

# Entity-specific questionnaire – Department of Justice and Regulation

---

## 1. Unapplied previous years appropriation

The 2017-18 Budget papers state the Department's 2016-17 unapplied previous years appropriation has been revised from \$163.0 million to \$306.1 million.<sup>1</sup> What has caused the revision to the unapplied appropriation figure?

Entity Description (Financial Reporting)	2016-17 Final	2016-17 Published	Increase in carryover
DJR -Output	108.0	61.3	47
DJR Capital	133.9	74.9	59
VicPol - Output	36.7	11.1	26
VicPol - Capital	27.5	15.7	12
	<b>306.1</b>	<b>163.0</b>	<b>143</b>

### Department of Justice and Regulation response

#### **Output**

The department's output carryover was revised to include funds required for a contract extension for the emergency services pager system, equipment upgrade and the potential replacement of 30,000 volunteer and operational pagers for the Country Fire Authority. Additionally, there were delays across the Corrections portfolio leading to an increase in the carryover requested and an increase in the carryover request from the Racing portfolio associated with the timing of grant payments from the Victorian Racing Infrastructure Fund.

#### **Capital**

The increase in the department's capital carryover was predominately driven by capital works in the Corrections portfolio. The largest initiatives were:

- Corrections System expansion and Women's Prison Expansion Strategy, mainly due to the delivery of new infrastructure in the Dame Phyllis Frost Centre being re-sequenced to minimise disruption to operations while additional beds and new units were constructed.
- Expanding Community Correctional Services to Meet Demand due to the initiative combining with the Community Corrections - Contributing to a safer community (2016-17 Budget) to gain greater efficiency in delivery.
- Corrections security refresh program and CCTV projects at various locations.
- Increased Prison capacity mainly being the construction risk allowance at Ravenhall not utilised in 2015-16.
- Critical Infrastructure and Services - Supporting Recent Prison Expansion due to the revised project timelines for reception works and cellular accommodation following the Metropolitan Remand Centre incident.

---

<sup>1</sup> Department of Treasury and Finance, *Budget Paper No.3: Service Delivery* (2017), p.271

Victoria Police response**Output Carryover**

Victoria Police's final output carryover into 2016-17 was \$36.7 million. Funding was required in 2016-17 for projects including Metropolitan Mobile Radio (MMR), Mobile Data Network (MDN), Protective Services Officers – radio black spot funding, Conducted Energy Devices (CEDs), Ice Action Plan – Cracking down on clandestine drug labs and Registered sex offender management.

The final output carryover increased by \$25.7 million, from the provisional carryover amount of \$11.1 million. This was primarily due to delays with:

- the Enterprise data centre refresh and the transition to the new IT service provider
- safety and security works in police stations and residences throughout Victoria due to heightened security threat levels
- the Emergency Services Telecommunications Authority (ESTA) receiving milestone payment invoices from Motorola for Infrastructure works in relation to MMR and MDN.

**Additions to the Net Asset Base (ATNAB) Carryover**

Victoria Police's final ATNAB carryover into 2016-17 was \$27.5 million. Funding was required in 2016-17 for projects including Police Custody Officers to free up 400 police, Mobile Technology Pilot, Echuca Police Station replacement, Wyndham Multi-Disciplinary Centre, and Mernda Police Station.

The final ATNAB carryover increased by \$11.7 million, from the provisional carryover amount of \$15.7 million. This was primarily due to delays in:

- identifying the suitability of all nominated 'secondary sites' relating to the Custody officers to manage prisoners at police cells
- the procurement tender process of the New Booze and Drug Buses initiative.

## 2. *Infringements and Warrants* output

The funding for the *Infringements and Warrants* output in the 2017-18 Budget for \$217.6 in 2018-19 is less than the 2016-17 Budget figure of \$234.4 million reflecting 'a lower final carryover of funding from 2015-16 into 2016-17 and efficiencies allocated to the output in 2016-17'.<sup>2</sup> Please provide details of the efficiencies allocated to the output for 2017-18.

### Department of Justice and Regulation response

The department allocated \$7.7m of savings and efficiencies to the output for 2017-18. This includes the effect of the general efficiency dividend (\$1.6m), Labor's Financial Statement savings (\$0.4m) and savings announced in the 2016-17 Budget (\$5.7m).

---

<sup>2</sup> Department of Treasury and Finance, *Budget Paper No.3: Service Delivery* (2017), p.283

### 3. Access to services in prison

- a) What is the extent of unmet demand for violence prevention courses/therapy in Victorian prisons?

DJR Response:

Eligible serious violent offenders are screened and assessed to determine the appropriate level of intervention required. Screening occurs at the beginning of a prisoner's sentence so that they have time to complete the necessary programs before their earliest eligible date of release. Offending Behaviour Program performance measures support the monitoring of program demand, however this is limited by existing information system and data constraints.

- b) What is the typical wait for a place?

DJR Response:

Due to data constraints, valid information around typical wait times for a program place is not available.

- c) How will the shortage of therapists and places be addressed through the 2017-18 budget?

DJR Response:

The 2017-18 budget provided funding for a range of workforce initiatives to support implementation of the Harper Review recommendations. This included funding for initiatives to attract and retain allied health staff to deliver treatment to offenders in custody and in the community.

In 2017-18, Corrections Victoria will embark on two bulk recruitment campaigns to recruit additional clinicians to support the delivery of treatment programs to sex offenders and violent offenders in custody. These campaigns will be supported by proactive marketing across Victoria, interstate and internationally.

- d) Has the effectiveness of these programs been evaluated? If so, please provide a copy of the evaluation to the Committee (BP3, p. 12).

DJR Response:

The High Intensity Violence Intervention Program (VIP) was first evaluated in 2007 by Professor Ogloff and the Monash University. The Final Report was completed in November 2007 and is provided at Attachment one.

A second review and evaluation of the High Intensity Violence Intervention Programs, in addition to the Moderate Intensity Violence Program (VIPs) is underway and has been commissioned through Professor Ogloff and the Swinburne University. This is due for completion in late 2017.

## 4. Police Stations

The 2017-18 budget papers announce the redevelopment of 10 police stations across the State (Budget Paper No.3, p.98 and Budget Paper No.4, p.9).

e) Which ten police stations are expected to be redeveloped?

DJR Response:

The ten police stations that are expected to be redeveloped are - Alexandra, Altona North, Reservoir, Rutherglen, South Melbourne, Tangambalanga, Warracknabeal, Wedderburn, Wycheproof and Wyndham.

f) What was the criteria followed by the Department to select the stations to be redeveloped?

DJR Response:

Victoria Police has a significant number of physical assets that contribute to the effective and efficient delivery of policing services. A rolling condition and compliance assessment program informs the facility redevelopment prioritisation process and includes the following criteria:

- ageing
- changes in technology
- legislation and/or policy position
- functional requirements
- changes in service delivery demand.

g) What are the key delivery dates for completion of the redevelopment of the police stations announced in the 2017-18 Budget?

DJR Response:

Indicative operational dates for the redevelopment of the ten police stations announced in the 2017-18 are as follows:

Police stations	Indicative operational date
Alexandra	August 2020
Altona North	August 2020
Reservoir	August 2020
Rutherglen	August 2020
South Melbourne	August 2020
Tangambalanga	August 2020
Warracknabeal	August 2020
Wedderburn	August 2020
Wycheproof	August 2020
Wyndham	June 2021

## 5. Risk management

The Metropolitan Fire and Emergency Services Board (MFESB) has over the last six years undertaken two Risk Framework Quality reviews with the Victorian Managed Insurance Authority (VMIA).

- (a) What were the key findings? How have these risks been mitigated?

DJR Response:

The MFESB's risk maturity level can be defined as "effective".

There has been considerable progress to strengthen the foundational elements of MFESB's enterprise-wide risk management approach since the Risk Framework Quality reviews conducted in 2011.

Risk management improvement initiatives have appropriately focused on developing the strategic risk profile, establishing a common risk governance structure and developing systems and tools to support management of risk.

- (b) What is the focus for the service in 2017-18 in risk management? What funds have been allocated for this purpose?

DJR Response:

The focus for 2017-18 is to move to a business partnering model for strengthening the approach to risk by incorporating risk, audit and controls into the MFESB.

The area within MFESB responsible for these functions has restructured to support the focus being on an end to end risk management process for the organisation. Directorate Business Plans for 2017-18 ensure risks are mitigated, further aligning the strategic planning process and risk. No specific funds have been allocated for these activities.

## 6. Multi-Disciplinary Centres (MDCs)

Multi-disciplinary Centres (MDCs) bring together Victoria Police (SOCIT), child protection, sexual assault counselling services at the one site to provide integrated support for adults and children who have experienced sexual assault<sup>2</sup>. There are currently four MDCs operating across Victoria in Geelong, Mildura, Seaford (formerly Frankston) and Dandenong<sup>3</sup>.

- a) *What role do current MDC teams where Victoria Police SOCIT, CASA, Child Protection, forensic and medical specialists are co-located have in the new Family Violence initiative?*

DJR Response:

Please note that MDC's bring together (SOCIT), child protection, sexual assault counselling services and forensic medical facilities at the one site to provide integrated support for adults and children who have experience sexual offences and child abuse. There are currently six MDCs operating across Victoria in Geelong, Mildura, Seaford (formerly Frankston), Dandenong, Bendigo and Morwell with a seventh to open in Wyndham in 2018<sup>3</sup>.

The role of the current MDC teams where Victoria Police SOCIT, CASA, Child Protection, forensic specialists are co-located will not change as a result of the integration of family violence within MDCs.

- b) *Will the MDC model be changed? If so, why and how?*

DJR Response:

The MDC model will not change—rather the department anticipates the model to be enhanced as a result of the integration. A 2015 evaluation of MDCs noted that considerable work in relation to family violence is already being undertaken at MDCs and identified opportunities for the integration of family violence in MDCs as follows:

1. opportunity to expand benefits of co-location and collaboration in MDCs to family violence victims
2. the ability to provide a 'systems response' to a 'systems' issue
3. better sharing of information, increased intelligence and ease of exchange of information
4. enhanced referral pathways
5. improved understanding of the roles of family violence services, child protection practitioners and police members in relation to family violence
6. improved outcomes for victims.

Victoria Police has already started to see an increase in information sharing across the sexual offence and family violence service sectors, as well as improvements in relation to the two service sector's understanding of each other roles. Victoria Police, in collaboration with all of the relevant partner agencies, has developed a Benefits Management Plan (BMP) which will inform whether the intended benefits of the integration are being realised, and has also commenced collecting data to assess the benefits according to the key performance indicators outlined in the BMP.

---

<sup>2</sup> Department of Health and Human Services, 'Multi-disciplinary centres', available at <http://www.dhs.vic.gov.au/about-the-department/plans,-programs-and-projects/programs/children,-youth-and-family-services/multi-disciplinary-centres>

<sup>3</sup> Department of Health and Human Services, 'Multi-disciplinary centres', available at <http://www.dhs.vic.gov.au/about-the-department/plans,-programs-and-projects/programs/children,-youth-and-family-services/multi-disciplinary-centres>

## 7. Telecommunications expenditure figures for 2016-17 financial year

The figures provided by the Department in its response to the general questionnaire (ref: Q25) are presented below.

- (a) Please provide updated figures for the 2016-17 financial year (or updated best estimate of the full year costs).

2016-17 Year	Data (\$)	Fixed Voice (\$ (a))	Mobile (\$)	Internet (\$)	Unified Communications (\$)
DJR <sup>(a)</sup>	2,948,000	1,365,000	1,350,000	CenITex manages Internet on behalf of the department and Internet is sourced outside of the TPAMS agreement <sup>(b)</sup>	1,020,000
Statutory entities <sup>(c)</sup>	2,727,219	2,235,175	719,602	1,995,028	1,144,747
Victoria Police <sup>(d)(e)</sup>	7,869,808	4,245,818	2,504,074	Included in data	Nil <sup>(f)</sup>
MFESB	939,777	578,000	629,271	90,353	nil
CFA <sup>(g)</sup>	nil	5,932,954	1,076,439	nil	319,331 <sup>(h)</sup>

- (a) Expenditure is based on the definitions of the above categories in the current TPAMS agreement. Expenditure outside of TPAMS contracts has not been captured. 2016-17 expenditure is based on Year to date May expenditure plus a forecast for the remaining month of the financial year. Unified Communications is only considered to be Victorian Office Telephony Services (VOTS) in this instance. Unified Communications (VOTS) does not include \$231,802 spent on the new site established at 222 Exhibition Street.
- (b) CenITex manages the department's Data and Internet via a MOU on behalf of DJR (only the data component falls under a TPAMS contract).
- (c) Statutory Entities are Victorian Commission for Gambling and Liquor Regulation (VCGLR), Victoria State Emergency Service (VICSES), Emergency Services Telecommunications Authority (ESTA), Victoria Legal Aid (VLA), Office of Public Prosecutions (OPP) and Victorian Legal Services Board and Commissioner (VLSB&C). The VLSB&C results are based on previous full year estimates provided in March 2017.
- (d) Communication expenditure represented in this table excludes Radio Base costs, Emergency Services Telecommunication Authority (ESTA), State Mobile Radio (SMR), Metropolitan Mobile Radio (MMR), Mobile Data Network (MDN) and other ad-hoc costs outside of Data, Fixed Voice, Mobile and Internet.
- (e) As at 30 June 2017, but still subject to finalisation and audit signoff.
- (f) All unified costs are currently capitalised and a new IPUC force-wide contract is currently pending approval
- (g) CFA figures extracted for 'telephony site leasing' which incorporates fixed voice, data and internet expenditure.
- (h) Videoconferencing expenditure.



## 8. Managing telecommunications usage and expenditure

- (c) DJR advises that it has an MOU in place with CenITex to manage the Department's Data and Internet services - Ref: response to Q26(a)
- *Please provide further explanation of the "true-up" process which takes place between DJR and CenITex in April each year.*

### DJR Response:

In July every year a budget is allocated as the estimated level of expenditure for DJR Data and Internet as part of the Memorandum of Understanding (MOU) between the two departments.

In April, CenITex reports the level of actual expenditure YTD January and then estimates the remaining five months of expenditure. If the total value of expenditure is higher than the original budget allocated, DJR is required to pay CenITex the difference; if it is less, DJR receives a credit from CenITex.

- (d) In managing fixed voice and mobile service expenditures, DJR advises that it is trialling the *Managers Information Dashboard* - Ref: response to Q26(b)
- *Please provide further details as to what this report enables and why it is likely to be superseded?*

### DJR Response:

The *Managers Information Dashboard* provides a holistic view of the number of portable devices and active services for DJR managers and executive. With the new TPAMS2025 agreement, suppliers may be able to provide the department with a new range of oversight tools. The department needs to access and review the new range of TRAMS2025 categories and make a decision on whether the *Managers Information Dashboard* is the most appropriate oversight tool going forward, or alternatively will be superseded by a new product.

Please Note: the *Managers Information Dashboard* is not used to monitor trends and anomalies which is undertaken by SaDM.

- (e) In monitoring trends and anomalies in telecommunications expenditure, DJR advises that it utilises an internal tool called SaDM - Ref: response to Q26(d)
- *Please provide further details as to how SaDM is utilised by the Department.*

### DJR Response:

SaDM is a 'serve atOnce Device Manager' and is one of a number of multiple tools used by the department to monitor and manage the department's telecommunications expenditure.

This tool has several purposes:

- it acts as the interface between the supplier's invoice and DJR to allocate mobile usage charges across the business
- it is used to facilitate the departments personal recoup process
- it provides management oversight of mobile expenditure
- it assists with the detection of anomalies as users and managers have access to their spend data and can raise queries and concerns if they suspect an issue.

## 9. Managing the use of Mobile phones

- (a) DJR refers to policy and guidelines for the allocation and use of mobile phones - Ref: response to Q27(a)

- *Please provide copies of the Telecommunications Service and Equipment Policy and the Mobile Telecommunication Usage and Provisioning Standard.*

DJR Response:

The department's *Telecommunications Service and Equipment Policy* is provided at Attachment two.

The *Mobile Telecommunication Usage and Provisioning Standard* is provided at Attachment three.

- (b) Please provide a copy of the agreement/acknowledgement form which DJR staff are required to complete on receipt of a Department provided mobile phone. - Ref: response to Q27(b).

DJR Response:

A copy of the department's *Mobile Service, Device or Business Tool Order Form* is provided at Attachment four.

- (c) DJR advises that there are a number of policies and standards relating to conditions around acceptable use of mobile phones provided to staff – Ref: response Q27(c) and (d)

- *How does DJR enforce compliance with its policies and standards?*

DJR Response:

The recoup process is monitored and managed on a federated model i.e. each business unit is responsible for managing their own recoup process and the enforcement of the policies and standards.

- *How is "excess personal use" defined by the Department and how is any reimbursement of personal costs monitored and followed-up?*

DJR Response:

The department uses Section 12 of the *Mobile Telecommunication Usage and Provisioning Guidelines* to define and balance the level of personal expenditure and the degree of management overhead. These guidelines were agreed upon and endorsed by the Justice Senior Executive Group (JSEG).

A full copy of the *Mobile Telecommunication Usage and Provisioning Standard* (including Section 12) is provided at Attachment two.

- *Is there any senior management oversight of the use of mobile phones in line with the DJR policies and standards or is the onus mainly on individuals to self-regulate and verify the accuracy and appropriateness of costs incurred?*

DJR Response:

The department conducts a series of auditing activities to verify the accuracy of the carrier invoices. These activities include auditing the accuracy of tariffs applied against the contract and reviewing the usage profile to ensure the most appropriate/cost effective plans are consumed. SaDM (used by the department to manage the department's telecommunications expenditure) has a hierarchy that, in addition to staff members' access, allows the business unit managers and financial managers' oversight of mobile telephone expenditure, which adds a layer of regulation at the local level.

Table 1 below provides an overview of departmental audit activities conducted centrally.

**Table 1: DJR overview of audit activities conducted centrally**

Activity	Purpose	Frequency	Status
Contract/ Price book assessment	Review contract and price book offerings against the department's service and service usage profile and recommend the most efficient adoption of the arrangement per service type (business tool).	Release of new contract or price book	Active
Release of new business tool	Review the tool requirements and established usage profile and deliver the recommended service configuration.	Release of new business tool	Active
Rate Validation	Audit the rate applied on carrier invoices versus the contract price book.	Release of new contract or price book	Active
Audit – Account Data Consumption Daily Usage Alerts	Minimise the risk of excess usage charges via early detection of risk.	Daily	Active
Audit – Account Data Consumption Review	Review data usage consumption and identify risk of excess data usage occurrence (across all TCS mobile services accounts with active data plans). Take remediation action as required to avoid excess data usage fees. Ensure that the department is maximising the contract benefits.	Monthly Run between the 21st and 31st of each month (review data usage average to ascertain if further works required – e.g. daily monitoring add additional plans and configure high usage services to the EMB SIM only plan)	Active
Audit - PAYG Data usage (incorrect application of plans)	Identify services attracting PAYG data usage charges. Audit service plans, dispute billing anomalies. Ensure services are on the most appropriate plan. Ensure Telstra are billing as per the requested service plan.	Monthly	Active
Audit – Mobile Spend Management	Review Invoice total spend trend. Detect spend or usage profile spike or decrease – trigger a detailed investigation to identify the cause of the spike or dip.	Monthly	Active
Audit – Data plan allocation	Monitor data usage patterns and trend, assist with decision making on the maximisation of the contract offerings.	Monthly	Active
Audit – Corporate Account Nil Data Usage Review	Identify mobile services with active data plans where nil data usage has been recorded. If service records nil data usage for three consecutive months, the registered service owner will be contacted to ascertain if the service (or data plan) is required. If nil response, the service shall be deemed 'surplus' and cancelled.	Quarterly Run extract between the 21st and 31st of each month	Active
Audit – Subscription Services	Identify services that have received separate purchase charges (subscription service fees).	Monthly	Active
Audit – UVP plan allocation/addition	Identify services that would benefit (reduced cost) by migration to the Ultimate Voice Plan.	6-monthly	Active

Activity	Purpose	Frequency	Status
Audit – UVP plan Annual Review	Identify and confirm services to remain on the Ultimate Voice Plan.	Annually	Active (commence June 2017)
Audit – mSuite licensing	Identify services in iOS devices that have not registered for > three (3) months.	Quarterly	Closed

## 10. Identifying cost savings in telecommunications

- (a) TPAMS2025 – DJR advises it is currently assessing the new WoVG telecommunications options available – Ref: response to Q28(b)
- *Please advise when the Department expects this process to be completed and a decision to be made on future adoption of arrangements offered through the TPAMS2025.*

DJR Response:

Analysis is currently in progress and the department anticipates commencing the delivery of recommendations to transition the five departmental 'service towers' covered by the new contracts being data, voice, mobile, internet and unified communications services to the new TPAMS2025 arrangements between September and December 2017.

- (b) Has DJR considered or investigated savings in telecommunications expenditure which may be available through transition of its fixed voice landlines to VoIP (Voice over Internet Protocol) technology?

DJR Response:

DJR has recently commenced an *IT Strategy Capability Assessment* which includes a review of the existing architecture design. The department has previously conducted activities that included a review of the telephony design including VoIP (2002, 2006-, 121 Exhibition Street only and 2012).

DJR currently uses VoIP use via IP "trunking" in which the QMaster design, leverages VoIP technology to deliver significant savings in license and maintenance cost, as well as providing tariff free calling between connected offices.

DJR has also deployed telephony using VoIP technology at over 30 sites and 11 of these sites do not have direct access to a fixed voice connection on site. They use solely VoIP technology to access the public network via a central access point, thereby reducing fixed voice expenditure.