Court Integrated Services Program, Department of Human Services, Victorian Justice Services)
- G4S Melbourne Custody Centre, Ringwood Court Cells & Moorabbin Justice Centre – Contract Compliance (Victoria Police, G4S, Melbourne Magistrates Court)
- Ringwood Court Cells (Victoria Police, Courts Victoria, Corrections, Ringwood Court Magistrate).

Appendix J

Protected Disclosure Act 2012

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

Information about how to access the procedures established by the investigating entity under Part 9		Guidelines for Making, Handling and Investigating Protected Disclosures are available on the Victoria Police internet www.police.vic.gov.au This document has been amended to reflect commencement of the <i>Victoria Police Act 2013</i> .
The number and types of disclosures notified to the IBAC under section 21(2) or 22	26	Include allegations of – <ul style="list-style-type: none"> • Pervert the course of justice • Sexual assault • Misuse of information • Unlawful assault • Detrimental action • Theft
The number and types of protected disclosure complaints referred to the investigating entity by the IBAC	40	Include allegations of – <ul style="list-style-type: none"> • Theft • Unlawful assault • Misuse of information • Improper behaviour • Duty failure • Pervert the course of justice
The number and types of protected disclosure complaints investigated by the investigating entity	40	Allegations of – <ul style="list-style-type: none"> • Theft • Unlawful assault • Misuse of information • Improper behaviour • Duty failure • Pervert the course of justice
The number and types of protected disclosure complaints dismissed by the investigating entity	N/A	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	

Appendix K

Office-based environmental impacts

Since 2003-04, Victoria Police has progressively introduced initiatives to reduce its adverse impacts on the environment. Energy consumption was an initial focus, followed by water conservation in 2006-07 and waste reduction in 2007-08. Continuing reform in these three areas has occurred since these initiation points along with other programs in relation to environmental sustainability. Environmental and financial benefits achieved to date are shown below:

Energy:

Over 340,000 GJ of energy saved.

GHG emissions:

In excess of 100,000 tonnes of greenhouse gas avoided.

Water:

More than 460,000 kL of potable water saved.

Financial savings:

Collectively, the environmental sustainability programs are estimated to have saved Victoria Police in excess of \$70 million.

Explanatory notes – General

1. Effort has been made to ensure the reliability and validity of all reported information but notes that in some instances it is dependent upon:
 - an assumption of the accuracy and veracity in third party data
 - assumptions regarding coverage of third party data
 - the extrapolation of data where unavoidable information gaps exist.
2. During the reporting cycle, Victoria Police experienced challenges in the collection of environmental data from third party providers. In some instances, discrepancies in assembled data varied significantly between providers. These variations appear to be in relation to data capture techniques as well as subsequent data analysis processes and methodologies. Consequently, there were challenges in relation to how best to interpret and analyse the various data outputs to achieve overall data integrity for Victoria Police. In some instances, data has been produced according to best practice estimation techniques.
3. With reference to any limitations noted in this summary, all listed targets for 2014-15 and beyond are qualitative at this stage.
4. FTEs – In accordance with the FRD24C definition of FTE, no contractors or consultants have been included in the Victoria Police figures.
5. Historical environmental data is periodically amended as more accurate and relevant conversion factors and coefficients are developed by national environmental bodies and/or where more accurate historical data is subsequently obtained.

Energy Management Program

Victoria Police consumes (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 operation and heating, ventilation and air-conditioning (HVAC).

The data, below, was obtained from a variety of sources including energy providers, external data systems as well as legacy in-house systems and covers up to 99 per cent of the sites occupied by Victoria Police.

Actions undertaken during 2013-14

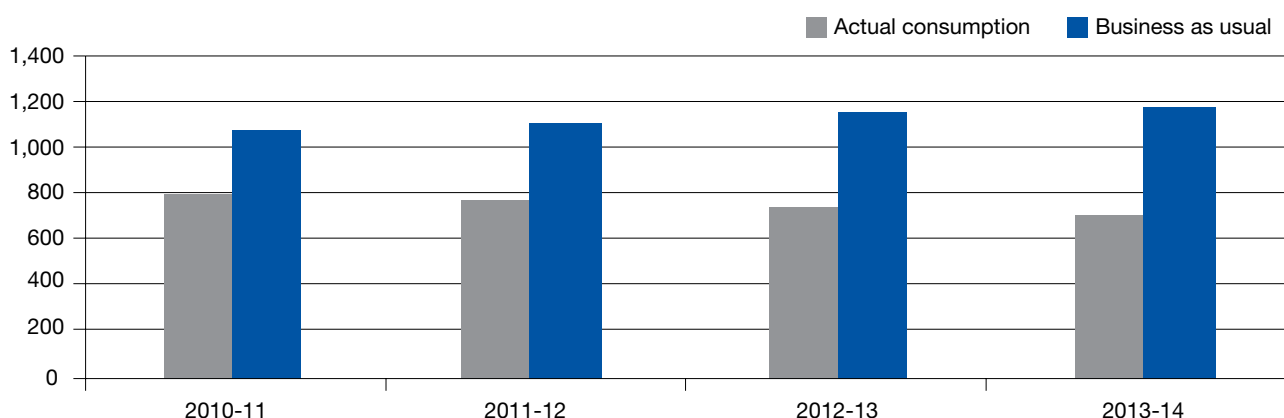
New buildings	<p>Much of the work being performed under the umbrella of the Police Buildings Efficiency Project will have specific efficiency outcomes for buildings being constructed in the future. One outcome of the Project has been to require all new buildings to use only LED lighting rather than the traditional meld of T5 fluorescents and CFL down-lights.</p> <p>Adoption of high efficiency HVAC is now a core part of design guidelines as well as the application of passive energy management design features wherever possible.</p> <p>Police stations built today are 20-25 per cent more energy efficient than those built prior to 2000.</p>
Existing buildings	<p>As with new buildings, all future maintenance and renovations works undertaken on existing buildings will require them to comply with the standards being developed for new buildings. As such, all works involving lighting replacements and upgrades will require the fitting of LED alternatives.</p>

Energy Results for 2013-14

Indicator	2013-14					% change 2012-13
	Electricity	Natural Gas	LPG	Green Power	Total Energy	
Total Energy Usage (GJ)	237,295	97,350	1,250	0	335,895	1.34
Greenhouse Gas Emissions (Tonnes of CO ₂ e)	79,757	5,053	75	0	84,885	1.06
Percentage of electricity purchased as Green Power	0.0%	N/A	N/A	N/A	0	
Energy use per FTE (MJ/FTE)	19,986	N/A	N/A	N/A	19,986	-9.27
Energy use per unit of area (MJ/m ²)	748	N/A	N/A	N/A	748	-1.72

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

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



- During the current reporting period, staff increases of 3.5 per cent combined with a 3 per cent increase in floor area resulted in a modest increase in total energy consumption of around 1.2 per cent.
- The energy intensity, (MJ/m²), decreased by 3.5 per cent due to energy reduction initiatives and improved energy efficiency of new police stations.
- Purchase of Green Power was discontinued with part of the cost savings used to invest in energy efficiency initiatives. In the future, this approach will result in reduced GHG emissions and associated recurrent costs as the benefits of more efficient equipment are realised.

Targets for 2014-15

- Work will continue on the Police Building Efficiency Project which focuses on developing and implementing initiatives aimed at reducing the whole-of-life costs of police buildings.
- Options will be investigated in relation to the replacement of all lighting in existing buildings with LED alternatives. This initiative, when fully implemented, will result in significant corporate savings in energy and maintenance costs.

Sustainable IT Program

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

Actions undertaken during 2013-14

- **Printer Rationalisation Project Phase 2 (PRP2)**
The PRP2 was established along the lines of the highly successful original PRP which was implemented in 2007. Implementation of the new project will coincide with the organisation's Technology Refresh of desktop equipment which is scheduled to commence later in 2014. 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 more efficient multi-function devices. To date, the PRP has delivered savings in excess of \$50 million.

- **Sustainable IT Standard**
The Sustainable IT Standard set out the minimum efficiency and environmental requirements for IT equipment to be acquired by the organisation as part of the Technology Refresh of desktop equipment.
- **Energy Management Software (EMS)**
A tender is due to be released to coincide with the rollout of the Technology Refresh. This software has the potential to significantly reduce IT-related energy consumption.

Targets for 2014-15

- The successful implementation of the PRP2.
- Finalise the piloting of the Energy Management Software options and, if successful, ensure its implementation across the Victoria Police IT network.

Sustainable Buildings Program

The purpose of the Sustainable Buildings Program is to investigate, assess and, where appropriate, implement opportunities to improve the efficiency and environmental performance of Victoria Police's building stock. Under the auspices of the Police Building Efficiency Project (PBEP), all aspects of building design, construction, maintenance and operation are being reviewed to reduce the life-cycle costs of our building stock.

Actions undertaken during 2013-14

- Significant investigation and analysis of existing buildings was undertaken during the cycle to develop baseline data for the PBEP.
- A comprehensive Lighting Standard was developed which will require the exclusive use of LED lighting technology in all new and refurbished police buildings.

Targets for 2014-15

- The PBEP will continue to be the main focus of work within this program in the coming years.

Management of Water Program

The data provided in this section is based on water meter readings from approximately 75 per cent¹ of Victoria Police buildings; covering approximately 99 per cent of FTEs.

Actions undertaken during 2013-14

- Following the significant achievements in past years, limited additional work was undertaken in this program during the assessment period which allowed for any associated funding to be used in other programs where it was determined a better return on investment could be achieved.
- Compliance audits were conducted during the year to ensure the benefits of past initiatives were being maintained.

Results of 2013-14

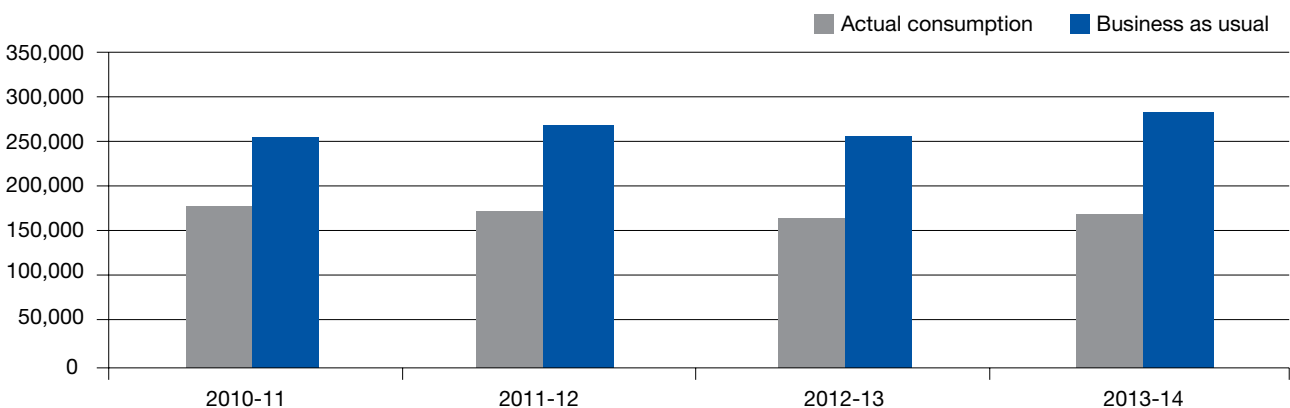
Snapshot of Water Results for 2013-14

Indicator	2013-14	% change from 2012-13
Total units of metered water consumed by usage types, (kl)	174,894	1.24
Units of metered water consumed per FTE (kl/FTE)	10.41	-9.27

- Overall water consumption increased slightly during the reporting period. However, the usage per FTE fell quite markedly due, in the main, to the use of more efficient equipment including a reduced reliance on water chillers for air-conditioning and, in part, to a 3.5 per cent increase in staff numbers.
- With the exception of 2012-13 financial year, (in which water consumption per FTE rose slightly due, in part, to a fall in overall staffing levels late in the financial year), the organisation has achieved a steady decrease in water consumption per FTE from a high of 16.66, in 2006-07 when records began, to a low of 10.41 in the current reporting period. This represents a reduction of 37.5 per cent in real terms.

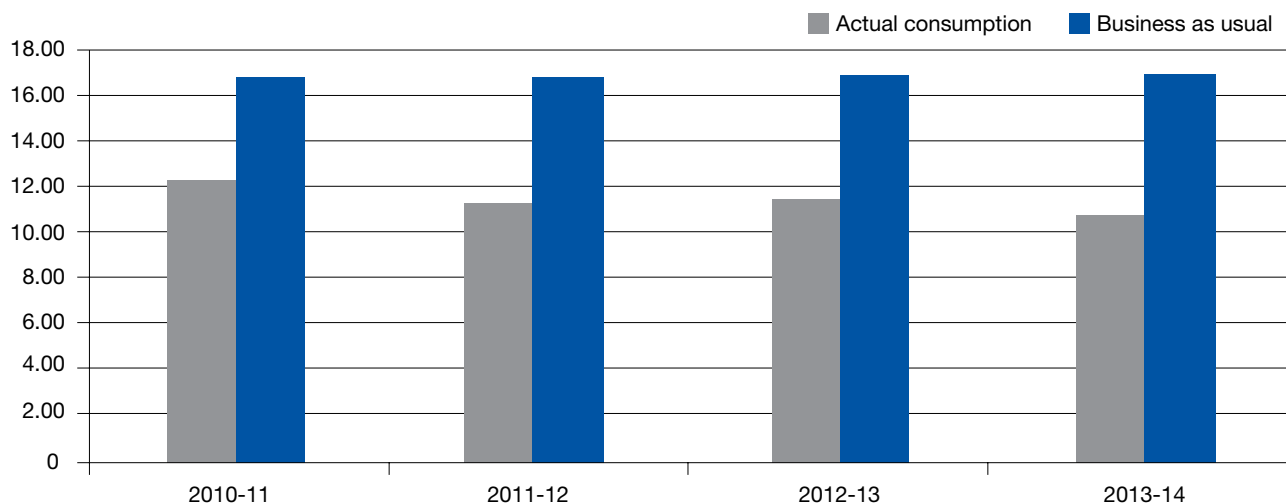
Total water consumption, (kL)

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



Total water consumption by FTE, (kL/FTE)

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



Notes:

- Water usage (kL) data is sourced from 16 separate retailers.
- ¹ One man stations not included in the analysis, as residential and operational consumption is not separable in many instances. They account in total for around 25 per cent of sites but only 0.007 per cent of FTEs.

Targets for 2014-15

- An analysis of the viability and effectiveness of various water-saving initiatives will be undertaken as part of more comprehensive building efficiency audits scheduled for next financial year.

Paper management

Victorian Government policy requires all copy paper to be purchased through the Victorian Government nominated provider and all the data represented in the following table relates to paper acquired via this arrangement.

Actions undertaken during 2013-14

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

Paper usage results for 2013-14

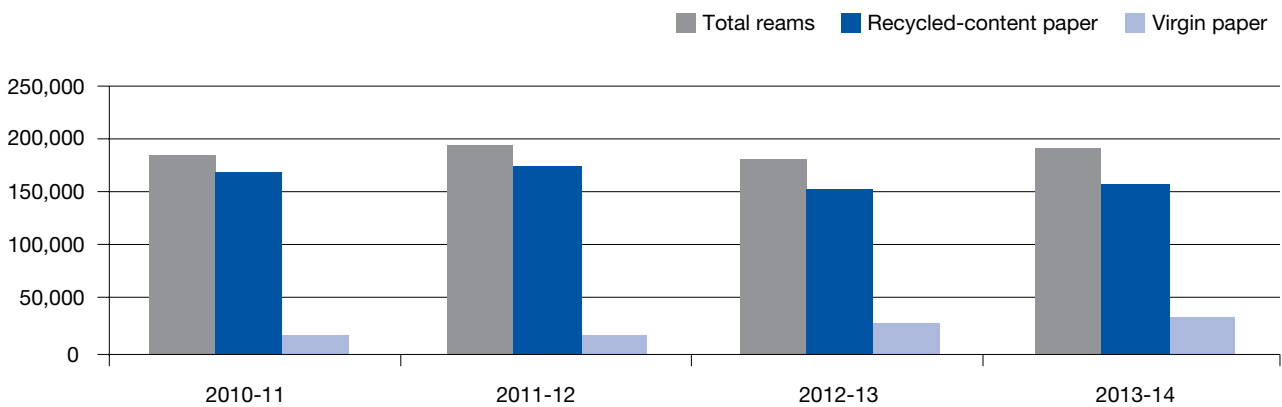
Indicator (A4 Ream Equivalents)	2013-14	% change 2012-13
Total units of copy paper used.	192,368	4.5
Units of copy paper used per FTE, (reams/FTE).	11.45	-5.9
Percentage of 76-100% recycled-content copy paper purchased, (%).	34.30%	0.09
Percentage of 50-75% recycled-content copy paper purchased, (%).	47.10%	-0.08
Percentage of 1-49% recycled-content copy paper purchased, (%).	0.80%	-21.6
Percentage of virgin-fibre copy paper purchased.	17.80%	7.7

- The continuing decrease in paper consumption per FTE supports the aims of this program in seeking to reduce staff reliance on this resource. The slight increase in overall paper consumption is a reflection of the increase in staff numbers which occurred during the reporting period.
- Use of paper products with higher than 50 per cent recycled content is pleasing; however, the increasing use of virgin-fibre paper is a trend which does not accord with the aims of the program. While some use of these products will be necessary as coloured

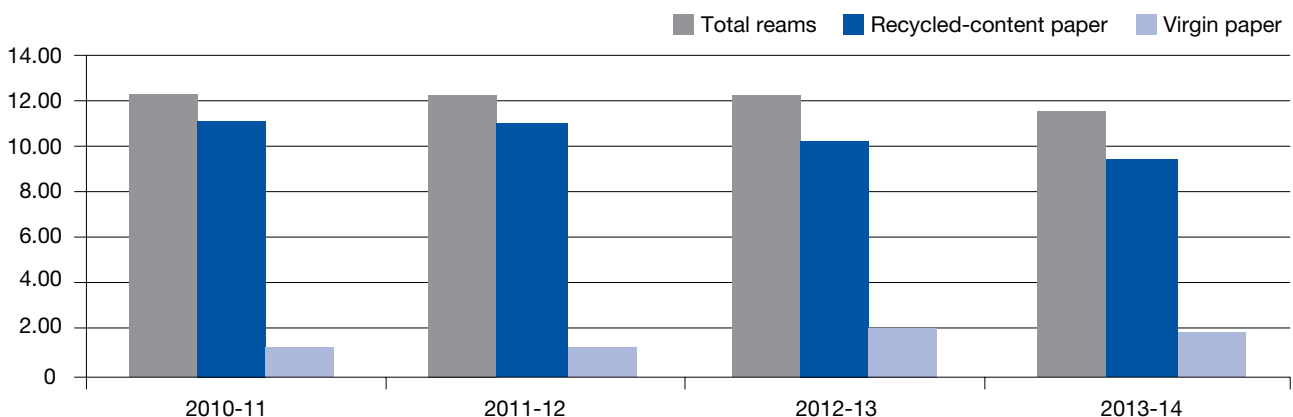
paper only comes in virgin fibre, the high use of these products may be related to cost pressures rather than a preference for non-recycled paper.

- The preference for Australian-made products is directly related to the viability of the local waste paper recycling industry. Use of foreign-made products supports their waste challenges with the potential that excessive use of imported recycled-content paper products may result in local waste ending up in landfill should insufficient demand for its use result.

Total paper consumption, (reams)



Total paper consumption by FTE, (reams/FTE)



Targets for 2014-15

- Renewed interaction with procurement areas across the organisation to determine reasons for the continued use of virgin-fibre copy paper and to use this information to develop strategies to reduce the current consumption levels.
- Actions proposed under the Sustainable IT Program, in particular the implementation of the Printer Rationalisation Project Phase 2 as part of the IT Technology Refresh, has the potential to further reduce paper consumption per FTE.

Waste Management Program

Since 2008, a range of projects and systems have been developed and implemented to reduce the quantities of waste Victoria Police sites send to landfill each year. Among the initiatives to be introduced are the Waste Minimisation System (WMS), the Paper Management System, metals recycling, and a range of other targeted waste functions.

Actions undertaken during 2013-14

- Actions during the reporting period were limited to the provision of general advice and guidance to staff and management.
- Continued provision of specific advice to areas where waste initiatives have previously been implemented.

Targets for 2014-15

- At this stage, other than for the provision of advice on existing initiatives and general information, no specific targets have been set for the Waste Management Program.

Sustainable transport

The Transport Branch is responsible for the management of Victoria Police's fleet. At present, this includes the associated environmental reporting responsibilities.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Total Energy Consumption by Vehicles (Megajoules)	378.4	371.2	368.6	372.82	373.05	369.01
Total Vehicle Travel Associated with Victoria Police Operations (Kilometres)	84,679,983	80,032,147	87,171,188	86,227,501	87,035,882	87,201,544
Total Greenhouse Gas Emissions from vehicle fleet (tonnes CO ₂ -e)	28,380	27,838	27,643	27,962	27,979	27,676
Greenhouse Gas Emissions from Vehicle fleet per 1000 kilometres travelled (CO ₂ -e)	0.335	0.348	0.317	0.324	0.321	0.317

Appendix L – Compliance with other legislation

Victoria Police reports against a range of statutory reporting requirements under different acts of legislation. The majority of these reports are prepared as specific, separate reports under the relevant Acts to the relevant Minister, whilst others are required to be included in the Annual Report, tabled in accordance with the *Financial Management Act 1994*. These reports for 2013-14 are listed below.

Control of Weapons Act 1990 (Section 10B)

The Chief Commissioner is required to report on searches without warrant undertaken in the accordance with section 10B of the Act.

Search Type	2012-13	2013-14
Number of Searches conducted	112	363

Weapons found as a result of the searches

Weapon	2012-13	2013-14	
Prohibited Weapons	Slingshot	0	1
	Capsicum Spray	0	1
	Electric Current Emit Article	0	3
	Laser Pointer	0	3
	Nunchaku	1	0
	Flick Knife	1	3
	Dagger	0	3
	Ballistic Knife	0	1
	Extendable Baton	0	4
	Knuckle Duster	1	6
	Imitation Handgun	1	3
	Imitation Longarm	0	2
	TOTAL	4	30
Dangerous Articles	Axe/Tomahawk	0	7
	Bat/Bar/Club	2	20
	Syringe	0	2
	Other Weapon	0	10
TOTAL	2	39	
Controlled Weapons	Knife	15	88
	Sword	0	9
	TOTAL	15	97
GRAND TOTAL	21	166	

Note: new method of recording Field Contact data implemented in mid-2012-13. Weapon seizure data only partially available.

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

2013-14 Report

The Chief Commissioner is required to report on searches without warrant undertaken in accordance with this section of the Act.

Persons Contacted	12
Searches of persons Under 18 years (s60 E)	Searches of persons irrespective of age (s60 F)
9	3
Male	Female
6	6
Indigenous	Non indigenous
0	12
Surrendered substances and items on request of police officer (s60 H 1(b))	
None =	0
Some =	0
All =	17
Unknown =	0
Returned (s60 N)	
None =	17
Some =	0
All =	0
Unknown =	0
Disposed (s60 O)	
None =	0
Some =	0
All =	17
Unknown =	0
Forfeited (s60 P)	
None =	0
Some =	0
All =	17
Unknown =	0
Substances seized	
aerosol (paint)	5
solvent	4
plastic bag	7
paper bag	1
container	0
gases (butane)	0
other (silicone)	0
Total	17

Graffiti Prevention Act 2007 (Section 17)

The Chief Commissioner is required to report on searches without warrant undertaken in accordance with this section of the Act.

	2012-13	2013-14
Searches	55	187
Graffiti Implements found		
Aerosol paint container	11	28
Texta / Marker	8	22
Other graffiti implement	1	5
TOTAL	20	55

Age group by financial year of date of search

Age	2012-13	2013-14
14 - 17	27	98
18 - 23	16	57
24 +	10	28
Unspecified	2	4
Total	55	187

Note: Data extracted from LEAP on 28 August 2014 and subject to variation

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

The Chief Commissioner of Police is required to establish and maintain a Register of Sex Offenders. The composition of this registry as at 30 June 2014 is as follows:

Composition of the Sex Offender Registry as at 30 June 2014

	Active	Inactive
Total Males	3395	1998
Total Females	69	24
Total	3464	
Total Juveniles <18 Years	1	0
Reporting Period		
4yrs	2	
7.5 yrs	19	
Custom	19	
8 Yrs	970	
15 yrs	1413	
Life	1041	
Inactive Status		
In Custody		772
Interstate/Overseas		576
De-registered		448
Deceased		214
Suspended		12
Total		2022
Registry Total	5486	

Data extracted from the Sex Offender Registry database on Monday 30 June 2014.

Data is subject to change.

Appendix M

Budget portfolio outcomes

The budget 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 financial statements.

Comprehensive operating statement for the year ended 30th June 2014	2014 Actual \$'000	2014 Budget \$'000
Income from transactions		
Output appropriations	2,273,827	2,280,292
Special appropriations	1,963	0
Interest	62	50
Sale of Goods and Services	1,005	0
Grants	3,739	3,700
Fair value of assets and services received free of charge or for nominal consideration	713	0
Other Income	2,673	1,514
Total income from transactions	2,283,982	2,285,556
Expenses from Transactions		
Employee benefits	1,676,643	1,651,695
Depreciation and amortisation	76,499	78,427
Interest expense	2,870	3,590
Capital asset charge	86,928	86,928
Purchase of supplies and services	447,060	450,706
Grants and other transfers	980	11,345
Total expenses from transactions	2,290,981	2,282,690
Net result from transactions (net operating balance)	(6,999)	2,866
Other economic flows included in net result		
Net gain/(loss) on non-financial assets	7,450	10,700
Other gains/(loss) from other economic flows	(1,215)	0
Net gain/(loss) on financial instruments and statutory receivables/payables	(85)	0
Total other economic flows included in net result	6,151	10,700
Comprehensive result	(848)	13,566

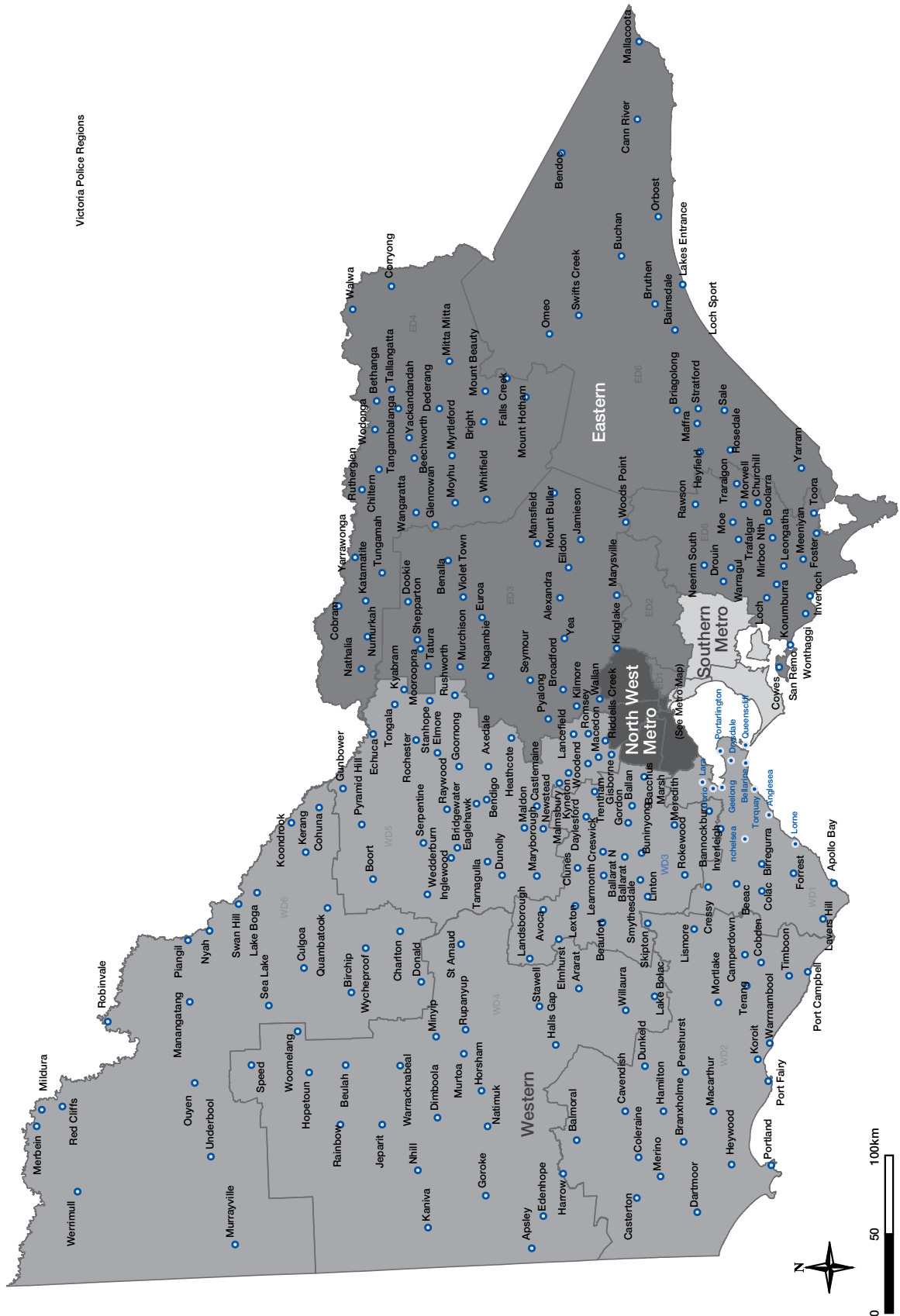
Balance Sheet as at 30 June 2014	2014 Actual \$'000	2014 Budget \$'000
Assets		
Financial assets		
Cash and deposits	32,241	48,678
Receivables	397,514	413,879
Total financial assets	429,756	462,557
Non financial assets		
Inventories	8,101	7,946
Non-financial assets classified as held for sale, including disposal group assets	5,619	5,351
Property, plant and equipment	1,376,008	1,354,438
Intangible assets	11,966	8,111
Other	405	250
Total non financial assets	1,402,098	1,376,095
Total Assets	1,831,854	1,838,652
Liabilities		
Payables	102,087	77,807
Borrowings	67,436	52,329
Provisions	445,593	447,123
Total Liabilities	615,116	577,258
Net Assets	1,216,738	1,261,394
Equity		
Accumulated Surplus / (Deficit)	42,586	57,000
Reserves	570,491	570,491
Contributed Capital	603,660	633,903
Total Equity	1,216,738	1,261,394

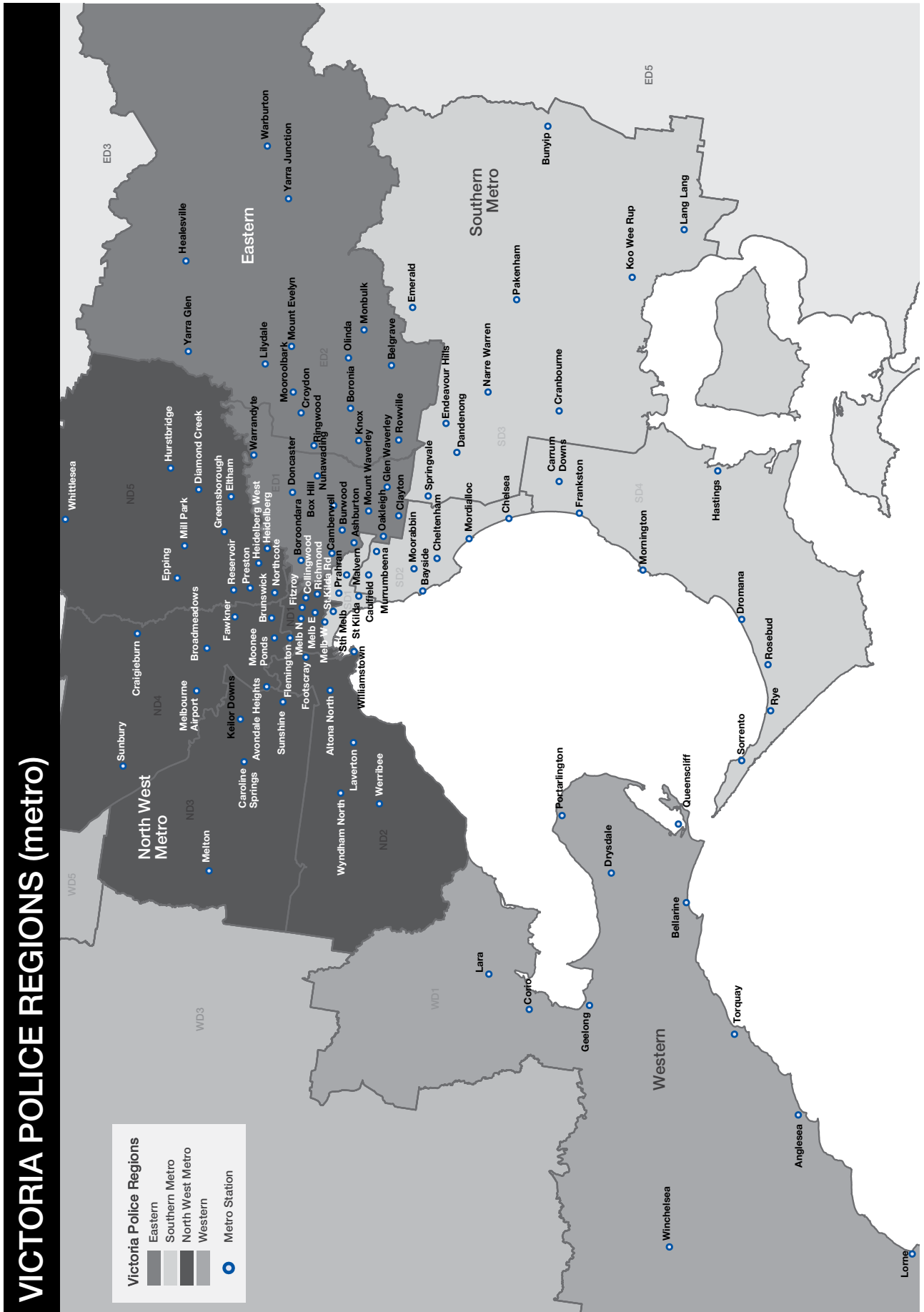
Cash Flow Statement for the financial year ended 30 June 2014	2014 Actual \$'000	2014 Budget \$'000
Cash flow from operating activities		
Receipts from Department of Justice	2,277,708	2,283,792
Other Cash Receipts	437	2,700
Payments of grants and other transfers	(1,618)	(12,331)
Payments to suppliers and employees	(2,074,553)	(2,066,980)
Interest received	63	50
Capital asset charge	(86,928)	(86,928)
Borrowing costs	(2,870)	(3,590)
GST paid to or received from ATO	(3,774)	0
Net cash flows from/(used) in operating activities	108,465	116,714
Cash flows from investing activities		
Proceeds from the sale of non-financial assets	24,089	34,000
Payments for non-financial assets	(176,717)	(160,572)
Net Investments	(114,199)	(137,356)
Net cash provided by/(used) in investing activities	(266,827)	(263,928)
Cash flows from financing activities		
Proceeds from capital contribution by Department of Justice	62,794	87,021
Prepayments of finance leases	0	(1,757)
Net borrowings	93,208	76,027
Net cash flows from/(used) in financing activities	156,002	161,291
Net increase/(decrease) in cash and cash equivalents	(2,360)	14,077
Cash and cash equivalents at the beginning of the financial year	34,601	0
Cash and cash equivalents at the end of the financial year	32,241	14,077

Administered Items Statement for the year ended 30th June 2014	2014 Actual \$'000	2014 Budget \$'000
Administered income		
Interest	64	17
Sales of goods and services	28,950	29,484
Grants	5,091	3,500
Other income	5,034	2,823
Total administered income	39,140	35,824
Administered expenses		
Employee benefits	3,203	2,321
Depreciation and amortisation	4	43
Payments into Consolidated Fund	43,448	30,631
Other operating expenses	1,062	2,038
Total administered expense	47,717	35,033
Income less expenses	(8,577)	791
Other economic flows included in net result		
Net gain/(loss) on non-financial assets	2,892	700
Net Result	(5,685)	1,491
Comprehensive Result	(5,685)	1,491
Administered assets		
Cash and deposits	25,102	19,962
Receivables	1,616	1,208
Other financial assets	0	2,000
Property, plant and equipment	18	(22)
Other non-financial assets	1	0
Total administered assets	26,736	23,149
Administered liabilities		
Payables	21,938	18,345
Provisions	489	482
Total administered liabilities	22,427	18,827
Net Assets	4,309	4,323
Equity		
Accumulated Surplus/Deficit	(22,945)	(15,769)
Contributed Capital	27,254	20,092
Total equity	4,309	4,323

Appendix N

VICTORIA POLICE REGIONS





Appendix O

Victoria Police: OHS key performance indicators 2013-14

	2011-12	2012-13	2013-14
1 Compensated fatalities	0	0	0
2 Lost time injury frequency rate (LTIFR)			
Lost time injury frequency rate (all lost time injuries)	21.09	19.34	17.19
Serious lost time injury frequency rate (Lost time injuries > 5 days)	14.09	14.02	11.95
3 Shifts lost all claims	42,000	40,265	35,190
<i>Rate per 100 FTE</i>	270.0	256.3	208.2
4 Number of claims lodged this year that exceeded 13 weeks where a compensation payment was made	83	72	74
Number of claims that were active this year that exceeded 13 weeks of compensation payments	90	139	164
5 All claims	1,127	1,018	914
<i>Rate per 100 FTE</i>	7.2	6.5	5.4
Time lost claims	551	477	466
<i>Rate per 100 FTE</i>	3.5	3.0	2.8
Standard claims	702	769	616
<i>Rate per 100 FTE</i>	5.1	4.9	3.6
6 Average cost per claim	\$ 5,041	\$ 5,242	\$ 5,123
Costs plus estimates	\$ 37,377	\$ 41,292	\$ 34,757
7 Number of incidents	3,838	3,724	3,246
<i>Rate per 100 FTE</i>	24.6	24.3	19.2

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)

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.

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:

- 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.

9 Management commitment:

Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)

The *Safe-T-Works* management system includes specific procedures for purchasing, contractor management and workplace design.

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.

Examples of procurement processes involving OHS consideration in specification development include the covert carriage of firearms, the design and layout of the City West Police Complex and other major works and all replacement personal protective equipment and uniform design.

10 Consultation

- a) Evidence of agreed structure of designated work groups (DWG), health and safety representatives (HSRs) and issue resolution procedures (IRPs)

All HSRs and deputy HSRs are provided with OHS training in accordance with the mandatory legislative requirement and yearly refresher training is supported. A preferred supplier panel has been established for this training.

Issue resolution procedures are actively promoted to address disputes as appropriate.

- b) Compliance with agreed structure DWG, HSRs and IRPs

Consultation at the local level and beyond has been undertaken with unions, HSRs and regional and departmental representatives on specific projects, major works and renovations. With user groups being used to provide feedback where necessary. Ongoing forums for future programs are currently in development.

11 Risk management:

Regular internal audits/inspections conducted

The *Safe-T-Works Safety* management system audit program has continued throughout 2013 - 14. All audits scheduled in 2013-14 were completed with comprehensive findings presented to management. Support and guidance continues to be provided for the development of action plans.

A series of compliance audits has been developed to supplement the standard major audits. A trial was run throughout Southern Metro Region during 2013-14 with favourable results. Expansion of the project into the whole of Victoria Police will bring with it many benefits, ultimately promoting and guiding the continuous improvement of the systematic management of health and safety and adherence to the safety management system.

12 Risk management:

Issues identified and actioned:

- Internal audits
- WorkSafe notices

OHS Projects in this area included:

- Sergeants, senior sergeants and inspector OHS training.
- Effective OHS committee training.
- Development of safety fact sheets for identified issues.
- Incident investigation and analysis package.
- Risk assessments for new equipment, firearms and uniforms.
- Safety Officer/Safety Advisor Training
- Hazard Alerts.

Twenty seven (27) entry reports and provisional improvement notices (PINs) issued and attended to in 2013-14.

13 Staff and managers with OHS training

Safety induction is delivered to all police recruits in their first weeks of employment. A health, safety and wellbeing induction program for VPS employees and temporary staff is now in place with all new starters required to complete the intranet based program within three months of commencement.

Safety training for recruits continues as part of the preliminary training program and all new recruits have a mandatory requirement to complete the Induction program prior to starting operational duties.

14 Health and Safety Representatives Training

Relevant training is made available to HSRs and deputy HSRs.

15 OHS Survey

The People Matter survey was conducted with the assistance of the Victorian Public Sector Commission in May 2014. The results will provide valuable information for the *Safety First Strategic Plan*.

Appendix P

2013-14 Victoria Police Honours and Awards

Australian Police Medal (APM)

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

Assistant Commissioner	Tracy LINFORD	24463
Commander	Douglas John FRYER	24993
Superintendent	Brett Paige GUERIN	20602
Superintendent	Malcolm John MENZEL	19394
Superintendent	Paul Richard NAYLOR	21128
Superintendent	Clive Steven RUST	18758
Inspector	Helmuth Roger SCHRANZ	23897
Senior Sergeant	Gregory John DAVIES	20445
Senior Sergeant	Nicolas Gerard FINNEGAN	22387
Sergeant	David John DIMSEY	19952
Sergeant	Derryn Caroline RICARDO	26171

Public Service Medal (PSM)

(Awarded for outstanding public service)

VPS6	Eva PEREZ
VPS4	Bruce COLCOTT

Valour Award

(Awarded to police employees for a particular incident that involves an act of exceptional bravery in extremely perilous circumstances)

Leading Senior Constable	Danny Brian SHADDOCK	30924
Leading Senior Constable	Jennifer Ann WILTSHIRE	25014

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)

Sergeant	Melyssa MCLENNAN	34498
Acting Sergeant	Dale ANNESLEY	32679
Leading Senior Constable	Bradley PASCOE	31524
Leading Senior Constable	Mark WEEKLEY	28718
Leading Senior Constable	Mark WHITE	33044
Constable	Peter DILLON	35888
Constable	Paul MCGOVERN	39454
Constable	Callum SCOTT	39395
Constable	Andrew TAYLOR	39599

Group Citation Medal for Merit

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

Sergeant	Samantha RYAN	32095
Leading Senior Constable	Nikolaj DE RIDDER	32939
Leading Senior Constable	Angelique SANT	26753
Senior Constable	Rebecca GALLAGHER	29015
Senior Constable	Scott TUDDENHAM	33735

Medal for Merit

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

Sergeant	John HARPER	25446
Senior Sergeant	Paul Albert BERRY	25857
FO-6	John Desmond KELLEHER	
FO-5	George XYDIAS	
FO-4	Karen Maree IRELAND	
FO-4	Rachel Ann NOBLE	
FO-3	Justyn BRENNAN	
FO-2	Laura BOWEN	
VPS6	Amy Frances GLEDDEN	
VPS5	Jessica Patience BATCHELOR	

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)

Robert BOLCH (JP)
 Darren CAMPBELL
 Graham DRAGE
 Warren GORDON
 David McBAIN
 David McCANN
 Michelle McCANN
 Andrew WILLSMORE
 Oscar (Ossie) James MUIR
 Sandro AGNOLETTO
 Lucas BALDWIN
 Declan BURNETT
 Harjit NIJJER

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)

Commendation for Brave Conduct

Senior Constable	Bill Leslie RICHARDSON	34119
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Bravery Medal

Sergeant	Daniel John BURGESS	32747
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Commendation for Brave Conduct

Leading Senior Constable	Marc Anthony NEWTON	36063
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Royal Humane Society Awards

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

Letter of Commendation

Leading Senior Constable	Michael Ralston INGRAM	31209
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Letter of Commendation

Leading Senior Constable	Stephen Kenneth HILLMAN	31189
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Certificate of Merit

Senior Constable	Kimberley WHEELER	36182
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Certificate of Merit

Senior Constable	Lisa Morgan McRAE	36174
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Victoria Police Stars

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

Inspector	Robin Leslie BAILEY	16138
Senior Constable	Lindsay James FORSYTH	15981
Leading Senior Constable	Andrew Peter LODI	26044
Sergeant	Gregory James MAIDMENT	25408
Acting Sergeant	Timothy John WOOD	32458

Departmental and Regional Commendations

Departmental Commendation

Superintendent	Neville TAYLOR	21122
Inspector	Brett HARMAN	26706
Inspector	Dallas NORMINGTON	26820
Inspector	Robert RAAYMAKERS	18969
Inspector	Dennis WATSON	21637
Senior Sergeant	Dale JOHNSTONE	30018
Senior Sergeant	Lisa KEYTE	27708
Senior Sergeant	Steven PERRY	22198
Leading Senior Constable	Hayden BODYCOMB	30568
FO-6	Henry ROBERTS	
FO-4	Lisa FEDERLE	
FO-4	Adam POY	
VPS6	Trevor Leonard RIXON	
VPS4	Nick GOHIL	
VPS4	Nadine JABBOUR	
VPS2	Andrene DAVIS	

Regional Commendation

Senior Constable	Ian WOOLDRIDGE	37218
Senior Constable	Meagan CORNISH	35427
Senior Constable	Paul PALIAGA	33031
Constable	Kate MCLEOD	36689

Appendix Q

Victoria Police – Acronym Glossary

AC	Assistant Commissioner	OHS	Occupational Health and Safety
APM	Australian Police Medal	OMCG	Outlaw Motor Cycle Gang
BAELO	Bushfire Arson and Explosives Liaison Officer	OTST	Operational Tactics and Safety Training
BP3	Budget Paper 3	PAB	Police Appeals Board
CAG	Corporate Advisory Group	PACER	Police and Clinician Emergency Response
CASA	Centres Against Sexual Assault	PAEC	Public Accounts and Estimates Committee
CCU	Cold Case Unit	PIPP	Policing Information Process and Practice
CHAL	Custodial Health Advisory Line	PIN	Provisional Improvement Notice
CSA	Crime Statistics Agency	PRSB	Police Registration and Services Board
DC	Deputy Commissioner	PSA	Police Service Area
EMP	Education Master Plan	PSO	Protective Services Officer
EO	Executive Officer	PSM	Public Service Medal
FO	Forensic Officer	ROCSID	Register of Complaints Serious Incidents and Discipline
FOI	Freedom of Information	ROGS	Report on Government Services
FRD	Financial Reporting Direction	SD	Standing Direction
FTE	Full-Time Equivalent	SIIU	Sporting Integrity Intelligence Unit
IBAC	Independent Broad-based Anti-corruption Commission	SMLDP	Senior Managers Leadership Development Program
ICT	Information and Communications Technology	SOCIT	Sexual Offences and Child Abuse Investigation Team
IPRMM	Integrated Planning and Risk Management Model	STEP	Speed Tolerance Enforcement Program
IT	Information Technology	TAC	Transport Accident Commission
LEAP	Law Enforcement Assistance Program	VCAT	Victorian Civil and Administrative Tribunal
LEDR	LEAP Electronic Data Recorder	VGPB	Victorian Government Purchasing Board
LGBTI	Lesbian/Gay/Bisexual/Transgender Intersex	VIPP	Victorian Industry Participation Policy
LTIFR	Lost Time Injury Frequency Rate	VPID	Victoria Police Intelligence Doctrine
MCC	Melbourne Custody Centre	VPARC	Victoria Police Audit and Risk Committee
MDC	Multi-Disciplinary Centre	VPS	Victorian Public Service
MJC	Moorabbin Justice Centre		
NSCSP	National Survey of Community Satisfaction with Policing		

FINANCIAL STATEMENTS

CHAPTER 7

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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 2014 and financial position of Victoria Police at 30 June 2014.

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 29 August 2014.



Ken D Lay APM
Chief Commissioner

Melbourne
29 August 2014



Peter Frouzisz
Chief Finance Officer

Melbourne
29 August 2014

VAGO

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INDEPENDENT AUDITOR'S REPORT**To the Chief Commissioner, Victoria Police***The Financial Report*

The accompanying financial report for the year ended 30 June 2014 of Victoria Police which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, 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' Responsibility for the Financial Report

The Chief Commissioner of Victoria Police 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 determines 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 2014 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 2014 included both in Victoria Police's annual report and on the website. The Chief Commissioner of Victoria Police is responsible for the integrity of the Victoria Police's website. I have not been engaged to report on the integrity of the 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
19 September 2014



Dr Peter Frost
Acting Auditor-General

Comprehensive operating statement

for the financial year ended 30 June 2014

	Note	2014 \$'000	2013 \$'000
Income from transactions			
Revenue from Victorian Government	2(a)	2,275,790	2,121,978
Other income	2(b)	9,555	17,340
Total income from transactions		2,285,345	2,139,318
Expenses from transactions			
Employee expenses	3(a)	1,676,849	1,575,427
Depreciation and amortisation	3(b)	76,536	72,167
Capital asset charge	3(c)	86,928	78,948
Supplies and services	3(d)	449,161	421,658
Interest expense	3(e)	2,870	3,478
Total expenses from transactions		2,292,344	2,151,676
Net result from transactions (net operating balance)		(6,999)	(12,358)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	5(a)	7,450	9,186
Net gain/(loss) from other economic flows	5(b)	(1,299)	3,970
Total other economic flows included in net result		6,151	13,156
Net result		(848)	798
Comprehensive result		(848)	798

Note:

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

Balance Sheet

as at 30 June 2014

Assets	Note	2014 \$'000	2013 \$'000
Financial assets			
Cash and deposits	21(a)	32,241	34,601
Receivables	6	379,814	342,924
Total financial assets		412,055	377,525
Non-financial assets			
Other non-financial assets	8	17,630	19,532
Inventories	7	8,101	7,946
Non-financial physical assets classified as held for sale	9	5,619	11,989
Property, plant and equipment	10	1,376,008	1,289,567
Intangible assets	12	11,966	7,498
Total non-financial assets		1,419,323	1,336,532
Total assets		1,831,379	1,714,057
Liabilities			
Payables	13	101,159	56,602
Borrowings	14	67,436	64,088
Provisions	15	446,047	432,560
Total liabilities		614,641	553,249
Net assets		1,216,738	1,160,808
Equity			
Accumulated surplus		42,586	43,436
Contributed capital		603,660	546,881
Physical asset revaluation surplus	22	570,491	570,491
Net worth		1,216,738	1,160,808
Commitments for expenditure	18		
Contingent liabilities	19		

Note:

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

Statement of changes in equity

for the financial year ended 30 June 2014

	Physical Asset Revaluation Surplus \$'000	Accumulated Surplus \$'000	Contributed Capital \$'000	Total \$'000
Balance at 1 July 2012	570,491	42,639	543,739	1,156,869
Net result from transactions for the year	0	(12,358)	0	(12,358)
Other comprehensive income for the year	0	13,155	0	13,155
Capital contribution from /(to) other state departments/entities	0	0	(7,120)	(7,120)
Capital contribution by Department of Justice as part of annual grants	0	0	10,262	10,262
Balance at 30 June 2013	570,491	43,436	546,881	1,160,808
Net result from transactions for the year	0	(6,999)	0	(6,999)
Other comprehensive income for the year	0	6,151	0	6,151
Capital contribution from /(to) other state departments/entities	0	0	(6,016)	(6,016)
Capital contribution by Department of Justice as part of annual grants	0	0	62,794	62,793
Balance at 30 June 2014	570,491	42,586	603,660	1,216,738

Note:

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

Cash flow statement

for the financial year ended 30 June 2014

	Note	2014 \$'000	2013 \$'000
Cash flows from operating activities			
Receipts from Department of Justice		2,246,462	2,110,564
Donations and other contributions		6,760	16,789
Sales of goods and services		1,005	1,225
Interest received		62	76
GST received from ATO (i)		65,882	51,288
Payments to suppliers and employees		(2,140,499)	(2,045,927)
Capital asset charge		(86,928)	(78,948)
Interest expense		(2,870)	(3,478)
Net cash flows from/(used in) operating activities	21(c)	89,874	51,591
Cash flows from investing activities			
Proceeds from sale of property, motor vehicles, plant and equipment		31,251	27,518
Payments for property, plant and equipment		(131,979)	(37,896)
Net cash flows from/(used in) investing activities		(100,728)	(10,378)
Cash flows from financing activities			
Proceeds from capital contribution by the Department of Justice		56,779	10,261
Repayment of finance leases		(48,285)	(49,364)
Net cash flows from/(used in) financing activities		8,494	(39,103)
Net increase/(decrease) in cash and cash equivalents		(2,360)	2,110
Cash and cash equivalents at the beginning of the financial year		34,601	32,491
Cash and cash equivalents at the end of the financial year	21(a)	32,241	34,601

Notes:

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

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

Note 1. Summary of significant accounting policies

The annual financial statements represent the audited general purpose financial statements for Victoria Police for the period ended 30 June 2014.

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 not-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 29 August 2014.

(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 (M) Non-financial assets;
- superannuation expense – refer to Note 1 (H); 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 (N) 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
- the long service leave liability that is calculated with regard to actuarial assessments of the future inflation factor.

Consistent with AASB 13 *Fair Value Measurement*, Victoria Police determines the policies and procedures for both recurring and fair value measurements such as property, plant and equipment, and financial instruments and for non-recurring fair value measurements such as non-financial physical assets held for sale, in accordance with the requirements of AASB 13 and the relevant Financial Reporting Directions.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Victoria Police has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Victoria Police determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer-General Victoria (VGV) is Victoria Police's independent valuation agency. Victoria Police, in conjunction with VGV, monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

(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, which does not form part of these financial statements.

Objectives and funding

The role of Victoria Police is to serve the Victorian Community and uphold the law and to promote a safe, secure and orderly society. Funding is provided to carry out its statutory obligations of preserving the peace, protecting life and property, preventing the commission of offences, detecting and apprehending offenders and helping those in need of assistance.

Victoria Police is predominantly funded by grants received from the Department of Justice, which are appropriated to the latter by the Victorian Government.

Outputs of Victoria Police

The policing services output reports on activities relating to the provision of effective police and law enforcement services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities which enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

(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 2014, 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, including Traffic Accident Information System.

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

The comprehensive operating statement comprises three components, being ‘net result from transactions’, ‘other economic flows included in net result’, as well as ‘other economic flows – other comprehensive income’. The sum of the former two, together with the net result from discontinued operations, represents the net result.

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

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) Changes in accounting policies

Subsequent to the 2012-13 reporting period, the following new and revised Standards have been adopted in the current period with their financial impact detailed as below.

AASB 13 Fair Value Measurement

AASB 13 establishes a single source of guidance for all fair value measurements. AASB 13 does not change when Victoria Police is required to use fair value, but rather provides guidance on how to measure fair value under Australian Accounting Standards when fair value is required or permitted. Victoria Police has considered the specific requirements relating to highest and best use, valuation premise, and principal (or most advantageous) market. The methods, assumptions, processes and procedures for determining fair value were revisited; however, no adjustment was required. In light of AASB 13, Victoria Police has reviewed the fair value principles as well as its current valuation methodologies in assessing the fair value, and the assessment has not materially changed the fair values recognised.

However, AASB 13 has predominantly impacted the disclosures of Victoria Police. It requires specific disclosures about fair value measurements and disclosures of fair values, some of which replace existing disclosure requirements in other standards, including AASB 7 *Financial Instruments: Disclosures*.

The disclosure requirements of AASB 13 apply prospectively and need not be applied in comparative information before first application. Consequently, the 2012-13 comparatives of these disclosures have not been provided, except for financial instruments, of which the fair value disclosures are required under AASB 7 *Financial Instruments: Disclosures*.

Certain fair value disclosures for financial instruments required under AASB 7 in the previous year have been provided together with the disclosures under AASB 13. Refer to Note 20 for the financial instrument disclosures.

AASB 119 Employee Benefits

In 2013-14, Victoria Police has applied AASB 119 *Employee benefits* (September 2011, as amended) and the related consequential amendments for the first time.

The revised AASB 119 changes the accounting for defined benefit plans and termination benefits. The most significant change relates to the accounting for changes in defined benefit obligation and plan assets. As the current accounting policy is for the Department of Treasury and Finance to recognise and disclose the State's defined benefit liabilities in its financial statements, changes in defined benefit obligations and plan assets will have limited impact on Victoria Police.

The revised standard also changes the definition of short-term employee benefits. These were previously benefits that were expected to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly within twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by Victoria Police as short-term employee benefits no longer meet this definition and are now classified as long-term employee benefits. This has resulted in a change of measurement for the annual leave provision from an undiscounted to discounted basis.

The retrospective application of this new accounting standard does not materially effect on the annual leave provision.

(G) 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, the Department of Justice 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 to Note 23 Administered items.

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.

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 (K) 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.

(H) 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 (N) 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 (M) Non-financial assets for the depreciation policy for leasehold improvements.

The estimated 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 remaining useful lives for the different asset classes for current and prior years:

	2014	2013
Buildings	1-50 years	1-50 years
Leasehold improvements	1-22 years	1-22 years
Plant and equipment	1-40 years	1-40 years
Leased plant and equipment	1-3 years	1-3 years
Leased motor vehicles	1-3 years	1-3 years
Heritage assets	1-50 years	1-50 years
Cultural artworks	1-100 years	1-100 years
Software	1-5 years	1-5 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.

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. They are recognised as an expense in the reporting period in which they are incurred.

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 (L) 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.

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

(J) 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.

Grants from the Commonwealth Government and other jurisdictions

Victoria Police's administered grants mainly comprise funds provided by the Commonwealth to assist the State Government in meeting service delivery obligations. Administered grants are disclosed in the schedule of Administered Items in Note 23.

(K) 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 include cash and deposits, (refer to Note 1 (L) 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.

(L) Financial assets

Cash and deposits

Cash and deposits recognised on the balance sheet 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 readily convertible to known amounts of cash with an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents include bank overdrafts, which are included as borrowings 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:

- contractual receivables, such as debtors in relation to goods and services, loans to third parties, accrued investment income, and finance lease receivables (refer to Note 1(O) Leases); and
- statutory receivables, such as amounts owing from the Victorian Government and Goods and Services Tax (GST) input tax credits recoverable.

Contractual receivables are classified as financial instruments and categorised as loans and receivables (refer to Note 1(K) Financial Instruments for recognition and measurement). 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 recognised when there is objective evidence that the debts may not be collected, and bad debts are written off when identified.

For the measurement principle of receivables, refer to Note 1(K) Financial Instruments.

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*.

(M) 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 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 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 (O) 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. Refer to Note 1 (O) Leases and Note 1 (Q) 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 (I) 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 (H) Expenses from transactions – Depreciation and amortisation, and to Note 1 (I) 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.

(N) 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 (K) 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 (O) 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, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits annual leave and accumulating sick leave, are all recognised in the provision for employee benefits as 'current liabilities', because Victoria Police does not have an unconditional right to defer settlements of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for wages and salaries, annual leave and sick leave are measured at:

- undiscounted value - if Victoria Police expects to wholly settle within 12 months; or
- present value - if Victoria Police does not expect to wholly settle within 12 months.

(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:

- undiscounted value- if Victoria Police expects to wholly settle within 12 months; and
- present value if Victoria Police does not expect to wholly 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(l)) 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.

(O) 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 lease 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.

(P) 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.

(Q) 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. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

(R) Contingent liabilities

Contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note (refer to Note 19 Contingent liabilities) and, if quantifiable, are measured at nominal value. Contingent liabilities are presented inclusive of GST payable.

(S) 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.

(T) AASs issued that are not yet effective

Certain new AASs have been published that are not mandatory for the 30 June 2014 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 2014, 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 <i>Financial instruments</i>	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 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i>).	1 Jan 2017	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.

Note 2. Income from transactions

	2014 \$'000	2013 \$'000
(a) Revenue from Victorian Government		
Grants received from Department of Justice	2,275,790	2,121,978
Total revenue from Victorian Government	2,275,790	2,121,978
(b) Other income		
Income from sale of goods and services	1,005	1,225
Interest income	62	76
Grants received in relation to trusts	1,250	1,237
Other trust income	6,526	13,200
Plant and equipment received free of charge or nominal consideration	713	1,601
Total other income	9,555	17,340
Total income from transactions	2,285,345	2,139,318

Note 3. Expenses from transactions

	2014 \$'000	2013 \$'000
(a) Employee expenses		
Salary, wages and annual leave	1,343,033	1,256,656
Superannuation (refer Note 16)	164,430	153,281
Long service leave	50,085	45,171
Other on-costs (fringe benefits tax, payroll tax and workcover levy)	119,301	120,319
	1,676,849	1,575,427
(b) Depreciation and amortisation		
Buildings	24,980	24,402
Leasehold improvements	9,768	5,384
Plant and equipment	11,152	12,616
Leased plant and equipment	29,962	29,091
Intangible produced assets	673	673
	76,536	72,167
(c) Capital asset charge		
Capital asset charge	86,928	78,948
	86,928	78,948
(d) Supplies and services		
Communications	33,084	31,619
Transport	36,596	34,674
Administration	17,359	16,845
Accommodation	115,809	111,799
Computer facilities	87,823	71,430
Police operating expenses	145,434	140,128
Legal expenses	13,044	15,164
Plant and equipment provided free of charge or for nominal consideration	12	0
	449,161	421,658
(e) Interest expense		
Finance lease costs	2,870	3,478
	2,870	3,478
Total expenses from transactions	2,292,344	2,151,676

Note 4. Ex-gratia payments

	2014 \$'000	2013 \$'000
Compensation for economic loss - property (i)	19	29
Compensation for economic loss - personal injury (ii)	113	3
Property damage payments	69	218
	201	250

Notes:

- (i) 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.
- (ii) Ex-gratia payments in respect of loss or damage to employees and members of the public personal effects are only made where either some unusual hazard or circumstance was responsible for the incident or where the State of Victoria appears to have breached a legal duty to ensure the safety of the work place where employees carry out duty.

Note 5. Other economic flows included in net result

	2014 \$'000	2013 \$'000
(a) Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of plant, equipment and motor vehicles	5,106	7,049
Assets recognised for first time	2,345	2,137
	7,450	9,186
(b) Net gain/(loss) from other economic flows		
Net gain/(loss) arising from revaluation of long service leave liability	(1,215)	3,958
Net gain/(loss) bad/doubtful debts	(85)	12
	(1,299)	3,970
Total other economic flows included in net result	6,151	13,156

Note 6. Receivables

	2014 \$'000	2013 \$'000
Current receivables		
Contractual		
Receivables from sale of goods and services (i)	6,323	1,705
Other receivables	2,582	1,586
Provision for doubtful contractual receivables (a)	(139)	(139)
	8,767	3,152
Statutory		
Amounts owing from the Victorian Government (ii)	231,151	182,288
GST input tax credit recoverable	4,272	2,325
	235,423	184,613
Total current receivables	244,190	187,765
Non-current receivables		
Statutory		
Amounts owing from the Victorian Government (ii)	135,624	155,159
Total non - current receivables	135,624	155,159
Total receivables	379,814	342,924
(a) Movement in the allowance for doubtful contractual receivables		
Balance at beginning of the year	(139)	(156)
Increase in provision recognised in the net result	0	(48)
Reversal of unused provision recognised in the net result	0	63
Write off during the period	0	2
Balance at end of the year	(139)	(139)

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 which are drawn from the Consolidated Fund as they fall due.

Note 7. Inventories

	2014 \$'000	2013 \$'000
Supplies and consumables (i)		
General stores at cost	7,812	7,562
Radio and electronics stores at cost	248	337
Victoria forensic science centre stores at cost	41	47
	8,101	7,946

Note:

(i) The total carrying amount of inventories held for distribution at cost.

Note 8. Other non-financial assets

	2014 \$'000	2013 \$'000
Current		
Advances paid to Department of Treasury and Finance	17,225	19,282
Prepayments	405	250
Total other non-financial assets	17,630	19,532

Note 9. Non-financial physical assets classified as held for sale

	2014 \$'000	2013 \$'000
Current		
Freehold land held for sale	2,304	8,711
Freehold buildings held for sale	1,165	1,805
Motor vehicles held for sale	2,150	1,473
Total non-financial physical assets classified as held for sale	5,619	11,989

Note:

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.

(a) Fair Value Measurement of non-financial physical assets classified as held for sale

The following table provides the fair value measurement hierarchy of the Department's non-financial physical assets held for sale.

	Carrying amount as at 30 June 2014 \$'000	Fair value measurement at end of reporting period using:		
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Current				
Freehold land held for sale (i)	2,304	0	2,304	0
Freehold buildings held for sale (i)	1,165	0	1,165	0
Total non-financial physical assets classified as held for sale	3,468	0	3,468	0

Note:

(i) Freehold land and freehold buildings held for sale are carried at fair value less cost to disposal. Refer to Note 10(a) for the valuation technique applied to non-specialised land and buildings.

Note 10. Property, plant and equipment

Classification by 'Public Safety and Environment' Purpose Group

	2014 \$'000	2013 \$'000
Land		
Crown land		
At fair value	376,754	374,094
Total land	376,754	374,094
Buildings		
At fair value	787,626	760,112
less: accumulated depreciation	(75,569)	(50,609)
	712,056	709,504
Leasehold Improvements at fair value	52,071	31,678
less: accumulated amortisation	(28,094)	(18,324)
	23,976	13,354
Buildings in the course of construction at cost	120,923	65,179
Total buildings	856,955	788,037
Total land, buildings and leasehold improvements	1,233,709	1,162,131
Plant and equipment		
At fair value	139,561	137,539
less: accumulated depreciation	(85,065)	(80,988)
	54,496	56,551
Motor vehicles under finance lease (at cost)	95,709	91,739
less: accumulated amortisation	(30,704)	(29,481)
	65,006	62,257
Plant and equipment in the course of construction at cost	18,542	4,372
Total plant and equipment	138,044	123,180
Cultural and heritage assets		
At fair value	4,255	4,255
Total cultural and heritage assets	4,255	4,255
Total property, plant and equipment	1,376,008	1,289,567

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.

Restricted Assets

Victoria Police holds \$82.2 million worth of properties listed as heritage assets. These heritage assets cannot be modified nor disposed of without formal ministerial approval.

(a) Fair value measurement hierarchy for assets as at 30 June 2014

	Carrying amount as at 30 June 2014 \$'000	Fair value measurement at end of reporting period using:		
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Land at fair value				
Non-specialised land	17,706	0	17,706	0
Specialised land	359,048	0	0	359,048
Total of land at fair value	376,754	0	17,706	359,048
Buildings at fair value				
Non-specialised buildings	23,454	0	23,454	0
Specialised buildings	606,381	0	0	606,381
Heritage assets	82,221	0	0	82,221
Leasehold improvement	23,976	0	0	23,976
Total of buildings at fair value	736,032	0	23,454	712,578
Plant, equipment and vehicles at fair value				
Plant and equipment	54,496	0	0	54,496
Total plant, equipment and vehicles at fair value	54,496	0	0	54,496
Cultural assets at fair value				
Artworks	4,255	0	0	4,255
Total of cultural assets at fair value	4,255	0	0	4,255

There have been no transfers between levels during the period

Non-specialised land, non-specialised buildings

Non-specialised buildings are valued using the market approach. An independent valuation was performed by Preston Rowe Paterson based on market to determine the fair value. For residential properties within the Victoria Police portfolio, the Active and Liquid Market (ALM) basis valuations are undertaken where a number of sales of similar properties are available to compare, allowing for various zonings including, but not limited to: Township, Business and Public Use.

For non-specialised land, the market based direct comparison approach is used, whereby the subject properties are compared to recent comparable land sales or land with no added or nominal added improvement value sales.

The valuation of land was determined by analysing land sales in comparable proximity to the subject properties and allowing for shape, size, topography, location and other relevant factors specific to the land being valued.

From the sales analysed, it was determined that either development potential (building area) or land area were the key drivers of value. In most instances, an appropriate dollar rate per square metre from market evidence has been applied. The effective date of valuation was 30 June 2011.

To the extent that non-specialised land, non-specialised buildings and artworks do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market approach.

Specialised land and specialised buildings

The Depreciated Replacement Cost (DRC) has been adopted for the valuation of specialised assets within the department's portfolio. The highest and best use is considered to be for the continued use as a special purpose asset for the fulfillment of Community Service Obligations (CSO).

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

The DRC has also been applied to police stations as the valuers believe it would be difficult to sell such assets in an active and liquid market. The effective date of the valuation was 30 June 2011.

Heritage assets

Heritage assets are valued using the DRC method. This cost represents the replacement cost of the building/component after applying depreciation rates on a useful life basis.

Replacement costs relate to costs to replace the current service capacity of the asset. Where applicable, the effect of the heritage restrictions and planning overlays has also been reflected in the assessment of fair value. Physical deterioration, functional and economic obsolescence has also been factored into the DRC calculation.

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the DRC method.

Cultural artworks

Cultural artworks are held at fair value which has been calculated using the DRC. The valuation method considers inspection and assessment of similar examples of the artist's work and research on prices paid for similar examples offered at auction or through art galleries.

There were no changes in valuation techniques throughout the period to 30 June 2014.

For all assets measured at fair value, the current use is considered the highest and best use.

(b) Reconciliation of Level 3 fair value

	Specialised land \$'000	Specialised buildings \$'000	Heritage assets \$'000	Leasehold improvement \$'000	Plant and equipment \$'000	Cultural artworks \$'000
Opening balance	356,389	603,539	82,149	13,354	56,551	4,255
Purchases	0	304	0	142	6,122	0
Sales	0	(2)	0	0	(738)	0
Assets free of charge	0	0	0	0	700	0
Assets recognised for first time	0	134	0	110	156	0
Transfers	0	0	0	0	0	0
In (out) of level 3	0	0	0	0	0	0
In (out) of assets under construction	1,860	23,670	2,212	20,140	2,843	0
Between asset classes	0	(14)	0	0	14	0
From contributed capital	800	347	0	0	0	0
<i>Recognised in net result</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Depreciation	0	(21,598)	(2,140)	(9,771)	(11,152)	0
Recognised in other economic flows - other comprehensive income	0	0	0	0	0	0
Revaluation	0	0	0	0	0	0
Closing balance	359,048	606,381	82,221	23,976	54,496	4,255

(c) Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Specialised land	Market approach	Community Service Obligation (CSO) adjustment	20%	A significant increase or decrease in the CSO adjustment would result in a significantly lower (higher) fair value.
Specialised buildings	Depreciated replacement cost	Direct cost per square metre	\$15–\$6,793 /m2 (\$2,839)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value.
		Useful life of specialised buildings	1–50 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Heritage assets	Depreciated replacement cost	Direct cost per square metre	\$240–\$8,149/m2 (\$5,443)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value.
		Useful life of heritage assets	1-50 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Leasehold improvements	Depreciated replacement cost	Cost per lease	\$5,345–\$18,397,716 (\$274,055 per lease)	A significant increase or decrease in cost per lease would result in a significantly higher or lower fair value.
		Lease period	1-22 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Plant and equipment	Depreciated replacement cost	Cost per unit	\$5000–\$1.9 million per unit (\$156,953 per unit)	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value.
		Useful life of plant and equipment	1-40 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Cultural artworks	Depreciated replacement cost	Cost per unit	\$800-\$2 million per unit (\$212,740)	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value.
		Useful life of cultural artworks	1-100 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.

Note 11. Property, plant and 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 formal revaluation of land and building assets is scheduled to occur 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 \$'000	Buildings \$'000	Leasehold Improvements \$'000
2013-14			
Opening Balance	374,094	709,504	13,354
Fair value of assets received free of charge	0	0	0
Fair value of assets recognised for first time	0	134	110
Fair value of assets given free of charge	0	0	0
Additions	0	304	142
Disposals	0	(115)	0
Transfer in/out of assets under construction	1,860	26,874	20,140
Net Revaluation Increments / (Decrements)	0	0	0
Transfers of assets via Contributed Capital	800	347	0
Other	0	0	0
Transfer (to)/from Advances (refer Note 8)	0	0	0
Depreciation/amortisation expense	0	(24,978)	(9,771)
Transfers to/from assets classified as held for sale	0	0	0
Reclassification	0	(14)	0
Balance at 30 June 2014	376,754	712,056	23,976
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

Plant and equipment \$'000	Leased motor vehicles \$'000	Buildings in the course of construction \$'000	P & E in the course of construction \$'000	Cultural assets \$'000	Total \$'000
56,551	62,257	65,179	4,372	4,255	1,289,567
713	0	0	0	0	713
156	0	0	0	0	400
(12)	0	0	0	0	(12)
6,122	51,633	102,561	17,013	0	177,775
(738)	(18,245)	0	0	0	(19,098)
2,843	0	(48,874)	(2,843)	0	0
0	0	0	0	0	0
0	0	0	0	0	1,147
0	0	0	0	0	0
0	0	2,057	0	0	2,057
(11,152)	(29,962)	0	0	0	(75,863)
0	(677)	0	0	0	(677)
14	0	0	0	0	0
54,496	65,006	120,923	18,542	4,255	1,376,008
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	89,449
(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

Note 12. Intangible assets

	2014 \$'000	2013 \$'000
Gross carrying amount		
Opening balance of work in progress	4,930	0
Additions	5,140	4,930
Transfer in/out of assets under construction	0	0
Closing balance of work in progress	10,070	4,930
Opening balance of capitalised software		
Opening balance of capitalised software	2,569	3,241
Additions	0	0
Amortisation (i)	(673)	(673)
Closing balance of capitalised assets	1,896	2,568
Net book value at the end of the financial year	11,966	7,498

Note:

(i) Amortisation expense is included in the line item 'depreciation and amortisation' in Note 3.

Note 13. Payables

	2014 \$'000	2013 \$'000
Current		
Contractual		
Supplies and services (i)	69,681	31,042
Amounts payable to government and agencies	9,607	9,818
Other payables	9,333	4,392
	88,620	45,252
Statutory		
Taxes payable	12,538	11,350
Total payables	101,159	56,602

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

	2014 \$'000	2013 \$'000
Current		
Finance lease liabilities (i)	44,031	41,771
Non-current		
Finance lease liabilities (i)	23,404	22,316
Total borrowings	67,436	64,088

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

	2014 \$'000	2013 \$'000
Current Provisions		
(i) Employee benefits (Note 15(a)) - annual leave:		
(ii) Unconditional and expected to be settled within 12 months	32,709	29,938
(i) Employee benefits (Note 15(a)) - long service leave:		
(ii) Unconditional and expected to be settled within 12 months	37,569	40,000
(iii) Unconditional and expected to be settled after 12 months	263,139	256,632
	333,417	326,570
Provisions related to employee benefit on-costs (Note 15(a)):		
(ii) Unconditional and expected to be settled within 12 months	14,909	14,395
(iii) Unconditional and expected to be settled after 12 months	57,711	54,617
	72,620	69,013
Other provisions	283	293
Total current provisions	406,319	395,876
Non-current Provisions		
(i) Employee benefits (Note 15(a)) - long service leave	27,557	21,667
Employee benefits on costs (Note 15(a))	5,938	4,611
(ii) Deferred salary scheme	33	32
	33,528	26,310
Make-good provision	6,199	10,374
Total non-current provisions	39,727	36,684
Total provisions	446,047	432,560

	2014 \$'000	2013 \$'000
(a) Employee benefits and related on-costs		
Current employee benefits		
Annual leave entitlements	32,709	29,938
Long service leave entitlements	300,707	296,632
	333,417	326,570
Non-current employee benefits		
Long service leave entitlements	27,557	21,667
Deferred salary scheme	33	32
	27,591	21,699
Total employee benefits	361,007	348,269
Current on-costs	72,620	69,013
Non-current on-costs	5,938	4,611
Total on-costs	78,557	73,624
Total employee benefits and related on-costs	439,564	421,893

(b) Movement in provisions				
	On-costs \$'000	Make-good \$'000	Other \$'000	Total \$'000
Opening balance 1 July 2013	73,624	10,374	293	84,291
Additional provisions	19,329	0	1,758	21,087
Reductions arising from payments/other sacrifices of future economic benefits	(14,395)	(4,175)	(1,768)	(20,339)
Closing balance 30 June 2014	78,557	6,199	283	85,040
Current	72,620	0	283	72,903
Non-current	5,938	6,199	0	12,137
	78,557	6,199	283	85,039

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 financial report.

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		Contributions outstanding at year end	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Defined benefit plans (i)				
Emergency Services and State Super - revised and new	150,465	140,406	770	503
Defined contribution plans				
VicSuper	12,194	11,718	62	42
Other	934	609	5	2
Total	163,592	152,733	837	548

Note:

(i) The bases for contributions are determined by the various schemes.

Note 17. Leases

Disclosure for lessees - finance leases

Leasing arrangements

	Minimum future lease payments		Present value of minimum future lease payments	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Finance lease liabilities (i)				
Not longer than one year	46,182	44,118	44,032	41,771
Longer than one year and not longer than five years	24,330	23,570	23,404	22,316
Minimum lease payments*	70,513	67,688	67,436	64,088
less future finance charge	(3,077)	(3,601)		
Present value of minimum lease payments	67,436	64,088	67,436	64,088
Included in the financial statements as:				
Current borrowings lease liabilities (Note 14)			44,031	41,771
Non-current borrowings lease liabilities (Note 14)			23,404	22,316
			67,436	64,088

* Minimum future lease payments includes the aggregate of all lease payments and any guaranteed residual.

Note:

(i) Finance leases relate to motor vehicles mainly 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

	2014 \$'000	2013 \$'000
Non-cancellable operating leases (ii)		
Not longer than one year	37,177	42,719
Longer than one year and not longer than five years	28,419	58,602
Longer than five years	16,879	13,346
	82,475	114,667

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:

	2014 \$'000	2013 \$'000
(a) Capital commitments		
Plant, equipment and motor vehicles		
Not longer than one year	0	1,277
	0	1,277
(b) Buildings		
Not longer than one year	89,277	17,685
Longer than one year and not longer than five years	275	1,965
	89,551	19,650
Total capital expenditure commitments	89,551	20,927
(c) Outsourcing commitments (i)		
Not longer than one year	141,223	123,920
Longer than one year and not longer than five years	112,663	138,501
Longer than five years	15,759	14,042
Total other expenditure commitments	269,645	276,463
Total commitments for expenditure (inclusive of GST)	359,197	297,390
Less: GST recoverable from the Australian Taxation Office	(32,654)	(27,035)
Total commitments for expenditure (exclusive of GST)	326,542	270,355

Notes:

(i) The outsourcing commitments relate to a number of operational service agreements.

The 2012-13 comparative for outsourcing commitments has been restated to exclude the discretionary/variable costs components.

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

	2014 \$'000	2013 \$'000
Contingent liabilities		
Legal proceedings and disputes	20,148	41,654
	20,148	41,654

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

	2014 \$'000	2013 \$'000
Contractual financial assets - loans and receivables		
Cash and deposits	32,241	34,601
Receivables (i)		
Sale of goods and services	6,323	1,705
Other receivables	2,443	1,447
Total contractual financial assets	41,008	37,753
Contractual financial liabilities at amortised cost		
Payables (i)		
Supplies and services	69,681	31,042
Amounts payable to government and agencies	9,607	9,818
Other payables	9,333	4,392
Borrowings		
Lease liabilities	67,436	64,088
Total contractual financial liabilities	156,056	109,340

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	Financial institutions Triple-A credit rating \$'000	Total \$'000
2014			
Cash and deposits	123	32,118	32,241
	123	32,118	32,241
2013			
Cash and deposits	109	34,992	34,601
	109	34,992	34,601

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
2014						
Receivables (contractual) (i)	8,767	6,853	1,279	138	496	0
	8,767	6,853	1,279	138	496	0
2013						
Receivables (contractual) (i)	3,152	2,878	57	2	45	170
	3,152	2,878	57	2	45	170

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 ageing analysis table above discloses the ageing 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
2014						
Payables (ii)	88,620	88,620	88,620	0	0	0
Borrowings	67,436	70,513	12,382	5,648	28,152	24,330
	156,056	159,133	101,002	5,648	28,152	24,330
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

Notes:

(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 \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non-interest bearing \$'000
2014					
<i>Financial assets</i>					
Cash and cash equivalents	2.55%	32,241	1,560	0	30,681
Receivables		8,767	0	0	8,767
Total financial assets		41,008	1,560	0	39,448
<i>Financial liabilities</i>					
Payables		88,620	0	0	88,620
Borrowings	5.61%	67,436	67,436	0	0
Total financial liabilities		156,056	67,436	0	88,620
2013					
<i>Financial assets</i>					
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
<i>Financial liabilities</i>					
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

(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

	2014 \$'000	2013 \$'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	384	533
Funds held in trust	31,857	34,068
	32,241	34,601

Cash and deposits

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 un-presented 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 2.55% (2013: 3.21%).

(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

	2014 \$'000	2013 \$'000
Net result	(848)	798
Non-cash movements		
(Gain)/loss on sale or disposal of non-current assets	(5,106)	(7,049)
Depreciation and amortisation of non-current assets	76,536	72,167
Plant and equipment received free of charge or nominal consideration	(713)	(1,601)
Plant and equipment provided free of charge or for nominal consideration	12	0
Assets recognised for first time	(2,345)	(2,137)
Other non-cash movements	1,494	(3,969)
Movements in assets and liabilities		
Increase/decrease in assets:		
Increase/decrease in receivables	(36,890)	(1,807)
Increase/decrease in prepayments	(155)	(8,840)
Increase/decrease in inventories	(155)	2,672
Increase/decrease in liabilities:		
Increase/ decrease in payables	44,557	4,034
Increase/decrease in provisions	13,486	(2,677)
Net cash flows from operating activities	89,874	51,591

Note 22. Physical asset revaluation surplus

	2014 \$'000	2013 \$'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 comprehensive operating statement, balance sheet 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 the 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.

	2014 \$'000	2013 \$'000
Administered income		
Regulatory fees and fines	32,469	28,887
Sale of Government property	3,079	21,797
Seized and unclaimed monies	9,166	9,885
Other agency contributions	6,625	4,628
Other	546	295
Total income	51,885	65,492
Administered expenses		
Payments into the Consolidated Fund	55,975	54,021
Repayment of seized and unclaimed monies	7,873	10,318
Other agency expenses	4,489	4,468
Other	948	649
Total expenses	69,285	69,456
Income less expenses	(17,400)	(3,964)
Administered assets		
Cash	2,592	2,357
Receivables	842	1,288
Non Current Physical Assets	18	21
Total assets	3,452	3,666
Administered liabilities		
Trade creditors and accruals	3,402	3,477
Other liabilities - trusts	17,450	4,153
Total liabilities	20,852	7,630
Net administered assets (i)	(17,400)	(3,964)

Note:

(i) The net administered assets position is the result of timing difference between financial years in regards to the receipts and payments associated with the consolidated fund.

Note 24. Annotated income agreements

The following is a listing of Section 29 annotated income agreements approved by the Treasurer.

	2014 \$'000	2013 \$'000
User charges, or sales of goods and services		
Information services	6,864	6,559
Security escort services	0	178
Event management	4,091	4,102
Training services	98	117
Proceeds from asset sales		
Motor vehicles	151	154
Land and Buildings	9,936	9,407
Plant & Equipment	65	28
	21,205	20,545

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

		2014			
		Opening Balance \$'000	Total Receipts \$'000	Total Payments \$'000	Closing Balance \$'000
Controlled trusts					
4165	Departmental Suspense Account <i>To record donations and grants by Victoria Police as required by the Financial Management Act 1994</i>	30,982	11,043	(13,335)	28,689
4288	FBT Trust Account <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>	1,181	207	(34)	1,354
4700	Traffic Accident Info System Trust Account <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>	1,905	672	(763)	1,814
Total controlled trusts		34,068	11,921	(14,132)	31,857
Administered trusts					
4165	Departmental Suspense Account <i>Under the Financial Management Act 1994 to record the receipt and disbursement of seized and unclaimed money.</i>	16,998	8,563	(7,365)	18,196
4742	Treasury Trust Fund <i>Under the Financial Management Act 1994 to record the receipt and disbursement of unclaimed and unidentified money (unpresented cheques, surplus cash)</i>	975	5,225	(1,710)	4,490
4765	Public Service Commuter Club (i) <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 the Public Transport Corporation.</i>	(130)	603	(585)	(112)
4772	Police Youth Fund <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>	609	0	(7)	603
Total administered trusts		18,453	14,390	(9,666)	23,177

Note:

(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 use 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 <i>Under the Financial Management Act 1994 for contributions from various police organisations throughout Australia and New Zealand.</i>	1,995	3,225	(3,274)	1,945
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(d) Trust account balances relating to trust accounts controlled or administered by Victoria Police

		2013			
		Opening Balance \$'000	Total Receipts \$'000	Total Payments \$'000	Closing Balance \$'000
Controlled trusts					
4165	Departmental Suspense Account <i>To record donations and grants by Victoria Police as required by the Financial Management Act 1994</i>	29,260	10,516	(8,795)	30,982
4288	FBT Trust Account <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>	991	190	0	1,181
4700	Traffic Accident Info System Trust Account <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>	2,004	718	(816)	1,905
Total controlled trusts		32,255	11,424	(9,611)	34,068
Administered trusts					
4165	Departmental Suspense Account <i>Under the Financial Management Act 1994 to record the receipt and disbursement of seized and unclaimed money.</i>	17,509	9,343	(9,855)	16,998
4742	Treasury Trust Fund <i>Under the Financial Management Act 1994 to record the receipt and disbursement of unclaimed and unidentified money (unpresented cheques, surplus cash)</i>	738	4,140	(3,903)	975
4765	Public Service Commuter Club (i) <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 the Public Transport Corporation.</i>	(137)	587	(580)	(130)
4772	Police Youth Fund <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>	617	1	(8)	609
Total administered trusts		18,727	14,071	(14,346)	18,453

Note:

(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.

(e) No trust accounts were opened or closed during the reporting period.**(f) Third Party Funds Under Management**

The third party funds under management are funds held in trust for certain clients. They are not use 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 <i>Under the Financial Management Act 1994 for contribution from various police organisations throughout Australia and New Zealand.</i>	1,759	5,110	(4,874)	1,995
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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	1 July 2013 to 30 June 2014
Minister for Bushfire Response	
The Hon Kim Wells MP	
Acting Minister for Police and Emergency Services	10 July 2013 to 28 July 2013 (18 days) 06 January 2014 to 12 January 2014 (6 days)
Acting Minister for Bushfire Response	
The Hon Edward O'Donohue MP	
Acting Minister for Police and Emergency Services	20 December 2013 to 5 January 2014 (16 days)
Acting Minister for Bushfire Response	
The Hon Robert Clark MP	
Accountable officers	
Chief Commissioner of Police	1 July 2013 to 30 June 2014
Ken Lay	
Acting Chief Commissioner of Police	4 November 2013 to 29 November 2013 (25 days)
Graham Ashton	
Acting Chief Commissioner of Police	18 March 2014 to 4 April 2014 (17 days)
Tim Cartwright	

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 \$440,000 to \$449,999 (2013: \$420,000 - \$429,999).

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 and payments to other personnel

(a) 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 the Victorian Public Sector Commission executive employment policy.

The total remuneration paid to executives during the reporting period increased from the previous financial year by \$1.1 million. The appointment of two new executives and three Assistant Commissioners during the period compared to the departure of three executives influenced the total remuneration payable to Victoria Police executives.

Income band	Total Remuneration		Base Remuneration	
	2014 No.	2013 No.	2014 No.	2013 No.
\$100,000 - \$129,999	1	0	1	0
\$130,000 - \$139,999	1	0	1	1
\$140,000 - \$149,999	1	1	1	1
\$150,000 - \$159,999 (i)	5	2	5	3
\$160,000 - \$169,999	4	2	4	2
\$170,000 - \$179,999	2	1	2	1
\$180,000 - \$189,999	2	3	2	1
\$190,000 - \$199,999	5	7	3	7
\$200,000 - \$209,999	3	2	3	3
\$210,000 - \$219,999	2	2	4	3
\$220,000 - \$229,999	2	2	1	1
\$230,000 - \$239,999	2	1	2	1
\$240,000 - \$249,999	2	2	1	1
\$250,000 - \$259,999	0	0	0	0
\$260,000 - \$269,999	0	1	2	2
\$270,000 - \$279,999	0	4	0	3
\$280,000 - \$289,999	5	0	3	0
\$290,000 - \$299,999 (i)	1	2	1	1
\$310,000 - \$319,999 (i)	1	1	1	1
Total number of executives	39	33	37	32
Total annualised employee equivalent ⁽ⁱ⁾	33.75	31.05	33.75	31.05
	\$8,228,609	\$7,152,063	\$7,821,413	\$6,714,400

Note:

(i) Disclosure includes Governor-in-Council appointments associated with the Office of Chief Examiner, Police Registration and Services Board and the Commissioner for Law Enforcement Data Security.

b) No payments have been made to other personnel (i.e. contractors with significant management responsibilities). (2013 - Nil).

Note 28. Remuneration of auditors

	2014 \$'000	2013 \$'000
Audit fees paid or payable to the Victorian Auditor-General's Office for audit of Victoria Police's annual financial statements	362	362
	362	362

The Victorian Auditor-General's Office has not provided Victoria Police any other services.

Note 29. Subsequent events

There are no known material subsequent events for the current reporting period.

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.

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www.police.vic.gov.au

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Contact us if you need this information in an accessible format.
Please email VPWEBSITE-MGR@police.vic.gov.au

This document can be also be found in PDF on our website
www.police.vic.gov.au

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CONTACT DETAILS

Head Office Departments:

The following departments are located at:

Victoria Police Centre
637 Flinders Street
(GPO Box 913)
Docklands VIC 3008
PH: (03) 9247 6666

Business Services Department
Corporate Strategy and Operational
Improvement Department
Human Resource Department
Information, Systems and Security Command
Infrastructure Department
Intelligence and Covert Support Command
Legal Services Department
Licensing and Regulation Division
Media and Corporate
Communications Department
Office of the Chief Commissioner of Police
Professional Standards Command
Road Policing Command
State Emergencies and 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 and 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 Metro Region:

15 Dimboola Road
Broadmeadows VIC 3047
PH: (03) 9302 8268

Southern Metro 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

Financial Reporting Direction (FRD) 22E 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