Annual Report

2025–26













VICTORIA State Government | Justice and Community Safety

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Acknowledgement of Country

The Department of Justice and Community Safety acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples and Traditional Owners and Custodians of the land and waterways upon which our lives depend.

We acknowledge and pay our respects to the ancestors of this country, Elders, knowledge holders and leaders – past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples. We recognise that Aboriginal and Torres Strait Islander communities are steeped in culture and lore, having existed within Australia continuously for some 65,000 years.

We acknowledge the ongoing leadership of Aboriginal communities across Victoria in striving to build on these strengths to address inequalities and improve Aboriginal justice outcomes.

Language statement

Aboriginal and Torres Strait Islander peoples living in Victoria and involved in the justice sector have diverse cultures. The Department of Justice and Community Safety uses the term 'Aboriginal and Torres Strait Islander' when referring to Aboriginal and Torres Strait Islander people across Australia. When referring to Aboriginal and Torres Strait Islander people living in Victoria, the term 'Aboriginal' is used. Terms such as 'Traditional Custodians', 'Traditional Owners', 'Koori', 'First Peoples', 'Indigenous', and 'Aboriginal and Torres Strait Islander Peoples' are retained in the names of programs, publication titles, and in reference to published data.

Responsible body's declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present the Department of Justice and Community Safety's Annual Report for the year ending 30 June 2026.



Emma Cassar PSM
Secretary
Department of Justice and Community Safety
October 2026

SECTION 1: YEAR IN REVIEW

Secretary's foreword

Since commencing as Secretary in October 2025, it has been a privilege to lead the department's adept and committed workforce in delivering high-quality frontline services, major community safety reforms and stronger justice and emergency management systems to all Victorians.

I'm pleased to present the Department of Justice and Community Safety Annual Report 2025–26 and highlight some key achievements.

Delivering community safety reforms

Over the 2025–26 period, we have increased capacity across the corrections system to meet rising demand and support implementation of the Victorian Government's community safety reforms.

Between July 2025 and June 2026, 1,471 additional beds were opened, including at the new Western Plains Correctional Centre. In response to bail reforms, over 600 additional custodial staff were recruited, including more than 300 entry-level prison officers.

To help meet increased custodial demand, 46 subacute healthcare beds were opened. From 1 January 2026, this included 20 beds at the St John's Unit, and 26 beds across the Metropolitan Remand Centre, Western Plains Correctional Centre and Fulham Correctional Centre. In Youth Justice, all 88 rooms funded through the Community Safety Package at the Parkville and Cherry Creek Youth Justice Precincts became operational. Onsite primary and mental health services were expanded, including the Statewide Rehabilitation Service.

The Aboriginal Youth Justice Program was also expanded, increasing access to Aboriginal-led early intervention, diversion and community-based support for young people at risk of, or involved with, the youth justice system.

Protections for customer-facing workers were strengthened through the *Crimes Amendment (Retail, Fast Food, Hospitality and Transport Worker Harm) Act 2025*. The Act introduced specific offences for assaulting, threatening or intimidating workers in retail, fast food, hospitality and passenger transport. It also created a new aggravated burglary offence for conduct known as ram raiding. Since the worker protection offences commenced on 10 December 2025, the Crime Statistics Agency has recorded 52 alleged incidents recorded by Victoria Police in Victoria.

Improving transparency and strengthening crime prevention

From September 2025, the Crime Statistics Agency began publishing quarterly statistics on bail decisions in Victoria. These reports included available demographic information and, from March 2026, information on the types of charges linked to those decisions. Improving data collection underpinning our criminal justice system provides a stronger evidence base to inform our policy and operational advice to government.

In December 2025, *Victoria's Strategy for Preventing and Countering Violent Extremism 2025–28* was released. The strategy sets out a long-term approach to preventing radicalisation, reducing the risk of violent extremism, and strengthening community resilience.

The department continues to deliver its Voluntary Case Management program, which supports people identified as vulnerable to violent extremism. Referrals increased significantly during 2026, and each case was managed with advice and oversight from the Countering Violent Extremism Multi-Agency Panel.

Strengthening regulation

Tobacco Licensing Victoria began its work on 1 July 2025, with an initial focus on implementing the new licensing scheme. By 30 June 2026, it had assessed and granted more than 3,500 licence applications, supporting the transition to a regulated tobacco retail market. Compliance and enforcement activities began on 1 February 2026, and inspectors completed more than 200 inspections by the end of the financial year. Together, these actions strengthened oversight of the tobacco industry and supported efforts to disrupt Victoria's illicit tobacco trade.

In June 2026, the Victorian Government introduced to parliament the *Racing Legislation Amendment (Entity Governance and Other Matters) Act 2026*. The Act improves and modernises integrity and governance arrangements within the Victorian Racing Industry. Significant reforms provided for under the Act include the establishment of a new integrity assurance body called the Racing Integrity Commission Victoria and the transition of Greyhound Racing Victoria and Harness Racing Victoria from statutory authorities to public companies.

Advancing Aboriginal justice and Treaty readiness

The statewide Treaty was signed in November 2025 and most treaty obligations for the department commenced on 1 May 2026. Training and readiness activities have now been delivered to around 500 staff across the department. The department has been aligning its policies and legislative processes with commitments to engage the First Peoples' Assembly of Gellung Warl. Processes for Statements of Treaty Compatibility to accompany all bills introduced into parliament were developed.

The department continued to deliver the Stolen Generations Reparations Package. Since the scheme initially opened in March 2022, 774 applicants have been found eligible for the package, and $77.5 million in financial reparations has been paid.

The department also developed and launched the *Aboriginal Victims of Crime Strategy 2025–2035* in partnership with the Aboriginal Justice Caucus and Aboriginal community. The strategy aims to improve access to culturally safe and responsive support for Aboriginal victims of crime.

Supporting victims of violent crime

The Victims of Crime Financial Assistance Scheme (FAS) is a major initiative supporting victims of violent crime through services that were culturally safe, inclusive and trauma informed.

In 2025–26, the scheme provided more than $89 million in financial assistance, received over 18,000 applications and took on more than 2,300 transferred requests from the former Victims of Crime Assistance Tribunal. It finalised more than 11,500 matters during the year.

The FAS also responded to strong demand for support, with the contact centre receiving more than 43,000 calls and more than 15,600 online enquiries. The scheme further strengthened recognition of victims through 400 Victim Recognition Statements and, from October 2025, introduced Victim Recognition meetings for eligible relatives in homicide matters.

Coordinating emergency management

The State Control Centre (SCC) continued to operate around the clock as Victoria's primary emergency management control centre, coordinating responses to major emergencies across the state.

In 2025–26, the SCC supported the response to major fires across Victoria from October 2025 to February 2026, which burned approximately 440,000 hectares. On 9 January 2026 alone, more than 200 bush and grass fires ignited across the state. This was the most widespread fire activity in a single day since Ash Wednesday in 1983.

The SCC also coordinated the response to severe storms in January 2026. Thunderstorms and heavy rainfall – including more than 180mm at Mt Cowley and west of Lorne – affected roads, campsites and coastal communities along the Surf Coast. Many residents and visitors were moved to higher ground or emergency shelters to keep them safe.

During the year, the department also improved the operating model for the dedicated SCC workforce. This strengthened Victoria's ability to manage emergencies at the state level.

These efforts reflect the professionalism, commitment and resilience of our people. I thank departmental staff, portfolio partners and community organisations for their contributions and support throughout the year. Together, we will keep working to build a trusted justice and community safety system that supports a just, safe and resilient Victoria. Every day, our work drives a safer, just and more innovative Victoria.

SECTION 2: GOVERNANCE AND ORGANISATIONAL STRUCTURE

Purpose and Functions

The Department of Justice and Community Safety (the department) leads the provision of justice and community safety services to Victorians.

The department develops and implements laws, regulations and policies and provides strategic policy advice to the government and the Victorian community. It has a strong emphasis on service delivery, with a broad work program supporting 5 ministers across 10 portfolios.

Key focus areas are delivering government priorities with allocated resources, managing legislative and contractual obligations and mitigating operational and service delivery risks.

An important aspect of the department's work is delivered through its partnerships with an extensive network of statutory and administrative offices, statutory authorities, portfolio agencies, and judicial and quasi-bodies.

Our Vision

The vision of the department is a trusted justice and community safety system that works together to build a just, safe, and resilient Victoria.

Our Mission

The department leads the delivery of justice and community safety services in Victoria by providing policy and operational management. Its extensive service delivery responsibilities range from managing the state's prison system, to enforcing court warrants.

The department manages the development and implementation of a range of laws, regulations and policy in areas across the portfolio, and ensures that all elements of the justice and community safety system are working efficiently and effectively.

Through partnerships with independent integrity agencies, the department supports best practice and the promotion of the highest levels of accountability and transparency in the public sector and local government.

Our Values

Our values and behaviours are always on display, from service centre staff helping people resolve a consumer problem to prison officers maintaining security and safety in Victoria's prisons.

The department's values and commitment are demonstrated every day through the actions of our staff, whether they are working in regional areas or metropolitan offices.

Our values shape and influence ongoing training and development, performance planning, recruitment and relationships with stakeholders.

Responsiveness

- Provide frank, impartial and timely advice to government.
- Provide high quality services to the Victorian community.
- Identify and promote best practice.

Integrity

- Be honest, open and transparent.
- Use powers responsibly.
- Report improper conduct.
- Avoid any real or apparent conflicts of interest.
- Strive to earn and sustain public trust of a high level.

Impartiality

- Make decisions and provide advice on merit and without bias, caprice, favouritism or self interest.
- Act fairly by objectively considering all relevant facts and fair criteria.
- Implement government policies and programs equitably.

Accountability

- Work to clear objectives in a transparent manner.
- Accept responsibility for your decisions and actions.
- Seek to achieve best use of resources.
- Submit yourselves to appropriate scrutiny.

Respect

- Treat colleagues, other public officials and the Victorian community fairly and objectively.
- Ensure freedom from discrimination, harassment and bullying.
- Use your views to improve outcomes on an ongoing basis.

Leadership

- Actively implement, promote and support these values.

Human rights

- Make decisions and provide advice consistent with human rights.
- Actively implement, promote and support human rights.

Section 53 Entities

The following agencies have been aggregated into the department's financial statements under section 53(1)(b) of the *Financial Management Act 1994*. These agencies are reported in aggregate and are not controlled by the department:

- **Office of the Road Safety Camera Commissioner**, established under the *Road Safety Camera Commissioner Act 2011*. This office was abolished in March 2026.
- **Office of the Victorian Information Commissioner**, established under the *Freedom of Information Act 1982*.
- **Post Sentence Authority**, established under the *Serious Offenders Act 2018*.
- **Office of the Special Investigator**, established under the *Special Investigator Act 2021*. On 2 February 2024, the *Special Investigator Repeal Act 2023* came into operation, repealing the *Special Investigator Act 2021* and abolishing the Office of the Special Investigator.
- **The Victorian Equal Opportunity and Human Rights Commission** established under the *Equal Opportunity Act 2010* (and previous versions of this legislation).
- **The Victorian Liquor Commission** established under the *Liquor Control Reform Act 1998*.

Our ministers and portfolios

As at 30 June 2026, the department supported 5 ministers across 10 portfolios. On 28 July 2026, the Hon. Ben Carroll MP was sworn in as Premier of Victoria. Following his appointment, changes to the Victorian Cabinet and DJCS ministerial portfolios were made on 4 August 2026, noted in the *Subsequent Events*.



The Hon. Sonya Kilkenny MP
Attorney-General

Sonya Kilkenny MP was appointed Attorney-General in December 2024. The Attorney-General is the State's first law officer and is responsible for the legal system in Victoria. This includes advising the government on legal matters, ensuring the integrity of the courts, and leading law reform initiatives.



The Hon. Anthony Carbines MP
Minister for Police
Minister for Community Safety
Minister for Victims
Minister for Racing

The Hon. Anthony Carbines MP was appointed Minister for Police and Minister for Racing in June 2022, and Minister for Community Safety and Minister for Victims in December 2024. The Minister has broad responsibilities for policing policy settings and priorities and is responsible for enhancing community safety through prevention and early intervention policies and activities. The Minister for Victims is responsible for providing support to victims of crime. The Minister for Racing's portfolio responsibilities include oversight of the thoroughbred, harness and greyhound racing industries.



The Hon. Enver Erdogan MLC
Minister for Casino, Gaming and Liquor Regulation

The Hon. Enver Erdogan MLC was appointed Minister for Casino, Gaming and Liquor Regulation in December 2024. The Minister for Casino, Gaming and Liquor Regulation is responsible for the licensing and regulation of the gaming and liquor industries, including harm minimisation and prevention.



Vicki Ward MP
Minister for Emergency Services
Minister for Natural Disaster Recovery

Vicki Ward MP was appointed Minister for Emergency Services and Minister for Natural Disaster Recovery in December 2024. The Minister for Emergency Services has broad responsibilities for supporting the state's emergency service sector to reduce the likelihood, effect and consequences of emergencies. The Minister for Natural Disaster Recovery is responsible for the coordination and administration of relief and recovery efforts to ensure Victorian communities receive the best possible support to recover following natural disasters.



The Hon. Paul Hamer MP
Minister for Corrections
Minister for Youth Justice

The Hon. Paul Hamer MP was appointed Minister for Corrections and Minister for Youth Justice in April 2026. The Minister for Corrections is responsible for the effective management of adult prisoners and offenders, and provision of opportunities for rehabilitation and reparation. The Minister for Youth Justice is responsible for the effective diversion, rehabilitation or supervision of young people through the provision of youth justice services promoting rehabilitation.

Corporate governance

Under the *Public Administration Act 2004*, the Secretary is responsible for the general conduct and effective, efficient and economical management of the department. Several standing executive committees ensure good corporate governance, with a focus on improving organisational performance.

The Board of Management is the peak body in the department's corporate governance structure, advising the Secretary on the management and administration of the department to ensure compliance with government directives, guidelines and legislation. It is responsible for integrating governance functions across the department and working collaboratively with portfolio agencies.

An organisational chart and further information about the Board and the department's ministers can be found at People and organisational structure.

Our structure comprises the policy, program and corporate groups outlined below, with many services offered through the justice service centres and custodial facilities across Victoria.

Board of Management at 30 June 2026

Emma Cassar PSM, Secretary

Emma Cassar was appointed Secretary of the department in October 2025. Emma holds more than 25 years' experience in Australian and international roles, spanning government, private and not-for-profit organisations.

Emma most recently led the Social Policy group at the Department of Premier and Cabinet (DPC) and in 2023 was seconded into the Department of Home Affairs as Associate Secretary of Immigration. She returned to DPC as Deputy Secretary of the Social Policy Group, before her appointment as Secretary.

Emma previously held roles as General Manager at several prisons in Victoria and senior executive roles in both not-for-profit and private sectors. She returned to the Victorian Public Service in 2018 and made a significant contribution in her roles as Commissioner of Corrections Victoria, and Commissioner of COVID-19 Quarantine Victoria.

Emma holds a Doctorate in Forensic Psychology from the University of Melbourne.

Nicola Quin, Chief Operating Officer

Nicola was appointed Chief Operating Officer in August 2025 as the head of the Corporate Strategy and Delivery division. As Chief Operating Officer, Nicola oversees the delivery of whole of department enabling services and functions, including budget and finance, people and culture, information technology, performance reporting & data insights, strategic communication, infrastructure, asset management, and accommodation.

Nicola has a wealth of experience as an executive in both government and not-for-profit sectors. She has overseen complex service delivery, project management and significant policy reform most recently at the Department of Families, Fairness and Housing and at DPC.

Adrian Sculthorpe, Deputy Secretary, Aboriginal Justice

Adrian Sculthorpe was appointed as Deputy Secretary, Aboriginal Justice in November 2023. Adrian is a palawa (Tasmanian Aboriginal) man with a lifelong commitment to improving outcomes for Aboriginal people. His work experiences include a diverse range of leadership and operational roles that span the government, community and corporate sectors – with a focus on ensuring that justice services are culturally responsive, effective and self-determined. Adrian has lived and worked in the Victorian Aboriginal community for over 2 decades.

Dean Tighe, Chief Executive and Deputy Secretary, Emergency Management Victoria

Dean Tighe was appointed Deputy Secretary in February 2026, and assumed dual responsibilities as Deputy Secretary and Chief Executive, Emergency Management Victoria in March 2026. Dean is responsible for the general management of EMV and its overall performance. Dean brings significant experience having worked in a number of leadership roles across Government portfolios.

Previously, Dean served as Deputy Secretary, Investment and Technology at the Department of Transport and Planning, where he led major reforms including the MR5 train and tram refranchising, the transition to Victorian Road Maintenance Contracts, new bus contracts, Zero Emission Buses, and the reform of Victoria's myki ticketing system.

Bill Kyriakopoulos, Deputy Secretary, Community Safety, Victims and Racing

Bill Kyriakopoulos was appointed Deputy Secretary, Community Safety, Victims and Racing in March 2026. He was previously Deputy Secretary for Police, Racing, Victims and Coordination as well as Service Delivery Reform, Coordination and Regulation. Bill has worked in a range of senior roles across the public sector at both the state and federal levels, as well as in the private sector, including at the Department of Treasury and Finance (DTF) and National Australia Bank. Bill has extensive experience in public policy and corporate affairs.

Emma Catford, Deputy Secretary, Justice Services and Regulation

Emma Catford commenced as Deputy Secretary, Corrections and Justice Services at the department in April 2023 before moving to Deputy Secretary, Justice Services and Regulation in March 2026.

Emma has held a number of senior executive roles in multiple departments. With more than 25 years in the Victorian Public Service, Emma has had extensive experience in the development and delivery of

complex and high-profile government programs, including in the Attorney-General's, corrections, gaming and liquor, police, premier's, health and emergency management portfolios.

Kathryn Bannon, Deputy Secretary, Justice System Coordination and Reform

Kathryn Bannon was appointed as Deputy Secretary, Justice System Coordination and Reform in June 2026.

Kathryn has worked as an Executive Director across policy areas leading significant reform projects, including decriminalisation of sex work, criminal organisation and integrity reforms. She previously worked at the Royal Commission into the Management of Police Informants and has extensive experience in consumer protection regulation and business licensing.

Jodi Henderson, Commissioner, Youth Justice

Jodi Henderson was appointed Commissioner, Youth Justice in March 2026. Prior to this she was the Deputy Secretary, Youth Justice.

Jodi has held various senior executive roles including Chief Practitioner, Justice Regional Director, Executive Director, and Chief Executive Officer, Malmsbury Youth Justice Precinct. Jodi is a Public Service Medal recipient for outstanding public service and excellence in justice service delivery. As Commissioner, Jodi is committed to youth justice best practice and community safety outcomes.

Larissa Strong, Commissioner, Corrections Victoria

Larissa has been the Commissioner of Corrections Victoria since June 2020. Prior to this appointment, Larissa was the Deputy Commissioner, Offender Services in Corrections Victoria where she led the reform of the post sentence scheme and creation of Forensic Intervention Services.

Larissa has extensive experience in the public service, including executive positions focused on organisational strategy and service delivery reform in complex operational environments.

Tim Wiebusch ESM, Commissioner, Emergency Management

Tim Wiebusch ESM was appointed as the Emergency Management Commissioner in June 2025.

Tim was previously the Chief Officer Operations at Victoria's State Emergency Service, where he oversaw the development of volunteer capability, incident management and the preparation of multi-agency response plans.

Tim is a collaborative leader and one of Victoria's most experienced emergency management professionals. He has over 30 years of experience in emergency services and government agencies, is an accredited State Response Controller, a strong advocate for volunteers and has extensive experience in leading multi-agency and multi-sector responses to major emergencies.

Subcommittees

System Reform Committee

Chaired by the Secretary, the System Reform Committee provided focused oversight, strategic advice, and assurance regarding the planning, implementation, and outcomes of significant justice system reforms, principally the community safety reforms. The committee was retired at the end of financial year 2025–26.

The System Reform Committee supported the Board to ensure that implementation of the community safety reforms were:

- managed with appropriate risk, accountability, and transparency
- aligned with legislative, policy, and government objectives
- delivered effectively, efficiently, on time and within approved budgets.

Finance Committee

Chaired by the Chief Operating Officer, the Finance Committee monitors the department's financial health, including oversight of the overall budget and financial strategy, annual budget process, implementation of savings initiatives and monitoring of Group budgets.

Executive Remuneration Committee

Chaired by the Chief Operating Officer, the Executive Remuneration Committee is responsible for the department's approach to people and culture and overseeing and ensuring the appointment of departmental executives is consistent, rigorous and aligned to the department's strategic direction, budget, executive envelope and operational needs. This committee includes an independent panel member.

Strategic Technology Committee

Chaired by the Chief Operating Officer, the Strategic Technology Committee is an advisory body that provides strategic direction for the planning, implementation, and management of technology and information security policies and systems. The committee ensures that technology, security, and artificial intelligence plans and initiatives are strategically aligned with the department's priorities, business needs, governance objectives and key risks.

People Committee

Chaired by the Chief Operating Officer, the People Committee assists the Board in developing a high performing department that cultivates a culture of safety, wellbeing and respect. The committee is responsible for the monitoring of Operational Health and Safety (OHS) data, strategic oversight of employee and industrial matters across the department and the department's people strategy.

Statutory Committees

Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent committee established in accordance with the *Financial Management Act 1994* and the *Standing Directions 2018* under the Act. It provides assurance to the Secretary that the department's risk and control environment is operating effectively and efficiently.

The committee operates under an approved charter and has the following members:

- Jane Brockington, Chair
- Mark Trajcevski
- Zack Gurdon
- Claire Thomas
- Jan West.

Two members from the Board of Management are also on the committee. They act as management advisory members.

Departmental structure at 30 June 2026

Secretary
Department of Justice and Community Safety
Emma Cassar

Corporate Strategy and Delivery	Aboriginal Justice	Youth Justice	Corrections Victoria	Justice Services and Regulation	Community Safety, Victims and Racing	Justice System Coordination and Reform	Emergency Management Victoria	Emergency Management Commissioner
Chief Operating Officer **Nicola Quin**	Deputy Secretary **Adrian Sculthorpe**	Commissioner **Jodi Henderson**	Commissioner **Larissa Strong**	Deputy Secretary **Emma Catford**	Deputy Secretary **Bill Kyriakopoulos**	Deputy Secretary **Kathryn Bannon**	Deputy Secretary/ Chief Executive **Dean Tighe**	Commissioner **Tim Wiebusch**
Chief Financial Officer	Executive Director, Aboriginal Partnerships and Programs	Executive Director, Youth Justice Custodial Operations	Acting Deputy Commissioner, Community Operations	Executive Director, Gaming and Liquor	Executive Director, Police and Community Safety	Executive Director, Policy Strategy and Coordination	Executive Director, EM Technology and Data	Deputy Commissioner, Readiness, Response, State Ops
Executive Director, Infrastructure, Property and Accommodation		Executive Director, Community Operations and Practice	Deputy Commissioner, Custodial Operations	Chief Operating Officer, Liquor Control Victoria	Executive Director,Victim Services, Support and Reform	Executive Director, Integrity Policy, Performance and Major Crimes	Executive Director, Investment, Performance and Reform	Deputy Commissioner, Capability, Risk and Regional Ops
Executive Director, People, Safety and Culture		Executive Director, Policy, Strategy and Performance	Deputy Commissioner, Sentence Management Division	Chief Operating Officer, Tobacco Licensing Victoria	Chief Executive Officer, Financial Assistance Scheme	Executive Director, Courts Justice System Reform	Executive Director, Strategy and Policy	Deputy Commissioner, Relief and Recovery
Executive Director, Employee and Workplace Relation			Deputy Commissioner, Workforce and Aboriginal Outcomes	Executive Director, Integrity and Reviews		Executive Director,Civil and Criminal Law Policy		
Executive Director, Strategic Communication			Deputy Commissioner, Reintegration and Engagement Services	Executive Director, Civil and Enforcement Services				
Executive Director and Chief Statistician, Data, Performance and Governance			Deputy Commissioner, Security and Intelligence Division	Executive Director, Justice Health				
Chief Information Officer			Executive Director, Policy and Strategy	Acting General Counsel and Executive Director				
			Executive Director, Commercial Services					

Our groups at 30 June 2026

Office of the Secretary

The Office of the Secretary supports the Secretary to perform her duties and responsibilities as leader of the department. The Office is also responsible for supporting the Secretary and the Board of Management on delivery of the department's strategic direction. This includes supporting delivery of strategic and operational initiatives to ensure the smooth running of the organisation and delivery of the department's responsibilities and priorities.

Aboriginal Justice

The Aboriginal Justice (AJ) group is committed to driving systemic change in the justice system, to deliver better outcomes for Aboriginal Victorians. The group works in partnership with Victorian Aboriginal communities and is guided by principles of Aboriginal self-determination.

AJ plays a significant role in the implementation of the Aboriginal Justice Agreement (AJA) and leads justice policy and legislative reform pertaining to Aboriginal Victorians. The group also delivers the Stolen Generations Reparations Package, the department's Aboriginal Workforce Strategy and leads departmental engagement with the DPC on Victorian Treaty implementation.

Community Safety, Victims and Racing

The Community Safety, Victims and Racing (CSVR) group is responsible for promoting community safety and wellbeing through public policy, governance, legislative advice, and reform across several critical justice priority areas.

The group leads police policy and strategy, work to counter violent extremism, the road safety camera program, and delivery and reform of services to victims – including the Victims of Crime FAS, restorative engagement and redress schemes, and

developing system responses to improve women's safety. CSVR is also responsible for developing and implementing racing legislation and policy frameworks and administering grants to the Victorian racing industry.

Corporate Strategy and Delivery

The Corporate Strategy and Delivery (CSD) group supports the department through a range of enabling functions and activities to provide effective and efficient service delivery and operations. The group leads and provides strategic advice on the department's financial strategy and budget, governance and risk, data and insights, people and safety, infrastructure, accommodation, technology and communications.

CSD's commitment to service excellence underpins the department's ability to deliver value and make a positive difference for our communities.

Corrections Victoria

The Corrections Victoria (CV) group manages the adult custodial system, delivering safe, secure and humane correctional services across prisons, Community Correctional Services and post-sentence supervision.

CV focuses on maintaining good order and safety, supporting behaviour change through evidence-informed programs and services and helping people address the factors that contribute to offending. Through a professional and skilled workforce, the group works to reduce reoffending and contribute to community safety. CV's vision is Safer Prisons, Safer People, Safer Communities.

Emergency Management Victoria

The Emergency Management Victoria (EMV) group is responsible for the overall coordination of Victoria's emergency management system. The group drives the integration of policy, strategy, operational coordination, and planning across the emergency management sector, contributing to safer and more resilient communities.

EMV works collaboratively with government and agencies across the Emergency Services portfolio, oversees statutory entities and offices, and supports the department to meet its emergency management accountabilities.

Justice Services and Regulation

The Justice Services and Regulation (JSR) group supports the department and its ministers by providing legal, policy and integrity expertise. It brings together all policy, service delivery, research, evaluation and reform functions aligned to the Casino, Gaming and Liquor Regulation portfolio, including Tobacco Licensing Victoria, and supports the Attorney-General as First Law Officer of the State.

JSR also manages civil and enforcement services (including adoption services) and regional partnerships, and provides health services for people in prisons and youth justice centres.

Justice System Coordination and Reform

The Justice System Coordination and Reform (JSCR) group supports the Attorney-General and the department's ministers to deliver justice system coordination, governance and strategy, legal assistance strategy and funding, civil and criminal law policy and legislative reform responsibilities. The group works collaboratively with key entities across the justice system and department to deliver evidence-informed policy and strategy.

JSCR supports 28 independent government entities across the department's portfolio including Victoria Legal Aid (VLA), the Office of Public Prosecutions (OPP), the Appeal Costs Board, Judicial Entitlements Panel, Coronial Council of Victoria, the Victorian Institute of Forensic Medicine (VIFM), as well as maintaining engagement with Court Services Victoria and Victoria's Courts and tribunals.

Youth Justice

The Youth Justice (YJ) group is responsible for the statutory supervision of children and young people in contact with the criminal justice system in Victoria. These children and young people are supervised in the community or in custodial services.

The group works with children and young people to address their offending behaviour and help them achieve positive change in their lives. It works closely with families, stakeholders and service partners to promote opportunities for young people's rehabilitation.

YJ also funds community service organisations to deliver support services, with a strong focus on prevention, diversion and rehabilitation, to reduce reoffending and enhance community safety.

Who we work with

The department and its portfolio entities engage and work collaboratively with a diverse range of organisations in the justice, emergency management, community, and health sectors.

Strong relationships and meaningful engagement with our stakeholders are central to delivering our vision of a trusted justice and community safety system that works together to build a just, safe, and resilient Victoria.

Key stakeholder groups include:

- Industry associations and unions
- Advocacy and special interest groups
- Aboriginal Justice Agreement partnership structures
- Government departments and agencies
- Justice and community safety experts
- People with lived or living experience of the Victorian justice system
- Communities impacted by emergencies.

How we embed principles of self-determination in our approach

Embedding self-determination remains fundamental to the department's vision to create a trusted justice and community safety system.

We recognise that self-determination is key to achieving better outcomes for Aboriginal Victorians and that true self-determination can only be achieved by transferring decision-making power and resource control to Aboriginal communities.

This work is deeply anchored in the principles of the historic *Statewide Treaty Act 2025* and the establishment of Gellung Warl.

Increasingly, Aboriginal voices are shaping policy, service delivery, and accountability across the Victorian justice system.

Our commitment to self-determination is embedded in our enduring 26-year partnership with Victorian Aboriginal communities through the Aboriginal Justice Agreement.

Leadership of the AJA is through the Aboriginal Justice Forum, which regularly brings together Aboriginal community leaders and senior government representatives to deliver systemic, policy, and legislative solutions to improve justice outcomes for Aboriginal people.

This long-standing partnership has yielded transformative frameworks and legislation, such as Victoria's first Aboriginal Youth Justice Strategy (*Wirkara Kulpa*), the decriminalisation of public drunkenness, the state's first standalone Youth Justice Act, and the Spent Convictions Scheme.

The AJA Community Grants Program enables Aboriginal organisations to design and deliver programs that promote healing, strengthen cultural identity, and prevent contact with the criminal justice system. The AJA Community Grants Program is an explicit recognition that Aboriginal organisations are best placed to engage Aboriginal communities and achieve positive and sustainable outcomes.

We are committed to continuing to progress towards a more self-determined justice system and we recognise greater effort is needed to achieve a level of self-determination that meets the aspirations of Aboriginal Victorians.

Changes to the department during 2025–26

There were no changes to the department's output structure during the 2025–26 financial year and the department's service delivery objectives and outputs reflect those published in the 2025–26 Budget.

The Community Safety Building Authority within the department was moved to the Victorian Infrastructure Delivery Authority effective 1 April 2026 under a machinery of government change recommended by the Independent Review of the Victorian Public Service.

Direct costs attributable to machinery of government changes

There were no direct costs attributable to Machinery of Government changes that have been incurred by the entities that are consolidated into the department's annual report pursuant to section 53(1)(b) of the *Financial Management Act 1994*.

Subsequent events

On 4 August 2026, Department of Justice and Community Safety ministerial portfolios were announced as follows:

- The Hon. Sonya Kilkenny MP as the Attorney-General
- The Hon. Anthony Carbines MP as the Minister for Racing
- The Hon. Enver Erdogan MLC as the Minister for Casino, Gaming and Liquor Regulation
- The Hon. Paul Edbrooke MP appointed as:
  - Minister for Emergency Services
  - Minister for Police
  - Minister for Crime Prevention
- The Hon. Ros Spence MP appointed as:
  - Minister for Corrections
  - Minister for Youth Justice
  - Minister for Victim Support
- The Minister for Natural Disaster Recovery portfolio was discontinued.

SECTION 3: PORTFOLIO PERFORMANCE REPORTING – NON-FINANCIAL SECTION

Report of Operations

The Report of Operations reports on initiatives, projects and key achievements that contribute to departmental objectives and were delivered in 2025–26. This includes initiatives and projects committed to in the *Department of Justice and Community Safety Corporate Plan 2025–29* (Corporate Plan), aligned to the *Strategic Direction 2025–30* policy, delivery and supporting priorities.

Strategic Direction 2025–30

In June 2025, the department refreshed its *Strategic Direction 2025–30* to ensure it continues to reflect key areas and strategic priorities. In the refreshed Strategic Direction, our organisational priorities have been updated to reflect the Victorian Government's renewed focus on community safety reforms, retaining quality service delivery, a safe workplace and continuing to provide expert advice to government to inform decision making. There is also a greater focus on increasing our oversight over the complex network of justice and community safety services our entities and partners deliver.

The Strategic Direction focuses on our core business, summarised under 3 key areas:

1. Balancing the delivery of Government priorities within our resource base.
2. Managing our legislative and contractual obligations.
3. Mitigating our operational and service delivery risks.

Balancing the delivery of Government priorities within our resource base

The department is committed to balancing the delivery of government priorities with responsible management of public resources. This entails careful prioritisation, efficient service delivery, and continual alignment of initiatives with our available resource base to maximise public value.

Managing our legislative and contractual obligations

The department will deliver our services lawfully, transparently, safely and effectively in accordance with legislative and contractual obligations. This includes complying with Acts specific to the department's services and those that protect safety and human rights – for both the workforce and the community – as well as meeting legal obligations to external service providers.

Mitigating our operational and service delivery risks

The department will identify and mitigate operational and service delivery risks to protect staff, the people in the department's care, and the broader community – while operating within a tight fiscal environment. Through strong governance and robust assurance practices, the department will ensure there are effective oversight mechanisms and escalation pathways in place, particularly for high-risk matters.

Guided by these focus areas, 7 organisational priorities provide a holistic overview of the department's work and 5 delivery priorities articulate the minimum level of service the department provides.

Each organisational priority addresses how we will support service delivery and shows the connection between internal priorities and government expectations.

DJCS Strategic Direction: 2025–2030

OUR VISION

A trusted justice and community safety system that works together to build a just, safe, and resilient Victoria.

OUR FOCUS

Balance the delivery of Government priorities within our resource base

We commit to balancing the delivery of government priorities with responsible management of public resources. This entails careful prioritisation, efficient service delivery, and continual alignment of initiatives with our available resource base to maximise public value.

Manage our legislative and contractual obligations

We will deliver our services lawfully, transparently, safely and effectively in accordance with legislative and contractual obligations. This includes complying with Acts specific to our services and those that protect safety and human rights – for both our workforce and the community – as well as meeting our legal obligations to external service providers.

Mitigate our operational and service delivery risks

We will identify and mitigate operational and service delivery risks to protect our staff, the people in our care, and the broader community – whilst operating within a tight fiscal environment. Through strong governance and robust assurance practices, we will ensure there are effective oversight mechanisms and escalation pathways in place, particularly for high-risk matters.

THE VICTORIAN PUBLIC SECTOR VALUES AND CODE OF CONDUCT UNDERPIN EVERYTHING WE DO

Responsiveness	Integrity	Impartiality	Accountability	Respect	Leadership	Human Rights
Providing frank, impartial and timely advice and delivering high quality services to the Victorian community.	Being honest, open and transparent in our dealings as we strive to earn and sustain a high level of public trust.	Making fair, objective and merit-based decisions and implementing government policies and programs equitably.	Working in a transparent manner, using resources wisely and accepting responsibility for our decisions and actions.	Being respectful to our colleagues, stakeholders and people within our care by treating them fairly and objectively and ensuring their freedom from discrimination, harassment and bullying.	Demonstrating leadership by actively implementing, promoting and supporting these values.	Actively implementing, promoting and supporting human rights.

OUR ORGANISATIONAL PRIORITIES

Safe, supported and capable workforce	Aboriginal justice	Community safety outcomes through high quality services	Service-oriented corporate and people services	Evidence-based advice	Financially sustainable operations	System stewardship
Enabling a healthy and thriving workforce that thinks safety and works safely.	Ensuring a culturally safe justice system for Aboriginal people, shaped by self-determination.	Work collaboratively to provide effective justice services that keep the Victorian community safe, including through improving outcomes for our clients	Provide efficient and effective corporate and people services to the department that build employee engagement, manage risk and are cost effective.	Providing evidence-based advice and expertise to inform responsible decision making.	Delivering sustainable services that meet community expectations and mitigate risks.	Providing strategic leadership, coordination and oversight across the complex network of justice and community safety services.
We will support delivery of our core business and government commitments through the following organisational priorities...						
• Building a stronger safety and wellbeing culture that takes a zero-tolerance approach to unsafe practices and behaviours, and in which staff feel confident and safe to speak up. • Supporting staff to succeed through capability development and supervision. • Reducing occupational violence, injuries and other forms of workplace harm. • Building a safe and inclusive workplace that supports self-determination, cultural safety, diversity and intersectionality. • Strengthening transparency, empowering staff and reinforcing trust by promoting clear, consistent communication and open access to information.	• Embedding self-determination and cultural safety in all justice and community safety systems and services. • Reducing over-representation of Aboriginal people in the criminal justice system. • Considering and addressing the potential impacts on Aboriginal people in all policy and service development. • Strengthening partnerships with the Aboriginal community and stakeholders to improve justice outcomes and family and community safety.	• Collaborating with other departments, agencies and sector partners to ensure that, where appropriate, services are effective, coordinated, integrated and easy to navigate. • Delivering positive community safety outcomes via effective and integrated services that meets and reflects the diverse needs of our clients. • Focusing on respect and protecting human rights in service design and delivery. • Strengthening early intervention approaches that drive down demand for justice services, including repeat contact.	• Delivering service-oriented, cost-effective corporate functions that support departmental effectiveness in a strategic and sustainable manner. • Delivering strategic communications solutions that inform the public and staff of information they need in a way they understand and through channels they access. • Driving effective management of our technology, data, cyber security, people and financial risks. • Implementing reforms to strengthen organisational integrity.	• Embedding a culture of supporting staff to provide frank, fearless and evidence-based advice that reflects the department's deep expertise and experience in justice and community safety. • Improving the use of data and evidence to inform policy, service design and operational decision-making. • Building a strong learning and evaluation culture, including ongoing reviews of the department's key operations to measure efficiency and ensure community expectations are met.	• Implementing government financial initiatives which are monitored to ensure ongoing sustainability. • Building financial literacy across the department to ensure decisions are informed by budget impact. • Improving financial forecasting of future demands on the justice system to inform planning, investment and resourcing decisions.	• Leading and coordinating across justice entities and partners to deliver an integrated, responsive, sustainable, and humane justice system, managing interdependencies, improving efficiencies and supporting long-term institutional knowledge and capability. • Collaborating with our partners to identify and address pressure points across courts, corrections, youth justice, community services, and emergency management, supporting safe, timely and sustainable delivery of justice and community services. • Strengthening system-wide governance structures to support effective oversight and timely decision-making on critical risks and system pressures, fostering a culture of integrity, continuous improvement and respect for the rights of all people.

DJCS Strategic Direction: 2025–2030

OUR MINISTERIAL PORTFOLIOS AND DELIVERY PRIORITIES

MINISTERIAL PORTFOLIOS	Community Safety Police	Emergency Management Natural Disaster Recovery	Corrections Youth Justice	Attorney- General Victims	Casino, Gaming and Liquor Regulation Racing
DELIVERY PRIORITIES	Police and community safety	Emergency management and natural disaster recovery	Adult Corrections and Youth Justice services	Fair and accessible justice system that protects the rights of Victorians	Responsible liquor, tobacco and gambling industries, and a safe and sustainable racing sector
	We will achieve our vision by working together to fulfil the following delivery priorities...				
	• Equip Victoria Police with the appropriate powers and tools to manage and respond to threats to community safety. • Support government reforms to improve the emergency response to mental health incidents and public drunkenness. • Pro-actively manage the Victorian response to violent extremism. • Support community safety reforms, including implementation of Australia's first machete ban. • Work effectively with communities and other parts of justice to understand and respond to the drivers of crime. • Strengthen the design and delivery of youth services to intervene early and reduce demand for statutory services. • Deliver improved road safety outcomes through the road safety camera program.	• Reduce the impact of emergencies on communities through risk reduction and resilience policy and programs. • Deliver timely, responsive and sustained emergency management arrangements during more frequent and concurrent emergencies. • Lead and coordinate best practice relief and recovery for communities impacted by emergencies. • Develop sufficient internal and sector capability and capacity in a timely manner to respond to more frequent, concurrent and sustained emergencies. • Develop and deliver the systems and services that underpin our operational and legislative emergency management and natural disaster recovery responsibilities.	• Deliver custodial and community-based operations that are safe, secure, humane and centre on rehabilitation as part of their core business. • Configure the corrections and youth justice systems to ensure resources are aligned to risk and deliver efficient and effective outcomes. • Work effectively with stakeholders to support custodial and community-based clients to access evidenced-based services that enable rehabilitation, and/or improve health outcomes and reduce reoffending. • Provide evidence-based support, resources and capability development to the corrections and youth justice workforces to enable delivery of respectful, culturally safe, and inclusive services, particularly for vulnerable cohorts. • Support implementation of the Aboriginal Justice Agreement, including Wirkara Kulpa, promoting Aboriginal self-determination and improving outcomes for Aboriginal people in contact with the corrections and youth justice systems. • Implement reforms in response to government priorities and continue implementation of accepted recommendations from significant reviews, including the Cultural Review of the Adult Custodial Corrections System.	• Develop evidence-based policy and legislation that addresses community needs and expectations. • Support the courts to operate efficiently and effectively to maximise access to justice. • Improve justice outcomes for the Victorian Aboriginal community, including through implementation of the Aboriginal Justice Agreement. • Coordinate the delivery of a fair and efficient justice service system with appropriate oversight mechanisms. • Deliver fair and effective warrant-enforcement and infringement processing services. • Deliver effective, trauma-informed support services to victims of crime to assist them to navigate the justice system and support their recovery. • Provide policy advice that elevates the voices of victims in justice reform and support enhanced victim participation in justice services. • Successfully deliver the Victims of Crime Financial Assistance Scheme as an administrative scheme within the department. • Deliver restorative engagement and redress schemes to acknowledge harm and support participant wellbeing.	• Engage across a range of stakeholders to inform emerging casino, gaming, liquor and tobacco policy, implementation and regulatory issues. • Respond to emerging gambling issues that increase risk to the Victorian community. • Ensure liquor policy supports safe conduct, a vibrant sector and responds to emerging community issues. • Support the racing industry to implement sustainable and safe operations. • Provide effective governance to ensure safe, diverse, and responsible racing, gaming and liquor industries focussed on community safety and harm minimisation. • Design and implement Victoria's new tobacco licensing scheme, including regulations to support the administration and enforcement of the scheme.

Victorian Government's Resource Management Framework

The *Resource Management Framework* helps Victorian Government departments understand the legislative and policy framework for government and public sector planning, budgeting, service delivery, accountability and review in accordance with the *Financial Management Act 1994*.

Each department has objectives, objective indicators and outputs that are used to report against performance.

Departmental objectives, indicators and outputs

The department's objectives reflect the effects or impacts it seeks to have on clients, the community and other key stakeholders. They are measured by objective indicators, which have been selected to monitor the department's progress in achieving its objectives. Environmental factors and other issues can also affect changes in objective indicators.

Outputs are the products and services delivered by the department to the community through its agencies and statutory bodies. Output performance measures help assess the department's performance in the delivery of its outputs.

The medium-term departmental objectives, associated indicators and linked outputs are set out in the *2025–26 Department Performance Statement* and summarised in the table below.

The Report of Operations reports on initiatives, projects and key achievements that contribute to departmental objectives and were delivered in 2025–26. This includes initiatives and projects committed to in the Corporate Plan, which are aligned to the Strategic Direction's policy, delivery and supporting priorities.

Objective	Objective indicators	Outputs
Ensuring community safety through policing, law enforcement and crime prevention activities	• Community safety during the day and at night • Community safety on public transport • Crime statistics • Number of road fatalities • Number of road injuries	Policing and community safety Community crime prevention Fines and road safety enforcement
Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and environment	• Value of domestic fire insurance claims • Rate of deaths from fire events	Emergency management capability
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	• Escapes from correctional facilities • Percentage of community corrections orders completed • Rate of prisoner return to prison within 2 years • Rate of offender return to corrective services within 2 years	Community-based offender supervision Prisoner supervision and support
Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation	• Percentage of community-based orders successfully completed • Young people in youth justice participating in community reintegration activities	Youth justice community-based services Youth justice custodial services
A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms	• Prosecutions completed and returning guilty outcomes (percentage of total case finalisations) • Legal assistance services provided to Victorians • Law reform publications completed • Medico-legal death investigations • Number of Sentencing Advisory Council publications • Conciliation and facilitation activities delivered by the Victorian Equal Opportunity and Human Rights Commission • People assisted through Public Advocate advice and education activities • Proportion of victim services and Financial Assistance Scheme clients who reported they felt treated with dignity and respect when accessing victim services	Public prosecutions and legal assistance Forensic justice services Justice policy, services and law reform Advocacy, human rights and victim support Public sector and local government integrity, privacy and information protection
Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector	• Number of people registered or licensed in the Victorian Racing Industry • Percentage of Victorian survey participants that agree gambling is conducted fairly and can be trusted	Liquor, tobacco, gambling and casino regulation Racing industry support and regulation

Objective indicators and output performance measures

Objective 1: Ensuring community safety through policing, law enforcement and crime prevention activities 17
Progress toward achieving this objective 20
Performance against output performance measures 22

Objective 2: Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and environment 25
Progress toward achieving this objective 28
Performance against output performance measures 28

Objective 3: Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation 31
Progress toward achieving this objective 35
Performance against output performance measures 36

Objective 4: Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation 38
Progress toward achieving this objective 40
Performance against output performance measures 41

Objective 5: A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms 43
Progress toward achieving this objective 50
Performance against output performance measures 52

Objective 6: Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector 59
Progress toward achieving this objective 61
Performance against output performance measures 62

Objective 1: Ensuring community safety through policing, law enforcement and crime prevention activities

Objective 1 aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective policing, law enforcement and infringement processing services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities that enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Corporate Plan 2025–29 initiatives and projects aligned to Objective 1

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

For information on the 2025–26 Victorian crime statistics, as collected by the Crime Statistics Agency (CSA), refer to Objective indicators and output performance measures, under the 'Ensuring community safety through policing, law enforcement and prevention activities' objective. The CSA is responsible for the calculation and publication of crime statistics and a further breakdown of crime statistics is available on the CSA website crimestatistics.vic.gov.au.

Organisational priorities

Safe, supported and capable workforce

Brief Initiative Title	Current Status	Update as at 30 June 2026
Support Local Site Executive Committees to drive cross-portfolio responses to local priorities	In Progress	The Local Site Executive Committees continued development of strong local partnerships to support effective service delivery and responses in local areas. The department, in conjunction with colleagues from the Department of Families, Fairness and Housing, the Department of Education, Victoria Police and local organisations have collaboratively identified key priorities and focused resources for better outcomes.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Implement changes to practice, systems and operations to reflect the new legislative framework in the *Youth Justice Act 2024*	In Progress	The *Youth Justice Act 2024* received Royal Assent on 10 September 2024. In 2025–26 the department continued implementation activities in line with the Act's main commencement dates: • Phase 1: 30 September 2025 – reforms to raise the minimum age of criminal responsibility from 10 to 12 • Phase 2: 30 September 2026 – full commencement of the Act. Implementation activities have allowed for early commencement of additional reforms including: earlier access to rehabilitative programs for young people on remand or bail; greater police apprehension powers for young people on remand over 18 years placed into youth justice custody; an Enhanced Bail Supervision and Support (electronic monitoring) trial and other bail amendments.
Review and remake the Firearms Regulations 2018	In Progress	The Firearms Amendment Bill 2026 introduced into Parliament makes amendments to the *Firearms Act 1996*. Certain amendments in the Bill will also necessitate amendment of the Firearms Regulations 2018. These changes will be progressed in the next financial year as part of the Regulations' sunset review process.'
Support national work to introduce a National Firearms Register	In Progress	The National Firearms Register (NFR) is being developed in collaboration with the Commonwealth and its relevant agencies, especially the Australian Criminal Intelligence Commission which will operate the NFR's central register, and every state and territory. Victoria Police progressed work on key performance milestones contained in the Federation Funding Agreement.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Deliver crime prevention activities, including youth crime and young people using violence in the home or intimate partner relationships	In Progress	The Youth Crime Prevention Program (YCPP) is Victoria's flagship crime prevention program and operates in 14 locations across Victoria. The YCPP aims to reduce offending behaviour in young people aged 10–24 years through place-based early intervention that responds to local need and addressing young people's risk factors to steer them away from contact with the justice system. In 2025–26, the YCPP supported more than 460 young people through one-on-one support and pro-social activities to build life skills and strengthen connections with community and positive role models. Preventing crime in the community is also supported by the department's partnership with Crime Stoppers Victoria and Neighbourhood Watch. These organisations play a key role in involving local communities in crime prevention and enhancing community safety. Progressing our understanding of young people using family violence remains a priority for the department to ensure programmatic and system responses to this cohort can become more focused on prevention and early intervention.
Develop and deliver counter-terrorism programs to tackle violent extremism	In Progress	The department continued to operate the Voluntary Case Management (VCM) program, which provides support to people identified as vulnerable to violent extremism. Referrals to the VCM increased significantly in the 2026 calendar year and were effectively case managed. The program is supported by a Countering Violent Extremism Multi-Agency Panel, which provides advice and oversight to the department in its case management of individuals on the program.
Contribute to the delivery of the Victorian Road Safety Strategy by extending and expanding the Distracted Driving and Seatbelt Road Safety Camera Program	In Progress	Distracted driver and seatbelt (DDS) road safety cameras detect dangerous behaviours such as illegal mobile phone use and seatbelt non-compliance and have been in operation in Victoria since July 2023. As part of the 2025–26 Budget, $156.1 million over 6 years in funding was allocated through the Government's *Road Safety Action Plan 2* to continue and expand the DDS road safety camera program through to 2030. Through 2025–26, the delivery of 100,000+ DDS enforcement hours were reached, the most in the program's short history and a significant milestone.
Review the Firearm Prohibition Order provisions of the *Firearms Act 1996*	In Progress	The Firearm Prohibition Order (FPO) scheme was subject to a 10-year sunset to provide for further parliamentary review as to whether such powers should continue in the future. The Firearms Amendment Bill 2026, introduced to Parliament on 18 June 2026, will repeal the sunset provisions, making the FPO scheme permanent, and increase the maximum penalty for each offence against the FPO scheme.
Deliver the Minister for Police's priority legislative reforms, including strengthening internal police disciplinary processes, enhancing powers and functions of police and protective services officers to address emerging threats, and improving operational efficiency across Victoria Police to achieve better public safety outcomes	In Progress	The department developed legislative reforms in the *Justice Legislation Amendment (Police and Other Matters) Act 2025* to ensure that police resources are used effectively, including that Protective Services Officers can be deployed to hospitals and crime scenes where appropriate.
Ensure appropriate governance for the BlueHub police mental health program	Complete	The Police Association Victoria (TPAV) provides quarterly reports to the department which report on numbers of members in treatment, clinicians, treatment outcomes, and return to work statistics. The department and TPAV continue to meet as needed to discuss the BlueHub initiative's challenges, updates and outcomes. The 2025–26 BlueHub annual report will be provided to government ahead of annual funding being released for 2026–27.
Implement Australia's first machete amnesty and disposal scheme	Complete	The *Control of Weapons Act 2025* came into effect on 1 September 2025 and reclassified machetes as 'prohibited weapons', as opposed to 'controlled weapons'. This was accompanied by an amnesty of 3 months during which time people had the opportunity to surrender their machetes. As part of the machete amnesty, 18,031 machetes and other knives were surrendered by the Victorian community.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Victoria's Strategy for Preventing and Countering Violent Extremism 2025–28

Victoria's Strategy for Preventing and Countering Violent Extremism 2025–28, released in December 2025, sets out the Victorian Government's long-term approach to preventing radicalisation, reducing the risk of violent extremism, and strengthening community resilience. The strategy establishes a coordinated whole-of-government framework that combines community resilience building, early intervention, specialised case management, research, and cross-sector partnerships to prevent radicalisation and reduce the harms of violent extremism across Victoria.

The strategy was released alongside a broader package of measures announced by the Premier after the Bondi terrorist attack and increasing concerns about antisemitism, racism and politically motivated violence. The strategy applies to all forms of violent extremism, including ideologically, religiously and politically motivated violent extremism.

Examples of primary initiatives supported by the department that aim to build protective factors and reduce the risk of violent extremism include the Northern Community Support Group, which supports the Muslim community in Melbourne's northern suburbs to foster a sense of belonging. The Northern Community Support Group has worked with vulnerable community members to strengthen community resilience and social cohesion, helping young people maintain a sense of belonging, purpose, and identity.

In partnership with the Centre for Resilient and Inclusive Societies, a workshop focused on countering violent extremism capacity in Victorian regional and rural communities was delivered for Victorian and national practitioners to enhance capability to identify and respond to risks in these areas.

Distracted driver and seatbelt road safety cameras

DDS road safety cameras detect dangerous behaviours such as illegal mobile phone use and seatbelt non-compliance and have been in operation in Victoria since July 2023.

As part of the 2025–26 Budget, $156.1 million over 6 years in funding was allocated through the government's *Road Safety Action Plan 2* to continue and expand the DDS road safety camera program through to 2030.

Through 2025–26, a significant milestone was reached – the delivery of 100,000+ DDS enforcement hours, the most in the program's short history.

Firearms reform

The Firearms Amendment Bill 2026 was introduced to parliament on 18 June 2026. The Bill delivers on the government's objectives to improve firearm safety and protect the community from serious and organised criminals, while at the same time balancing the interests of legitimate firearms users including our recreational hunters, sports shooters and primary producers.

Amendments in the Bill were made in the context of National Cabinet's decision to take strong, decisive and focussed action on firearms law reform after the antisemitic terrorist attack at Sydney's Bondi Beach on 14 December 2025. They were informed by the *Rapid Review of Victoria's Firearms Laws*, conducted by Mr Ken Lay AO APM and the government's response, which was released publicly in May 2026.

Reservists

On 22 April 2026, the government announced the appointment of up to 200 police reservists to perform administrative and support roles, enabling the deployment of sworn officers to frontline policing activities. Principally based at police station receptions, police reservists will respond to public enquiries, receive property and exhibits and take crime and traffic incident reports. Working closely with Victoria Police, the department led the development of legislation and amending regulations to establish a contemporary police reservists regulatory framework that supports operational flexibility and workforce capability.

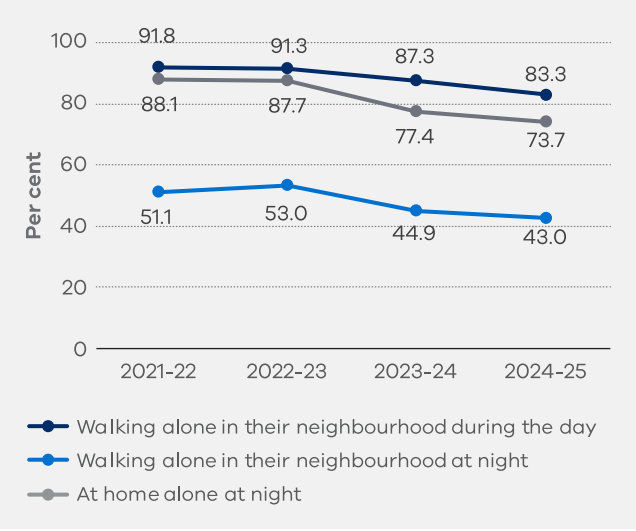
The Victoria Police Amendment (Police Reservists) Bill 2026 received Royal Assent on 23 June 2026.

Machete amnesty

To support the legislative prohibition of machetes, a Machete Ban Implementation Team was established in March 2025. As a result of the agile work of these teams, the machete ban was stood up in less than 6 months. The new laws, and corresponding surrender scheme and amnesty, commenced on 1 September 2025. Restricting the sale, possession and use of machetes, and operating a surrender scheme has removed more than 18,000 machetes from circulation in the community, limiting their potential to be involved in violent crimes.

Progress toward achieving this objective

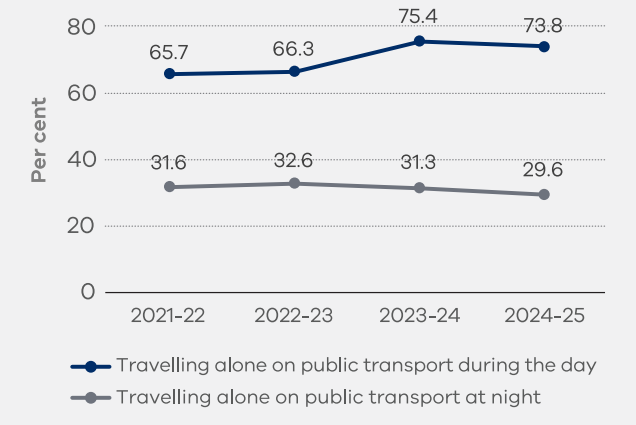
Community safety during the day and at night[1]



This objective indicator reflects the department's efforts to improve safety and provide a secure environment for the community by measuring the level of safety that survey respondents (as a sample of Victorians) feel during the day and at night.

In 2024–25, 83.3% of Victorians surveyed felt 'safe' or 'very safe' when walking alone in their neighbourhood during the day, compared with 43.0% when walking alone in their neighbourhood at night. In the same period, 73.7% of Victorians surveyed felt 'safe' or 'very safe' when at home alone at night.

Community safety on public transport[2] [3]



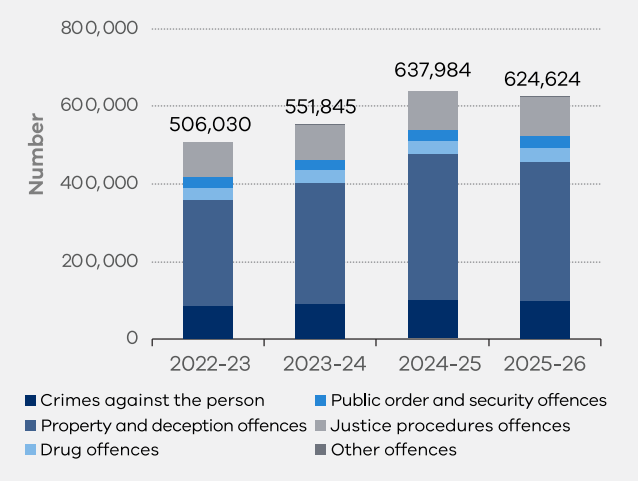
This objective indicator reflects the department's efforts to improve safety and provide a secure environment for the community by measuring the level of safety that survey respondents (as a sample of Victorians) feel on public transport.

In 2024–25, 73.8% of Victorians surveyed felt 'safe' or 'very safe' when travelling alone on public transport during the day. In the same period, 29.6% felt 'safe' or 'very safe' when travelling alone on public transport at night.

Crime statistics

Crime statistics are based on reports from the public and crimes detected by police and demonstrate the department's progress in ensuring community safety through policing, law enforcement and crime prevention activities. The Crime Statistics Agency (CSA) is responsible for processing and publishing Victorian crime statistics, independent of Victoria Police. A further breakdown of crime statistics is available on the CSA website: crimestatistics.vic.gov.au.

Total recorded crimes[4]



In the 2025–26 financial year, there was a decrease in total recorded crime of 2.1% from 637,984 offences in 2024–25 to 624,624 in 2025–26. The category of 'Property and deception offences' fell by 5.1%, from 377,884 in 2024–25 to 358,744 in 2025–26. Decreases also occurred in the categories of 'Crimes against the person' and 'Other offences'. The category of 'Drug offences' increased 7.1% from 32,525 in 2024–25 to 34,836 in 2025–26. Increases also occurred in the categories of 'Public order and security offences' and 'Justice procedure offences'.

Changes to recorded crime can be due to increased presence and focus on community safety throughout

1 This objective indicator is reported by the Productivity Commission's Report on Government Services (ROGS). The most recent data available is for 2024–25; 2025–26 data will be published in the 2027 ROGS.
Due to a national change in the data collection methodology, results for 2024–25 are not comparable with previous years, including 2023–24. The updated methodology, which combines phone and online collection of data, has impacted results compared to previous years.

2 This objective indicator is reported by ROGS. The most recent data available is for 2024–25; 2025–26 data will be published in the 2027 ROGS.
Due to a national change in the data collection methodology, results for 2024–25 are not comparable with previous years, including 2023–24. The updated methodology, which combines phone and online collection of data, has impacted results compared to previous years.

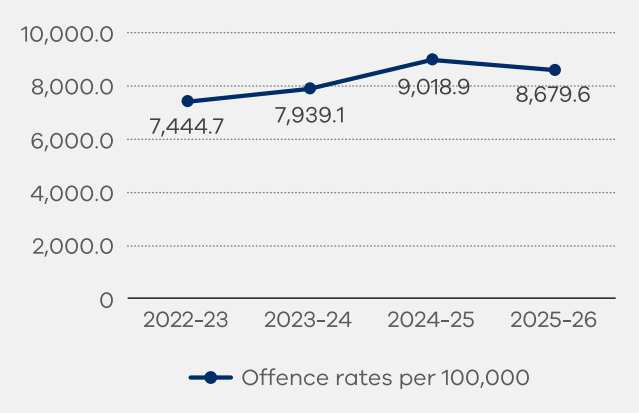
3 Metrics relating to community safety on public transport during the day were provided to Victoria Police on 4 July 2025 by The Social Research Centre.

4 Recorded crime data relating to previous years may change in subsequent data extracts as the Victoria Police Law Enforcement Assistance Program (LEAP) is a live database and information is continually updated in LEAP as investigations progress and cases are completed by Victoria Police. Data provided by the Crime Statistics Agency are correct at the time of extract from LEAP.

Victoria, police detection and enforcement activity, the introduction of new offences or increased police powers to enforce certain offences. Changes may also be due to social, economic and environmental factors, or changing public confidence to report crime to police.

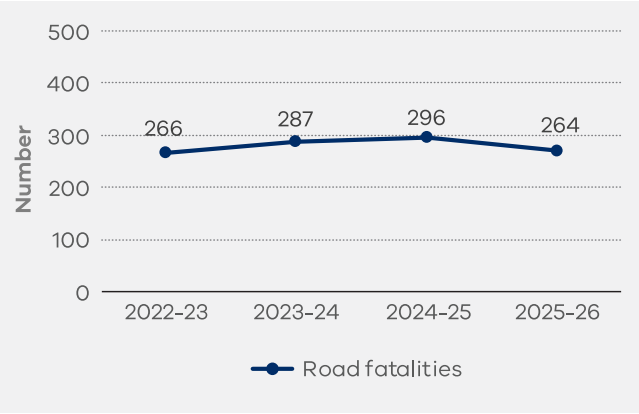
Further information about the CSA offence classification is available at crimestatistics.vic.gov.au/about-the-data/classifications-andvictorian-map boundaries/offence-classification.

Offence rates[5]



Offence rates per 100,000 people in the population provides a standard method for comparing data across years. Between 2024–25 and 2025–26, there was a decrease of 3.8% in the offence rate per 100,000 people in the population.

Number of road fatalities[6 7]

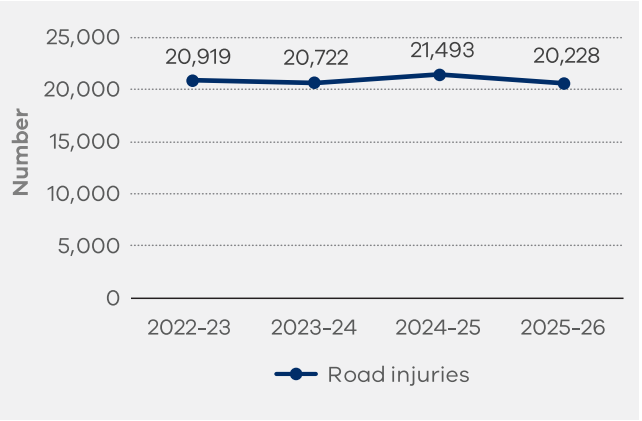


The *Victoria Police Road Safety Strategy 2024–2028* demonstrates the commitment of Victoria Police, together with road safety partners, to reducing road trauma with a vision of zero deaths and serious injuries on Victorian roads. The focus of Victoria Police is to reduce fatalities and injuries through prevention, enforcement, deterrence, engagement and enhancement to embed a culture of road safety in the Victorian community. Victoria Police aims to ensure all Victorians feel safe on and around our roads. During 2025–26, Victoria Police targeted speeding, distraction, impaired driving, seatbelt and restraint non-compliance, rural roads, high-risk driving and unauthorised drivers to maintain community safety on our roads. These priorities also form part of the broader *Victoria Police Road Safety Strategy 2024–2028*.

In 2025–26, there were a total of 264 road fatalities in Victoria, which is a decrease of 32 fatalities compared to the previous year.

This objective indicator also reflects the effectiveness of the department in delivering fines-related departmental outputs, which relate mainly to road safety infringements that aim to keep the community safe.

Number of road injuries[8]



The total number of road injuries decreased by 5.9% in 2025–26 compared to the previous year.

This objective indicator also reflects the effectiveness of the department in delivering fines-related departmental outputs, which relate mainly to road safety infringements that aim to keep the community safe.

5 The Estimated Resident Population for Victoria for the period 2022–23 to 2023–24 is based on population data produced by the Australian Bureau of Statistics. The estimate for 2024–25 onwards is derived from a customised data request from the Department of Transport and Planning and based on unpublished internal modelling. The Department of Transport and Planning is the agency responsible for the development of the official state government population projections, which incorporate the latest population estimates, evidence from the latest Census plus assumptions regarding future births, deaths, migration and local development trends.

6 Due to the reclassification of road fatalities by the Road Fatality Review Panel, data may vary from that reported for previous publications.

7 Data may differ from the annual figures published elsewhere, as fatality data tends to be reported by calendar year rather than financial year.

8 Injuries include both serious and other injuries. Due to the nature of the Traffic Incident System operating as a dynamic database, data may vary from that reported for previous financial years. In addition, there is a standard three-month lag for injuries data to be considered complete. As such, data for 2025–26 should not be considered complete as the date of extraction was 24 September 2026.

Performance against output performance measures

Policing and community safety

Victoria Police strives to reduce violence and crime through law enforcement, court proceedings, community assistance, guidance and leadership. The output reflects the Government's focus on reducing the overall incidence and fear of crime and enhancing the safety of individuals and families.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Community calls for assistance to which a Victoria Police response is dispatched	number	1,107,773	1,200,000	-7.7	■
The actual is lower than the target due to lower-than-anticipated growth in the number of calls for assistance. The number of community calls increased across all priority categories during 2025–26, however the rate of growth moderated compared with previous years.					
Contravention of family violence intervention order (FVIO) offences per 100 000 population	number	860.2	893	-3.7	○
Crimes against property – excluding family violence related crime (rate per 100 000 population)	number	4,807.1	4,100	17.2	■
The actual is higher than the target as cost of living pressures, recidivist offending and drug use are considered likely contributors to offending against property.					
Crimes against property – family violence related crime (rate per 100 000 population)	number	177.9	171	4.0	✓
Crimes against the person – excluding family violence related crime (rate per 100 000 population)	number	734.2	660	11.2	■
The actual is higher than the target due to increased offences against the person, including growth in sexual offences and assault-related offending.					
Crimes against the person – family violence related crime (rate per 100 000 population)	number	603.7	580	4.1	✓
Number of alcohol screening tests conducted	number	3,152,691	3,000,000	5.1	✓
The actual is higher than the target due to increased roadside enforcement activity undertaken as part of Victoria Police's commitment to deliver the Road Safety Strategy.					
Number of family violence incidents recorded	number	102,836	108,081	-4.9	○
Number of impounded/surrendered vehicles related to high risk driving behaviours or other traffic offences	number	7,922	14,628	-45.8	■
The actual is lower than the target due to resource limitations resulting in the Vehicle Impound Support Unit (VISU) temporarily operating at a reduced capacity during the reporting period.					
Number of prohibited drug screening tests conducted	number	173,967	150,000	16.0	✓
The actual is higher than the target due to the additional 25,000 Transport Accident Commissioner (TAC)-funded tests undertaken in the reporting period, enabling Victoria Police to undertake more roadside drug screening than originally planned.					
Number of youth referrals	number	3,853	3,260	18.2	✓
The actual is higher than the target due to the expansion of the Embedded Youth Outreach Program to Shepparton and Caroline Springs. Victoria Police has also strengthened its victim-centred response through the rollout of a mandatory eLearn package and the distribution of victim-focused resources to all police stations.					
Police record checks and police information reports compiled	number	959,120	975,000	-1.6	○
QUALITY					
Perceptions of safety – walking locally at night	per cent	43.1	55.0	-21.6	■
The actual is lower than the target due to a change in the data collection methodology for the National Survey of Community Satisfaction in Policing, constituting a break in the data series. Broader environmental factors may also influence perceptions of safety, including declining social cohesion, increasing social polarisation, cost-of-living pressures and heightened exposure to misinformation and disinformation through digital platforms.					

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
Proportion of Family Incident Report affected family members receiving referrals	per cent	87.6	87.0	0.7	✓
Proportion of community satisfied with policing services (general satisfaction)	per cent	53.0	80.0	-33.8	■
The actual is lower than the target due to a change in the data collection methodology for the National Survey of Community Satisfaction in Policing, constituting a break in the data series. Broader environmental factors may also influence community satisfaction with policing services, including declining trust in public institutions, increasing social polarisation, heightened scrutiny of law enforcement, and the influence of misinformation and disinformation through traditional and digital media.					
Proportion of drivers tested by road safety cameras who comply with posted speed limits	per cent	99.7	99.5	0.2	✓
Proportion of successful prosecution outcomes	per cent	94.3	92.0	2.5	✓
Proportion of the community who have confidence in police (an integrity indicator)	per cent	57.8	82.0	-29.5	■
The actual is lower than the target due to a change in the data collection methodology for the National Survey of Community Satisfaction in Policing, constituting a break in the data series. Broader environmental factors may also influence community confidence in police, including declining trust in public institutions, increasing social polarisation, heightened scrutiny of law enforcement, and the influence of misinformation and disinformation through traditional and digital media.					
TIMELINESS					
Proportion of crimes against the person resolved within 30 days	per cent	35.4	45.0	-21.3	■
The actual is lower than the target due to workforce availability challenges impacting investigation capacity and clearance rates.					
Proportion of property and deception offences resolved within 30 days	per cent	19.0	25.0	-24.0	■
The actual is lower than the target due to workforce availability challenges impacting investigation capacity and clearance rates.					
COST					
Total output cost	$ million	4,845.4	4,508.3	7.5	■
The actual is higher than the target due to increased employee expenses and higher Workcover costs resulting from increased premium rates.					

Notes:
- ✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*
- ○ *Performance target not achieved – performance less than target by less than 5% variance.*
- ■ *Performance target not achieved – performance less than target by more than 5% variance.*

Community Crime Prevention

This output reports on activities relating to Crime Prevention through the Community Crime Prevention Program, which supports communities in preventing crime and addressing local crime issues.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Number of young people who are supported by the Youth Crime Prevention program	number	499	330	51.2	✓
The actual is higher than the target due to program flexibility in supporting young people across varied stages of justice system contact and through different service types (for example, case management, mentoring, coaching), as well as provider responsiveness to identified need.					
QUALITY					
Proportion of young people that exit the Youth Crime Prevention Program having achieved successful completion of the program	per cent	51.0	45.0	13.3	✓
The actual is higher than the target due to providers' success in supporting effective engagement by young people in the program.					
TIMELINESS					
Proportion of Crime Prevention funded projects completed in previous 12 months where outcomes are published on Community Crime Prevention website	per cent	100.0	100.0	0.0	✓
COST					
Total output cost	$ million	27.0	15.7	71.8	■
The actual is higher than the target due to the release of budget for the Victoria Police Death and Disability benefits scheme and the Community Safety Package post the 2025–26 Budget.					

Notes:
- ✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*
- O *Performance target not achieved – performance less than target by less than 5% variance.*
- ■ *Performance target not achieved – performance less than target by more than 5% variance.*

Fines and Road Safety Enforcement

This output reports on enforcement action by the Sheriff's Office of Victoria and the management of fines, warrants and infringement notices. The services captured under this output serve as an administrative method for dealing with minor criminal offences.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Infringement notices processed	number	2,169,334	2,000,000–2,200,000	0.0	✓
Warrants actioned	number	802,524	600,000	33.8	✓
The actual is higher than the target due to increased enforcement action along with existence of multiple warrants in relation to the cohort of debtors targeted.					
QUALITY					
Proportion of images that are capable of supporting the issue of an infringement notice	per cent	96.5	95.0	1.5	✓
TIMELINESS					
Clearance of infringements within 180 days	per cent	77.4	75.0	3.2	✓
COST					
Total output cost	$ million	314.9	339.8	-7.3	✓
The actual is lower than the target due to a reduction in depreciation expenses to align with the revised project capitalisation dates. In addition, the decrease is also driven by the transfer from output to capital funding for the Technology and resources to support Victoria's fines system initiative.					

Notes:
- ✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*
- O *Performance target not achieved – performance less than target by less than 5% variance.*
- ■ *Performance target not achieved – performance less than target by more than 5% variance.*

Objective 2: Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and the environment

Objective 2 aims to deliver a coordinated, all communities, all emergencies approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community. Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

Corporate Plan 2025–29 initiatives and projects aligned to Objective 2

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

Delivery priorities

Emergency management and natural disaster recovery

Brief Initiative Title	Current Status	Update as at 30 June 2026
Reduce the impact of emergency events on communities through risk reduction, resilience and awareness-building policy and programs	In Progress	Victoria received over $40 million in Commonwealth funding in 2025–26 for 20 Disaster Ready Fund (DRF) projects as part of Round 3 of the program. The department also managed the application process for Round 4, which opened on 29 May 2026, with assessments due to be submitted to the Commonwealth in August 2026. In Round 3 funding was received to deliver the Get Ready all hazards preparedness project. The department also held High Risk Weather Season preparedness briefings for the multicultural and community sectors, highlighting the risks and community resources available.
Deliver timely, responsive and sustained emergency management arrangements through the dedicated 24/7 State Control Centre (SCC) operating model	In Progress	The SCC is Victoria's primary emergency management control centre, operating 24 hours a day, 365 days a year to manage a range of major emergencies. The SCC brings together a dedicated EMV workforce with surge personnel from emergency service agencies, government departments, public authorities and specialist partners to support coordinated decision-making and emergency operations. The SCC operates across graduated activation levels, Monitoring (no incident occurring), Tier 1 (low activity), Tier 2 (moderate to high activity) and Tier 3 (highest activity) which reflect the scale, complexity and resources required to support emergency management coordination across Victoria. During 2025–26, the SCC was activated at Tier 1 for 127 days, Tier 2 for 26 days and Tier 3 for 30 days in total.
Lead and coordinate best practice relief and recovery for communities impacted by emergencies	In Progress	The January 2026 Bushfires had a devastating impact across 26 local government areas destroying homes and businesses. The State-coordinated Clean-up program provided clearance and demolition services for eligible residential properties, and business and community assets. The program was activated on 30 January 2026 and provided clean-up services to 147 properties by 30 June 2026 and continues to remain open for assistance for impacted communities. The 1800 Emergency Recovery Hotline is the main gateway for communities to access support and information regarding recovery. From 10 January 2026 to 30 June 2026, the hotline received over 6,000 calls from affected community members.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Develop sufficient internal and sector capability and capacity of the emergency management workforce through timely sector-wide incident and emergency management training and capability building	In Progress	The department's sector-wide training delivery reached 3,950 emergency management personnel, increased participation rates and strengthened baseline capability across Victoria's agencies. Training included 22 vocational courses in emergency and incident management, reaching 355 people from 49 agencies across Class 1 and Class 2 responsibilities. 105 online courses were offered through Emergency Management (EM) Learning to 7,607 enrolments and the EMV Marine Search and Rescue (MSAR) office delivered specialist MSAR on water search and rescue joint training exercises. Workforce capacity was uplifted in specialist skills, with 70 personnel trained in Level 2 Incident Management roles and EMV coordinating the accreditation of 60 candidates (13 new personnel and 47 accreditation renewals) for Level 3 Incident Management roles. This number includes 3 new Incident Controllers and 10 Incident Controllers renewing their accreditation.
Develop and deliver the systems and services that underpin our operational and legislative emergency management and natural disaster recovery responsibilities	In Progress	During 2025–26, the department commenced implementation of the Victoria Emergency Application and Emergency Management Common Operating Picture Upgrade Program (VEECU Program). The VEECU Program will ensure the continued availability, security, legislative compliance and operational effectiveness of Victoria's 2 critical emergency information platforms; address end-of-life risks and support future-state planning needs; and incorporate contemporary functionality to support frontline responders and key emergency services stakeholders to help keep communities safe. The department has recruited staff to lead the delivery of the Program in collaboration with the Victorian community, emergency service organisations, and sector stakeholders. The following activities commenced during the year under the VEECU Program: • development and consultation on business needs identification • initial sector and stakeholder engagement • early assessment of technologies and suppliers available in the market. The department has also made improvements to Victoria's current VicEmergency and Emergency Management Common Operating Picture systems, including: • upgrades to crucial mapping needs • school safety during high fire danger ratings • transport road closures • real time location of assets • aircraft position data management.
Deliver reform programs and oversight responsibilities as directed by the Minister for Emergency Services and Natural Disaster Recovery in response to reviews and inquiries and lessons learned including continuing to progress reforms across the fire services and emergency management sector	In Progress	During 2025–26, the department worked closely with the emergency services organisations to continue to embed organisational reform to strengthen the delivery of emergency services and provide advice to government on implementation and improvement activities. The department continued to work closely with relevant agencies and the Victorian Infrastructure Delivery Authority (VIDA) to ensure timely delivery of key capital works. In relation to fire services reform, the Fire Services Implementation Monitor's Year 5 annual report (published 30 October 2025) confirmed completion of the Minister's Year 2–5 Fire Services Reform Implementation Plan.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Reducing the impact of emergencies on communities through risk reduction and resilience policy and programs and coordination of the Disaster Ready Fund for Victoria

In 2025–26, Victoria received over $40 million in Commonwealth funding for 20 DRF projects as part of Round 3. This included funding for the Get Ready all hazards preparedness project. The 3-year project began in 2025–26 and aims to build community awareness and resilience. The 2025–26 VicEmergency campaign used digital and traditional advertising to explain the app and warning levels. The department also managed the application process for Round 4, which opened on 29 May 2026, with assessments due to be submitted to the Commonwealth in August 2026.

Operating the State Control Centre effectively

The SCC supports Victoria's unified emergency management system. It helps the Emergency Management Commissioner and State Response Controllers meet their legal duties and coordinate major emergency operations. This work reduces the risks and impacts of emergencies on Victorian communities.

The most significant fires of 2025–26 occurred between October 2025 and February 2026. During this period, 30 major fires ignited and by February 2026, fires had burnt about 440,000 hectares. On 9 January 2026, over 200 bush and grass fires ignited across Victoria, the widest spread of fire activity in one day since the 1983 Ash Wednesday fire.

The SCC also coordinated the response to severe storms in January 2026. Flash flooding affected roads, campsites and coastal communities along the Surf Coast. Exceptionally humid conditions caused widespread thunderstorms and more than 180 mm rain fell at Mt Cowley, west of Lorne. Within 6 hours, authorities had moved many residents and visitors to higher ground or emergency shelters.

The department refined the operating model for the dedicated SCC workforce during 2025–26. This work strengthens Victoria's state-level emergency management capability. EMV also began a review to identify improvements and keep the centre fit-for-purpose. EMV plans to implement the identified changes in September 2026.

Reviewing the Core Emergency Relief and Recovery Offering (CERRO)

The CERRO, set up in 2023, developed processes, guidance and materials to support the CERRO Service Catalogue. The catalogue helps agencies establish relief and recovery programs consistently, based on evidence and within available funding.

The department, including the former Emergency Recovery Victoria, worked with Victorian departments and agencies to update CERRO before the 2025–26 Higher Risk Weather Season. The Victorian Government activated CERRO after the bushfires began on 7 January 2026. It supported decisions to establish core relief and recovery programs. These programs helped affected communities, businesses and councils access timely assistance.

The department established an ongoing review cycle and will continue working with the sector to keep CERRO fit-for-purpose.

Strengthening accessible and multicultural communications

In 2025–26, EMV delivered several projects to strengthen emergency management communications:

- Secured additional funding for the Multicultural Emergency Management Partnership, which connects the emergency management sector and multicultural communities.
- Delivered Public Information Officer accessibility training to support accessible communications during an emergency.
- Applied plain language standards across government through the seasonal key messages review process.
- Hosted the Stories of Summer event, where multicultural community representatives shared their experience from the summer bushfires to improve sector communications.
- Delivered High Risk Weather Season briefings for the multicultural and community organisations about risks and available resources.

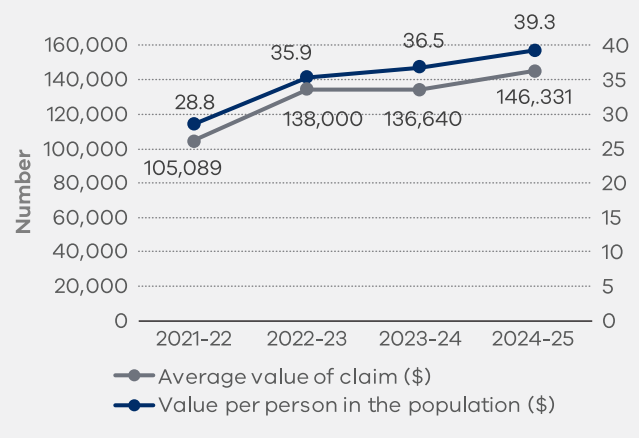
Improving emergency response systems and services

EMV published the *Victorian Emergency Management Digital Infrastructure Strategy 2026–36* in March 2026. The strategy provides a roadmap for emergency services technology. The department developed it with Victoria's emergency service organisations during 2025.

The 10-year strategy aims to improve Victoria's emergency response through modern digital technology. It will help first responders to act quickly, share information and coordinate effectively. It covers Victoria's radio network, data and alerting systems. It also outlines a sustainable governance and operational model for the sector.

Progress toward achieving this objective

Value of domestic fire insurance claims[9]

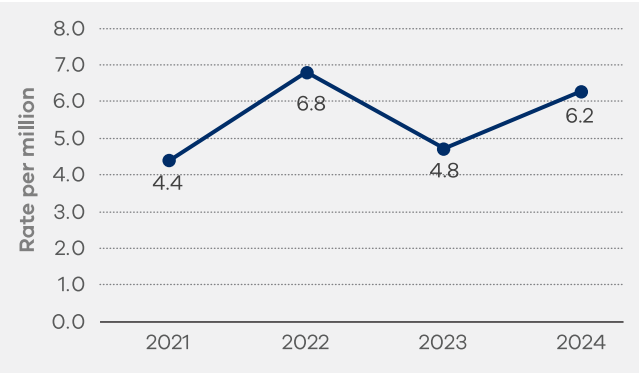


The value of domestic fire insurance claims is an indication of the monetary value of asset losses from fire events through damage to domestic property and contents caused by the fire and firefighting operations.

The average value of fire event insurance claims in Victoria showed a 39.2% increase over a 4-year period, from an average claim of $105,089 in 2021–22 to an average claim of $146,331 in 2024–25.

Similarly, the value of claims per person in the population also increased for Victoria over this period, increasing by 37.5% over 4 years. However, these increases are in line with national trends and may also be impacted by inflationary pressure and asset values.

Rate of deaths from fire events[10,11]



The rate of deaths from fire events is defined as the number of deaths per million people in a calendar year, whose underlying cause of death is related to smoke, fire, and flames.

The rate of deaths from fire events in Victoria per million people has varied over the last 4 years, and there was an average of 6.2 deaths from fire events per million people in 2024.

Performance against output performance measures

Emergency Management Capability

This output provides for the management of emergencies by developing and adopting emergency prevention and mitigation strategies, providing fire suppression and road crash rescue services and supporting local government and communities in disaster mitigation and recovery. Key components of this output reduce the level of risk to the community of emergencies occurring and the adverse effects of emergency events, such as death and injury rates. This output covers the services provided by leading Victorian emergency management capability providers, such as the Victoria State Emergency Service (VICSES), Fire Rescue Victoria (FRV), the Country Fire Authority (CFA) and Triple Zero Victoria.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Number of State Recovery Coordination Committee meetings convened (Emergency Recovery Victoria)	number	7	4	75.0	✓
The actual is higher than the target due to the January 2026 Victorian Bushfire event, which led to an increased number of meetings being convened.					
Permanent operational staff (Country Fire Authority, Victoria State Emergency Service and Fire Rescue Victoria)	number	4,119	4,110	0.2	✓
Permanent support staff (Country Fire Authority, Victoria State Emergency Service and Fire Rescue Victoria)	number	1,686	1,653	2.0	✓
Volunteers – Operational (Country Fire Authority and Victoria State Emergency Service)	number	33,106	38,500–39,500	-14.0	■
The actual is lower than the target due to a long-term decrease in volunteer numbers, which is common across volunteer organisations as volunteers balance competing demands on their time.					
Volunteers – Support (Country Fire Authority and Victoria State Emergency Service)	number	23,651	23,000–24,000	0.0	✓

9 Source: ROGS 2026. Note this is the most recent data available from ROGS as 2025–26 data is published in 2027. Time series financial data are adjusted to 2024–25 dollars using the Domestic Final Demand deflator (i.e. 2022–23 = 100). Data relating to insurance claims may not reflect actual asset losses due to insurance pay-outs being limited by the estimated value of assets a policy holder provides when taking out insurance.

10 Source: ROGS 2026. Note this is the most recent data available from ROGS as 2025 cause of death data is published in 2027.

11 Note that causes of death data are preliminary and subject to a revisions process.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUALITY					
Level 3 Incident Controller accredited staff and volunteers (Country Fire Authority, Victoria State Emergency Service and Fire Rescue Victoria)	number	54	70	-22.9	■
The actual is lower than the target due to staff attrition and the time taken for additional personnel to complete the accreditation processes.					
Road accident rescue accredited brigades/units (Country Fire Authority, Victoria State Emergency Service and Fire Rescue Victoria)	number	134	132	1.5	✓
Structural fire confined to room of origin (Country Fire Authority and Fire Rescue Victoria)	per cent	81.5	80.0	1.9	✓
TIMELINESS					
Code 1 dispatch performance meeting benchmarks – Ambulance Victoria (Triple Zero Victoria)	per cent	80.4	90.0	-10.7	■
The actual is lower than the target due to incidents initially categorised as Code 2 or 3 that subsequently escalated to Code 1.					
Emergency call answer speed meeting benchmark – Ambulance Victoria (Triple Zero Victoria)	per cent	93.9	90.0	4.3	✓
Emergency call answer speed meeting benchmark – Country Fire Authority (Triple Zero Victoria)	per cent	97.3	90.0	8.1	✓
The actual is higher than the target due to increased investment in operational staff and enhanced rostering practices.					
Emergency call answer speed meeting benchmark – Fire Rescue Victoria (Triple Zero Victoria)	per cent	96.2	90.0	6.9	✓
The actual is higher than the target due to proactive fire services rostering minimum staffing levels based on fire danger ratings, rather than solely on demand-driven requirements.					
Emergency call answer speed meeting benchmark – Victoria Police (Triple Zero Victoria)	per cent	87.7	80.0	9.6	✓
The actual is higher than the target due to government investment in call taking capacity to respond to daily call activity and to meet spikes in community demand for policing and safety requests for assistance via Triple Zero Victoria.					
Emergency call answer speed meeting benchmark – Victoria State Emergency Service (Triple Zero Victoria)	per cent	93.4	90.0	3.8	✓
Emergency response times meeting benchmarks – emergency medical response (Fire Rescue Victoria)	per cent	93.3	90.0	3.7	✓
Emergency response times meeting benchmarks – road accident rescue response (Country Fire Authority)	per cent	94.1	90.0	4.6	✓
Emergency response times meeting benchmarks – road accident rescue response (Fire Rescue Victoria)	per cent	83.8	90.0	-6.9	■
The actual is lower than the target due to a number of incidents occurring beyond the modelled travel time range of all Road Crash Rescue Principal Providers.					
Emergency response times meeting benchmarks – road accident rescue response (Victoria State Emergency Service)	per cent	90.1	90.0	0.1	✓
Emergency response times meeting benchmarks – structural fires (Country Fire Authority)	per cent	76.0	90.0	-15.6	■
The actual is lower than the target due to factors such as time of day, traffic congestion, roadworks and weather.					
Emergency response times meeting benchmarks – structural fires (Fire Rescue Victoria)	per cent	87.1	90.0	-3.2	○
Priority 1 dispatch performance meeting benchmarks – Country Fire Authority (Triple Zero Victoria)	per cent	93.3	90.0	3.7	✓
Priority 1 dispatch performance meeting benchmarks – Fire Rescue Victoria (Triple Zero Victoria)	per cent	94.1	90.0	4.6	✓

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
Priority 1 dispatch performance meeting benchmarks – Victoria Police (Triple Zero Victoria)	per cent	94.7	80.0	18.4	✓
The actual is higher than the target due to an increase in the number of police officers and protective services officers, ensuring the timely dispatch of Police to Priority 1 incidents.					
Priority 1 dispatch performance meeting benchmarks – Victoria State Emergency Service (Triple Zero Victoria)	per cent	90.1	90.0	0.1	✓
COST					
Total output cost	$ million	2,306.8	1,973.2	16.9	■
The actual is higher than the target due to additional funding to support Emergency Services Organisations which was provided post the 2025–26 Budget. In addition, the increase is driven by higher expenditure post the 2025–26 Budget relating to the transfer of Victoria Police's 2025–26 contribution to the Emergency Management Operational Communications Program from the Policing and Community Safety output.					

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

○ *Performance target not achieved – performance less than target by less than 5% variance.*

■ *Performance target not achieved – performance less than target by more than 5% variance.*

Objective 3: Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation

Objective 3 relates to the management of the state's adult correctional system. The overarching purpose of the correctional system is to promote community safety through community-based and custodial supervision of prisoners and offenders through effective management and services to provide opportunities for rehabilitation and reparation.

Corporate Plan 2025–29 initiatives and projects aligned to Objective 3

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

Organisational priorities

Community safety outcomes through high quality services

Brief Initiative Title	Current Status	Update as at 30 June 2026
Ensure that custodial and community-based services are effective, protect and reflect human rights and meet the diverse needs of people in our care	In Progress	**Guiding Principles for Correctional Services in Australia** The department led a national review of the *Guiding Principles for Correctional Services in Australia*. The principles represent a statement of national intent, around which each Australian state and territory will develop its practices, policies and performance standards. The principles are high-level, outcomes focused statements, reflecting the diverse challenges and priorities of correctional services in Australia. The new *Guiding Principles for Corrections in Australia* was published in October 2025. **Community Operations** The department continued working with other departments, agencies, community organisations and sector partners to support coordinated service delivery and improve outcomes for people subject to community-based dispositions. This includes working in partnership with government and not-for-profit organisations who deliver unpaid community work programs, Alcohol and Other Drugs (AOD) and mental health services.
Focus on effective transition arrangements and information sharing to support people leaving custody and improve community safety outcomes	In Progress	**Rehabilitative and transitional supports for people across the corrections system** The department continued providing rehabilitation and reintegration programs to support people leaving custody and enhance community safety. Transitional support services commence upon a person's arrival in custody and are delivered collaboratively by both prison staff and community organisations. In 2025–26, a main focus has been on anticipating system changes after the 2025 bail reforms and addressing any identified changes in program and service need, including provision of responsive supports for people on remand or short sentences. **Maribyrnong Community Residential Facility (MCRF)** The MCRF received further funding to continue providing short term transitional accommodation and wrap-around reintegration support for men exiting prison. This includes those on parole or Community Corrections Orders, who would otherwise face homelessness. As at 30 June 2026, the facility has accommodated 342 residents since it commenced in 2020.

Safe, supported and capable workforce

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue to implement the *Safer Prisons Strategy* to improve the safety and wellbeing of the prison workforce	In Progress	The department continued strengthening Victoria's prison system with its 4-year *Safer Prisons Strategy* and other key safety initiatives. One focus in 2025–26 has been reforming and delivering priority training programs to people working in complex prison environments. These programs aim to build a stronger, better supported and more skilled workforce able to undertake their roles safely. To support these programs, the department recruited and embedded dedicated safety roles and onsite clinicians across maximum-security prisons. The department has also strengthened its internal oversight and assurance to improve accountability, consistency and provide continuous improvement across the corrections system. This includes a dedicated team in Corrections Victoria conducting proactive reviews across Victorian prisons in relation to operational practices with a lens to assurance and continuous improvement. Together, these efforts will help create a safer, stronger prison system for staff, people in custody and the wider community.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Reshape corrections and justice services operations to align resources to risk, meet demand, align with review recommendations and optimise efficiency and effectiveness	In Progress	**Prison network reconfiguration** The department opened 1,471 additional beds between July 2025 and June 2026, including the opening of Western Plains Correctional Centre and bail reform beds (offset by the closure of 1,067 beds at Port Phillip Prison in December 2025). More than 600 staff have been recruited to support bail reforms, including the appointment of approximately 320 entry-level prison officers. **Subacute beds** A new direct agreement was signed with St Vincent's Hospital Melbourne commencing 1 January 2026 to provide 20 subacute beds at St John's. Corrections Victoria assumed responsibility for custodial security arrangements at St Vincent's hospital after the closure of Port Phillip Prison on 31 December 2025. Since July 2025, 26 extra beds in subacute units were made available at the Metropolitan Remand Centre, Western Plains Correctional Centre and Fulham Correctional Centre. This decentralised subacute system is supported by coordination between St Vincent's Hospital Melbourne, GEO Group Australia (GEO) and Corrections Victoria, making sure that the right level of healthcare is provided in the right location.
Enhance partnerships and oversight of key contracted providers, including healthcare and private prisons	In Progress	**Health service providers** The department continued to refine and strengthen the oversight of health service providers providing care to people in adult prisons and young people in youth justice custody. This included revising the *Healthcare Services Quality Framework for Victorian Prisons 2025* to add 2 new quality domains for secondary mental health providers, emphasise collaboration between providers and updates to reflect changes to the *National Safety and Quality Health Service Standards*. A new Notifiable Incident Framework has been implemented with clearer and more consistent expectations between adult and youth providers and delivered IT upgrades have been made to electronic medical records to improve operational performance and reporting functionality. The department continued work to improve the oversight of health services in private prisons, including work towards the expanded application of the *Healthcare Services Quality Framework for Victorian Prisons 2025* in private prison settings, building on the implementation of Aboriginal Health Checks at Ravenhall and Fulham Correctional Centres in 2024 (implemented as a standalone service delivery uplift). **Private prisons** The Private Prison continued to be managed according to established contract management processes, with regular audit schedules and contract management meetings and reporting.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Progress priority corrections initiatives that promote Aboriginal self-determination and improve outcomes for Aboriginal people in our care	In Progress	The department continued to invest in Aboriginal-led and culturally responsive programs delivered in partnership with Aboriginal community-controlled organisations. Through the Community Safety Package, funding was provided to strengthen Aboriginal-specific programs that support healing, cultural connection, family engagement, employment pathways and successful reintegration to community. To strengthen the Aboriginal workforce, the department launched an $8,000 Aboriginal Wellbeing Officer (AWO) sign-on bonus initiative in February 2026. Since the launch of the sign-on bonus, the department successfully appointed 7 new AWOs to the role. The department also implemented a new Aboriginal Engagement Advisor model, including the establishment of 8 extra Aboriginal Engagement Advisor positions across the prison system. These initiatives aim to support the recruitment, retention and development of Aboriginal staff and enhance culturally informed support for Aboriginal people in custody.
Implement accepted recommendations from significant reviews of the corrections system, ensuring reforms are informed by staff, Aboriginal communities, and people with lived experience of the system	In Progress	**Delivering recommendations from the Cultural Review** The department continued its work to implement recommendations from the Cultural Review into the Adult Custodial Corrections System (Cultural Review) and has delivered further key initiatives, including releasing the Prison Workforce Strategy and the Safer Prisons Strategy. These strategies outline the work underway to address cultural review findings and continue to be informed by the prison workforce. The department is progressing other work to address findings from the Cultural Review to support the corrections workforce. ***Corrections Legislation Amendment Act 2025*** The department continued to prioritise its commitment to increasing safety and security in the corrections system. The *Corrections Legislation Amendment Act 2025*, which received Royal Assent on 19 August 2025, strengthens sentencing outcomes for people in prison who cause injury to prison staff. The Act also delivered the department's recommendations of the *Review of the Serious Offenders Act 2018*. It further introduced reforms to make sure community safety risks posed by serious sex offenders are appropriately managed. The Act also clarifies other legislative provisions not operating as intended. **Corrections Amendment Bill 2026** The Corrections Amendment Bill 2026 was introduced into parliament on 17 June 2026. If passed, the Bill will amend the *Corrections Act 1986* to provide that a prisoner's right to be in the open air is subject to operational considerations.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Maribyrnong Community Residential Facility marks 5 years of service and receives 2 awards

Since 2020, the MCRF has supported over 342 men leaving prison or on a community order who are at risk of homelessness. The MCRF provides short-term transitional accommodation and reintegration support. The 2026–27 State Budget continued funding for a further 2 years.

The program helps residents meet their transition needs, reduce reoffending and find long-term housing. A 2024 Longitudinal Evaluation found that MCRF residents were 30% less likely to return to prison than men leaving prison without similar supports.

The MCRF celebrated its 5-year anniversary in August 2025.

The MCRF has received 2 awards in recognition of its success:

- the Australian Crime and Violence Prevention Award, which recognises programs that reduce crime and violence in Australia
- the Community Corrections Award at the 2025 International Corrections and Prisons Association Conference, which recognises innovative approaches to supporting offenders in the community and acknowledging the vital role played by community corrections.

Three long-term residents featured in recent MCRF case studies said the facility provided a stable and supportive environment. The residents said this helped them find employment and save money, removing many of the stressors experienced on exits from custody. All 3 residents maintained pro-social behaviour for extended periods and expressed positive views about their future.

Guiding Principles for Corrections in Australia

The department led a review with all Australian correctional jurisdictions. After the review, governments published the updated *Guiding Principles for Corrections in Australia* in October 2025.

Through the Corrective Services Administrators' Council, the department met with the other Australian states and territories to refresh the guidelines that will assist jurisdictions in continuing to develop policies and procedures that reflect leading correctional practice. Corrective services ministers approved the Guiding Principles in October 2025.

The updated principles set out shared priorities for Australian correctional services:

- respect
- safety and security
- health and wellbeing
- rehabilitation and reintegration
- governance and system improvement.

The updated principles build on the 2018 version. They are high level, focus on outcomes and recognise the diverse priorities of Australian correctional services.

The principles now inform policy updates, including the correctional management standards for prisons. The department will soon publish updated standards that set modern minimum service expectations for prisons.

The new *Guiding Principles for Corrections in Australia* are published on the websites of each state and territory.

New System Standards for Aboriginal Cultural Spaces in prisons

The department reviewed Aboriginal cultural spaces across Victoria's prisons. The review examined how these spaces help Aboriginal people in custody connect with culture.

Following endorsement by the Aboriginal Justice Caucus, the department introduced new standards for Aboriginal cultural spaces in May 2025. Corrections Victoria added the standards to its policy and is implementing them across prisons. The standards aim to strengthen culturally safe environments for Aboriginal people in custody.

The standards and guiding principles aim to:

- improve consistency and guide upgrades to cultural spaces
- recognise the importance of spaces for cultural safety and wellbeing
- reinforce that practising culture in cultural spaces is a right, not a privilege.

The department is currently conducting a rapid review of implementation progress. It is consulting Aboriginal people in prison, prison leaders and staff. The department will present the findings to the Aboriginal Justice Caucus before the end of 2026.

Delivering further prison network reconfiguration in response to community safety reforms

Following the Victorian Government's 2025 community safety reforms, the department expanded the corrections system.

The department opened 1,471 prison beds between 1 July 2025 and 30 June 2026, including Western Plains Correctional Centre and beds supporting bail reforms while Port Phillip Prison closed 1,067 beds in December 2025. The department also recruited more than 600 staff to support bail reforms, including the appointment of approximately 320 entry-level prison officers.

The department opened the Ripley Youth Unit at Marngoneet Correctional Centre in December 2025. The unit accommodates men in custody aged 18 to 25. It aims to improve outcomes, reduce reoffending and strengthen community safety.

The Western Plains Correctional Centre that opened in June 2025 includes a 39-bed specialist unit which accommodates people with disability and complex needs. The unit provides multidisciplinary support and specialist services.

The department also increased prison-based rehabilitation and reintegration staff. It expanded post-release support programs and education services in prisons.

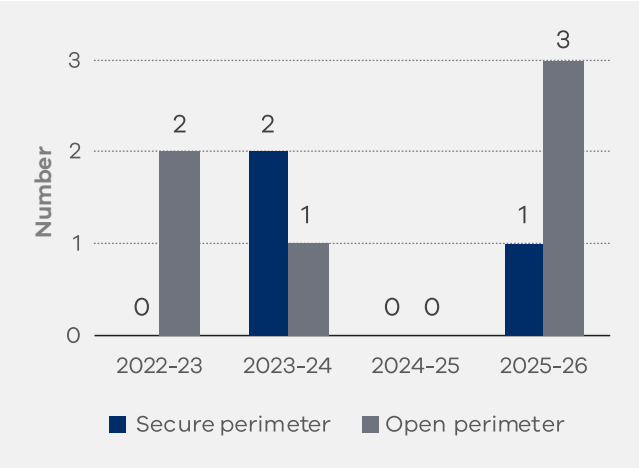
Opening of subacute beds across the adult custodial corrections system

Since July 2025, 3 new subacute units have been opened at the Metropolitan Remand Centre, Western Plains Correctional Centre and Fulham Correctional Centre, providing 26 subacute beds.

These new units, along with existing units at Port Phillip Prison, Hopkins Correctional Centre and Ravenhall Corrections Centre, are supported by coordination between St Vincent's Hospital Melbourne, GEO and Corrections Victoria, making sure that the right level of healthcare is provided in the right location.

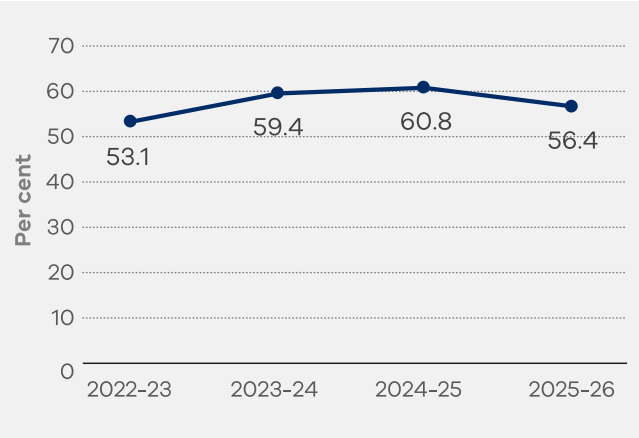
Progress toward achieving this objective

Escapes from correctional facilities



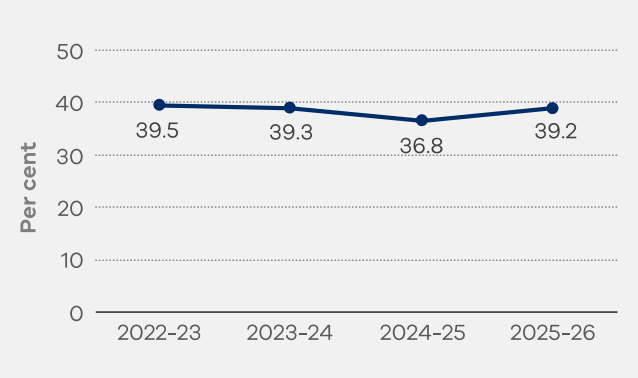
This objective indicator reports on the number of escapes from corrective facilities, providing an indication of the ability of the system to provide safe and secure containment of prisoners. There was one escape reported from secure perimeter prisons and 3 escapes reported from open perimeter prisons in 2025–26.

Percentage of community corrections orders completed



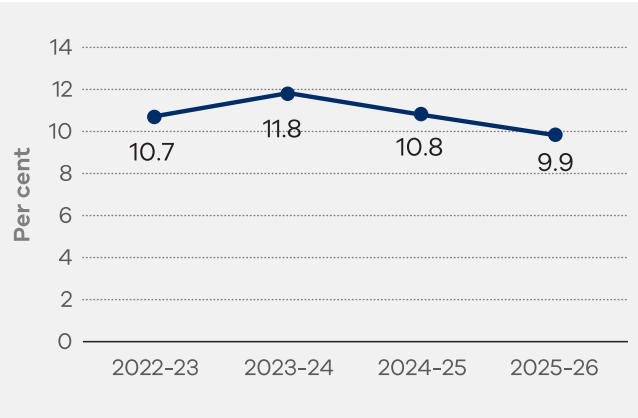
This objective indicator measures the proportion of orders discharged by Community Correctional Services that were successfully completed, comprising parole orders, supervised court orders and reparation orders. There has been a decline in the percentage of community corrections orders completed over the last financial year. In 2025–26, 56.4% of orders were successfully completed. Despite the decrease in community corrections order completions compared to 2024–25, the 2025–26 figure still represents a 3.3 percentage point increase since 2022–23.

Rate of prisoner return to prison within 2 years



This objective indicator reports on the percentage of prisoners released from custody after serving a sentence, who return to prison under sentence within 2 years of release. It demonstrates the broader operation of the criminal justice system as well as progress towards achieving prisoner rehabilitation objectives. From 2024–25 to 2025–26, the rate of return increased by 2.4 percentage points to 39.2%.

Rate of offender return to corrective services within 2 years



This objective indicator measures the percentage of people who returned to corrective services for a subsequent sentenced episode (either prison or community corrections) within 2 years of successful discharge from a community corrections order. This does not include where orders are contravened or not completed. The offender rate of return to corrective services has fallen in the last financial year, from 10.8% in 2024–25 to 9.9% in 2025–26 which represents an improvement in objective performance.

Performance against output performance measures

Community Based Offender Supervision

This output relates to the effective supervision of offenders in the community, including ensuring compliance with orders of the court and Adult Parole Board, engagement in programs to reduce reoffending and reparation to the community.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Average daily offenders with reparation orders	number	1,041	1,400	-25.6	■
The actual is lower than the target due to a reduction in the number of reparation orders imposed by the courts.					
Average daily offenders with supervised court orders	number	6,574	9,000	-27.0	■
The actual is lower than the target due to the number of community correction orders imposed by the courts being lower than in previous years.					
Average daily prisoners on parole	number	712	850	-16.2	■
The actual is lower than the target due to a decline in prisoners receiving parole-eligible sentences, leading to a decrease in the average daily prisoners on parole.					
Community work hours performed	number	350,863	450,000	-22.0	■
The actual is lower than the target due to fewer community correction orders with a community work condition being ordered by the courts and reduced reliance on the home-based community work program.					
QUALITY					
Percentage of community work hours ordered that are completed	per cent	65.3	70.0	-6.7	■
The actual is lower than the target due to the reduced number of reparation orders and higher levels of complexity and supervision needs in the offender cohort than there have been historically, impacting hours completed.					
Rate of return to corrective services within two years of discharge from a community corrections order	per cent	9.9	14.0	-29.0	✓
The actual is lower than the target due to a decrease in recidivism. This result reflects fewer offenders returning to corrective services following the successful completion of their community corrections orders.					
Successful completion of parole orders	per cent	76.9	75.0	2.5	✓
Successful completion of reparation orders	per cent	61.7	65.0	-5.0	○
The actual is lower than the target due to a combination of factors, including higher levels of complexity and supervision needs in the offender cohort than there have been historically, affecting successful completions.					
Successful completion of supervised court orders	per cent	52.5	65.0	-19.2	■
The actual is lower than the target due to a combination of factors including higher levels of complexity in the offender cohort than there have been historically.					
Successful completion of violence related programs for family violence offenders in community corrections	per cent	87.4	70.0	24.9	✓
The actual is higher than the target due to a high number of successfully completed participations in family violence programs.					
TIMELINESS					
Offenders with a treatment or rehabilitation program condition who have been appropriately referred to a program	per cent	93.6	95.0	-1.5	○
COST					
Total output cost	$ million	266.8	279.0	-4.4	✓

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

○ *Performance target not achieved – performance less than target by less than 5% variance.*

■ *Performance target not achieved – performance less than target by more than 5% variance.*

Prisoner Supervision and Support

This output relates to the safe, secure and humane containment of prisoners as well as the delivery of programs and effective case management to engage prisoners in positive behavioural change.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Annual daily average number of female prisoners	number	412	314–517	0.0	✓
Annual daily average number of male prisoners	number	6,588	5,890–6,745	0.0	✓
Average daily female prison utilisation rate of total female prison capacity	per cent	68.3	85–90	-19.6	■
The actual is lower than the target due to maintaining sufficient latent capacity in the women's prison system during the 2025–26 year to manage potential fluctuations in prisoner numbers. Utilisation does not factor in beds offline temporarily, which is monitored separately.					
Average daily male prison utilisation rate of total male prison capacity	per cent	83.7	85–90	-1.6	○
Total annual number of random drug tests undertaken	number	3,807	3,255–3,810	0.0	✓
QUALITY					
Average daily out of cell hours – open prisons	number	13.9	14.0	-0.8	○
Average daily out of cell hours – secure prisons	number	9.2	10.5	-12.5	■
The actual is lower than the target due to operational pressures at specific prison locations during 2025–26.					
Percentage of education modules successfully completed	per cent	82.0	80.0	2.5	✓
Percentage of positive random drug tests	per cent	7.0	5.0	39.2	■
The actual is higher than the target due to an increase in the number of positive results and prisoner refusals.					
Proportion of benchmark measures in prison services agreement achieved	per cent	74.2	90.0	-17.6	■
The actual is lower than the target due to the operational results of some prisons impacting Service Delivery Outcomes.					
Proportion of eligible prisoners in employment	per cent	90.8	89.0	2.0	✓
Rate of prisoner participation in education	per cent	32.0	30.0	6.7	✓
The actual is higher than the target due to the new contract structure that places greater emphasis on the teaching hours delivered. Additional funding was received for the 2025–26 financial year via the Community Safety Package that allowed for an increase in teaching hours across the public prison system.					
Rate of return to prison within two years	per cent	39.2	39.0	0.6	○
TIMELINESS					
Assessment of prisoners 'at risk' undertaken within two hours	per cent	99.8	100.0	-0.2	○
Proportion of prisoner risk assessments completed within set timeframes	per cent	97.1	95.0	2.2	✓
COST					
Total output cost	$ million	1,829.7	1,627.7	12.4	■
The actual is higher than the target due to the release of budget post the 2025–26 Budget including the Community Safety Package and the Supporting prison network configuration initiative.					

Notes:

- ✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*
- ○ *Performance target not achieved – performance less than target by less than 5% variance.*
- ■ *Performance target not achieved – performance less than target by more than 5% variance.*

Objective 4: Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation

Objective 4 aims to promote opportunities for rehabilitation of children and young people in the youth justice system and contribute to the reduction of crime in the community by providing a range of services including diversion services, advice to courts, offence-related programs, community-based and custodial supervision.

Corporate Plan 2025–29 initiatives and projects aligned to Objective 4

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue to reconfigure the Youth Justice custodial system to support its safe operation and respond to system demand	Complete	As part of the 2025–26 Budget, the *Community Safety Package* funded the opening of 88 rooms across Parkville and Cherry Creek Custodial Precincts, supported by the recruitment of 320 new youth justice staff. As at 30 June 2026, all 88 rooms are operational, and 300 of the 320 frontline custodial staff have been recruited. Through this funding, the department has been able to expand the onsite primary and mental health service offering, alongside the Statewide Rehabilitation Service. This ensures the rehabilitation needs of young people in custody continue to be met in line with demand.
Prevent youth offending by delivering targeted, evidence-based, and innovative services based on emerging evidence that address risk factors and adapt to the evolving needs of young people in contact with the justice system	In Progress	The department continued to deliver on interventions and services that address the offending and evolving needs of children and young people in contact with the justice system. This included the continuation and expansion of the in-house Statewide Rehabilitation Service, which delivers tailored, evidence-informed assessments and criminogenic and non-criminogenic interventions to young people across community and custody. In 2025–26, the *Youth Justice Act 2024* expanded access to this service for young people on remand or bail, ensuring that their needs are met earlier, while not impacting any ongoing court proceedings.
Continue to deliver priority initiatives including those aligned to *Wirkara Kulpa* and the whole-of-government response to the Yoorrook for Justice report	In Progress	The department is continuing to deliver critical initiatives that are culturally responsive to support Aboriginal children and young people. These initiatives are led or co-developed with Aboriginal Organisations to provide better support and outcomes for Aboriginal children and young people. This includes: • Implementing the Community-based Aboriginal Youth Justice Program, with 15 of the 16 providers being Aboriginal-led Organisations. • The development, initial implementation and evaluation of the Aboriginal Youth Justice Hubs and Aboriginal family-centred program pilot. The 2 initiatives have been co-designed and delivered in partnership with the Aboriginal Justice Caucus and Aboriginal organisations. • Continuing funding for the Victorian Aboriginal Legal Service (VALS) to deliver *Balit Ngulu* – a holistic legal service for Aboriginal young people. Additionally, as part of the 2025–26 Budget, the Community Safety Package funded the expansion of Aboriginal Youth Justice programs, allowing more Aboriginal young people in custody and in the community receive culturally appropriate support.
Improve support of overrepresented communities in Youth Justice, including the South Sudanese Australian Youth Justice Expert Working Group (EWG), the Youth Justice Lived Experience Mentoring Project, and the Electronic Monitoring and Enhanced Bail Supervision and Support trial	In Progress	The department continued to deliver supports that address the over-representation of multicultural and multifaith children and young people within the youth justice system. This includes by providing tailored supports and services that meet their needs, including through: • The continuation of the EWG, which delivered its final report to the Victorian Government at the end of 2025. The report is expected to be released in 2026, with work underway to implement recommendations of the final report. • The continuation and expansion of Youth Justice Lived Experience Mentoring Programs, which connects young people from overrepresented backgrounds with pro-social mentors with lived experience of the justice system. • The continuation of the 2-year Electronic Monitoring and Enhanced Bail Supervision and Support Trial. As at 30 June 2026, 85 EBSS orders have been made by the Court (including 80 with electronic monitoring and 5 without).

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Addressing the over-representation of Aboriginal children and young people in the Youth Justice system

Aboriginal children and young people remain over-represented in the youth justice system compared with non-Aboriginal young people. *Wirkara Kulpa*, Victoria's first Aboriginal Youth Justice Strategy, sets out the Victorian Government's commitment to address this over-representation.

Actions under Wirkara Kulpa have delivered positive results. In 2024–25, Victoria had Australia's lowest rate of Aboriginal young people aged 10 to 17 under youth justice supervision on an average day. The Victorian rate was 38.0 per 10,000, compared with the national rate of 108.9 per 10,000.

Current initiatives with Aboriginal organisations include:

- establishing Aboriginal Youth Justice Hubs to provide place-based, wrap around support
- establishing an Aboriginal Family-Centred Service to keep children under 14 out of the justice system
- convening Aboriginal Case Management Review Panels for young people with complex needs
- implementing the Aboriginal-specific reforms under the *Youth Justice Act 2024*
- establishing Youth Social and Emotional Wellbeing Strategy
- funding VALS to deliver *Balit Ngulu*, a specialist holistic legal service for Aboriginal young people.

Reconfiguring Youth Justice Precincts and supporting implementation of community safety reforms

The Victorian Government provided funding through the 2025–26 Budget Update to reopen 30 rooms at the former Malmsbury Youth Justice Precinct. It also funded 114 new staff. The rooms will accommodate lower-risk young people aged 17 and over. Education, vocational training and employment pathways will support their rehabilitation. The first rooms opened on 30 April 2026, with the remainder opening in stages.

As at 30 June 2026, a total of 78 staff have been recruited, including all frontline accommodation-based staff. Funding has supported the provision of essential infrastructure and security upgrades, the purchase of furniture and equipment and general maintenance. In addition, a primary health provider and reception and security service were contracted and have commenced onsite.

Further to this, on 18 February 2026, the Victorian Government announced that an additional 45 rooms would be recommissioned at the Malmsbury Youth Justice Precinct, supported by the recruitment of more than 100 additional staff. The 2026–27 Budget supports this activity and takes the site's total capacity to 75 rooms. The recommissioning of the Malmsbury site has been a significant focus for Youth Justice, and the department continues to focus on supporting the necessary activities including workforce ramp up and necessary infrastructure works, to operationalise this additional capacity as swiftly and safely as possible.

Following the Victorian Government's 2025 bail reforms and to respond to the anticipated increased number of young people on remand as a result of these reforms, the government provided funding through the 2025–26 Budget *Community Safety Package* to operationalise 88 rooms across Parkville and Cherry Creek Youth Justice Precincts, supported by the recruitment of 320 additional frontline custodial staff. All of these rooms are currently operational, and as at 30 June 2026, 300 of the new staff had been recruited.

In addition to this boost in system capacity, the 2025–26 *Community Safety Package* allowed for the expansion of onsite healthcare, rehabilitation and support services within the custodial facilities, and the expansion of programs that support the over-representation of Aboriginal young people within the youth justice system.

Preparing for commencement of the *Youth Justice Act 2024*

The *Youth Justice Act 2024* is Victoria's first standalone youth justice Act. It will divert children and young people from the justice system where appropriate, hold them accountable and keep the community safe. The Act received Royal Assent on 10 September 2024 and will fully commence on 30 September 2026.

During 2025–26, implementation of the Act continued, including:

- An Electronic Monitoring trial, which allows courts to monitor a young person's compliance with bail conditions alongside new bail supports, from April 2025. As at 30 June 2026, 85 Enhanced Bail Supervision and Support orders had been made by the Court (including 80 with electronic monitoring and 5 without).
- Other *Bail Act 1977* amendments targeting serious alleged offending while on bail, from December 2024.

On 30 September 2025, the Act also raised the minimum age of criminal responsibility from 10 to 12 without exceptions. It also codified the common law presumption of *doli incapax*.

The remaining reforms will commence on 30 September 2026. The 2026–27 Budget supports partner agencies to implement these reform activities.

Supporting the South Sudanese Australian Youth Justice Expert Working Group with the Youth Justice system

The EWG aims to reduce over-representation in the youth justice system. In 2025, South Sudanese Australian people aged 10 to 24 made up 15% of young people in custody each day, compared with 24% in 2021. They also made up 10% of young people under community supervision each day, compared with 17% in 2021.

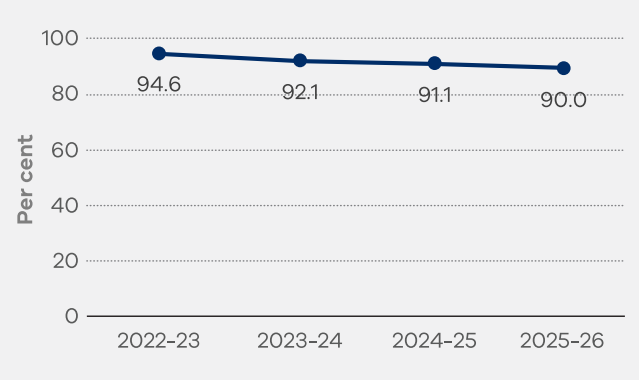
In 2025–26, the EWG continued its work to:

- Provide immediate support for young South Sudanese Australians under Youth Justice supervision and their families.
- Strengthen the South Sudanese Australian community sector through engagement and targeted grant investment led by the department.
- Recommend system improvements to reduce over-representation.

In late 2025, the EWG delivered its final report to the Victorian Government. The report included recommendations to guide system-wide change. The government is considering the report, which is due for release in 2026.

Progress toward achieving this objective

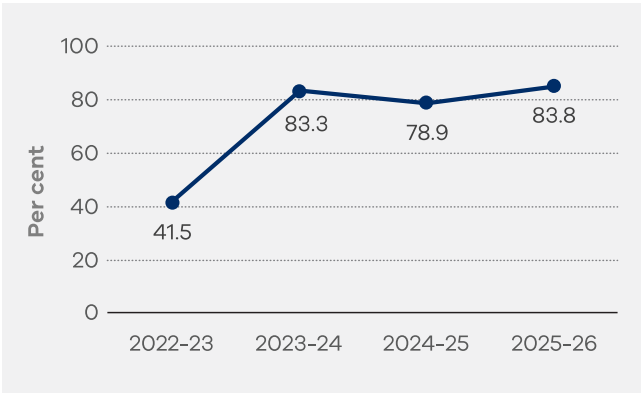
Percentage of community-based orders successfully completed



This objective indicator measures the proportion of sentenced community-based supervision orders successfully completed in the youth justice system. Young people subject to community-based supervision receive comprehensive case management including assessment, case planning, support, and offence-specific interventions.

The proportion of community-based orders successfully completed has consistently been 90.0% or above over the last 4 years, and was 90.0% in 2025–26. The results for this objective indicator demonstrate that community-based case managers are effectively supporting young people in achieving a high rate of successful order completion.

Young people in youth justice participating in community reintegration activities



This objective indicator measures young people in custody participating in the temporary leave program, which enables suitable young people to go on leave in the community toward the end of their sentence.

Over the past 4 years, participation has increased significantly, indicating a return to standard custodial operations after disruptions in prior years. Community reintegration activities have increased in 2025–26 to their highest level in 4 years, with the proportion of young people participating at 83.8%. Community reintegration activities continue to assist young people in custody to return to their communities after serving a period of detention.

Performance against output performance measures

Youth Justice Community Based Services

This output provides community statutory supervision and support to young people subject to community-based dispositions in order to divert young people from the youth justice system and minimise the likelihood of further offending.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Average daily number of young people under community-based supervision	number	538.7	440–500	7.7	■
The actual is higher than the target due to an increasing trend of community-based supervision, driven by the Government's community safety reforms.					
Number of Children's Court Youth Diversions	number	1,075	1,100–1,300	-2.3	○
Proportion of young people in youth justice under communitybased supervision	per cent	75.8	85.0	-10.8	■
The actual is lower than the target due to a reduction in the proportion of community-based supervision ordered by the courts. This reflects a trend of community-based supervision increasing at a slower rate than custodial-based supervision, driven by the Government's community safety reforms.					
QUALITY					
Community-based orders completed successfully	per cent	90.0	90.0	0.0	✓
Proportion of successfully completed Children's Court Youth Diversions	per cent	95.4	90.0	6.0	✓
The actual is higher than the target due to a higher proportion of young people successfully completing their diversion program than previously forecast.					
TIMELINESS					
Young people on supervised orders who have a case plan completed within six weeks of the commencement of the order	per cent	94.8	95.0	-0.2	○
COST					
Total output cost	$ million	108.5	89.1	21.7	■
The actual is higher than the target due to the release of budget for the Supporting a safe and effective Youth Justice system and the Community Safety Package post the 2025–26 Budget.					

Notes:

✓ *Performance target achieved or exceeded*
○ *Performance target not achieved – within 5% variance*
■ *Performance target not achieved – exceeds 5% variance.*

Youth Justice Custodial Services

This output provides supervision and rehabilitation, through the provision of case management, health and education services and the establishment of structured community supports, to assist young people to address offending behaviour, develop non-offending lifestyles and support reintegration of young people into the community on their exit from custody.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Annual daily average number of young people in custody – males (15 years plus)	number	160	120–160	0.0	✓
Annual daily average number of young people in custody – males (under 15 years) and female	number	11.6	15–25	-22.7	✓
The actual is lower than the target as the introduction of community safety reforms continue to take effect. The number of young people in custody is expected to continue to increase in subsequent reporting years.					
Average daily custodial centre utilisation rate of total centre capacity – males (15 years plus)	per cent	70.9	80–85	-11.4	✓
The actual is lower than the target as the introduction of community safety reforms continue to take effect and additional custodial rooms open, increasing capacity.					
Average daily custodial centre utilisation rate of total centre capacity – males (under 15 years) and female	per cent	38.6	60–80	-35.7	✓
The actual is lower than the target as the introduction of community safety reforms continue to take effect and additional custodial rooms open, increasing capacity.					
Average daily number of Aboriginal children and young people (under 18 years) in custody	number	13.1	8–13	0.8	○
Average daily number of young people (under 14 years) in custody	number	0.4	<5	0.0	✓
QUALITY					
Young people in youth justice participating in community reintegration activities	per cent	83.8	80.0	4.8	✓
TIMELINESS					
Young people on custodial orders who have a case plan completed within six weeks of the commencement of the order	per cent	96.8	95.0	1.9	✓
COST					
Total output cost	$ million	369.7	274.2	34.8	■
The actual is higher than the target due to the release of budget for the Community Safety Package and the Supporting a safe and effective Youth Justice system initiatives post the 2025–26 Budget.					

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

○ *Performance target not achieved – performance less than target by less than 5% variance.*

■ *Performance target not achieved – performance less than target by more than 5% variance.*

Objective 5: A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms

Objective 5 aims to protect the Victorian community through access to justice services, including legal assistance and education, prosecution services and use of expert forensic medical services in the justice system. This objective also supports the protection of human rights, privacy, information freedoms, equal opportunity, advocacy, guardianship and supporting victims of crime. Other services that contribute to this objective include integrity in government, law reform, legal and policy advice and initiatives focusing on crime prevention and supporting Aboriginal people in the criminal justice system.

Corporate Plan 2025–29 initiatives and projects aligned to Objective 5

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

Organisational priorities

Safe, supported and capable workforce

Brief Initiative Title	Current Status	Update as at 30 June 2026
Develop, implement and monitor contemporary inclusion and intersectionality strategies and policies that promote inclusion, diversity and better supports for our staff	In Progress	In 2025–26, the department continued to deliver diversity and inclusion initiatives that support an inclusive workplace, improve outcomes for clients and the community, and help meet its obligations under relevant legislation, including the *Gender Equality Act 2020*. Notable highlights included the establishment of a central fund to support staff networks and the establishment of the new People of Colour Network. In late 2025, a group of interested staff worked with the department's Multicultural and Multifaith Executive Champion to establish the network. The network held its first event on 25 March 2026 to celebrate Cultural Diversity Week. The department also undertook consultation to inform development of its next *Gender Equality Action Plan 2026–2030*. Together, these actions promote inclusion, diversity and better support for staff across the department.
Strengthen departmental integrity practices by building awareness, responding to risks, strengthening compliance activities and adopting an intelligence-led approach	In Progress	The department has strengthened its intelligence and detection function. By using data analytics and digital forensics, the team can now spot integrity risks early and give decision-makers fast, fact-based evidence. A major milestone has been the adding of digital forensics as part of the department's fraud and misconduct investigations. The function also uses intelligence data to improve our education and risk assessment workshops, allowing more focus on integrity risks. These upgrades give the department better evidence, smarter risk prevention, and a data driven approach to integrity.

Aboriginal justice

Brief Initiative Title	Current Status	Update as at 30 June 2026
Respond to the Yoorrook Justice Commission and continue implementation and monitoring of justice recommendations, in line with the Victorian Government's response	In Progress	The department continued to support the Victorian Government's response to the Yoorrook Justice Commission. The department has made progress against recommendations which were supported in the Victorian Government's 2024 progress report on its implementation of Yoorrook for Justice recommendations. This has included implementation of reforms under the *Youth Justice Act 2024*, continued implementation of recommendations from the Cultural Review of the Adult Custodial Corrections System, and initiatives to improve the accessibility and cultural capability of justice services and supports for Aboriginal Victorians.
Drive Treaty readiness activities and contribute to the State's Treaty negotiating positions, and once agreed, Treaty implementation	In Progress	The department provided policy advice on matters relevant to justice portfolios to support negotiations of the Statewide Treaty, which concluded in September 2025. The department undertook preparatory work to support the implementation of Statewide Treaty in advance of commencement of obligations from 1 May 2026. This included training and other readiness activities for impacted groups across the department, reaching up to 500 departmental staff through formal and informal training opportunities. Following commencement of Statewide Treaty obligations, the department focussed on aligning policy and legislative processes to meet engagement commitments with the First Peoples' Assembly of Gellung Warl alongside the development of Statements of Treaty Compatibility to accompany all bills into parliament.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Address the continued impacts of Stolen Generations policies and practices, including delivery of the Stolen Generations Reparations Package	In Progress	The department continued to deliver the Stolen Generations Reparations Package. As at 30 June 2026, 1,163 applications had been received. Of these, 774 applicants were found eligible and $77.5 million in financial reparations have been paid. Eligible applicants have accessed a range of non-financial restorative programs including: 508 written apologies delivered; 61 applicants attended in-person collective apologies; 176 applicants completed the access to records of removal program and 10 applicants attended a Welcome Back to Country experience. A Record Your Story program for eligible applicants was recently established. Applicants have also continued to access trauma-informed counselling, financial advice and legal advice through the Package.
Lead and support policy and legislative reform to address Aboriginal over-representation in the criminal justice system, including reforms to address priorities identified by Victorian Aboriginal communities, the National Agreement on Closing the Gap and external reviews	In Progress	The department continued to work in close partnership with the Aboriginal Justice Caucus to inform policy and legislative reform. Supporting a key action under *Burra Lotjpa Dunguludja – Phase 4* of the Aboriginal Justice Agreement (AJA), the department has implemented guidance for staff on how and when to engage with our Aboriginal Justice partners. This partnership supports the department in partnering on the design, development and reform of policies, legislation and services that may have a significant, direct or disproportionate impact on Aboriginal peoples. This approach has also supported the department's implementation of new Statewide Treaty obligations to engage with the First Peoples' Assembly of Gellung Warl, which commenced on 1 May 2026.
Administer self-determined grants programs to enable Aboriginal Organisations to design and deliver initiatives that improve Aboriginal justice outcomes, including developing and implementing a new Aboriginal Bail and Remand Grants Program	In Progress	The AJA Community Grants Program provided over $71 million of State and Commonwealth funding to deliver self-determined initiatives that improve Aboriginal justice outcomes. The funding enabled Aboriginal Organisations to deliver a range of initiatives and programs such as youth focused diversion activities, specialist family violence supports, legal services, intensive and family centred approaches to case management, and men's healing and behavioural change programs. The department, in partnership with the Aboriginal Justice Caucus, designed the AJA Bail and Remand Support Grants Program and awarded funding to successful applicants. The AJA Bail and Remand Support Grants Program, funded through the Community Safety Package, will provide a total of $20 million over 2 years to Aboriginal Organisations to deliver community-based initiatives supporting Aboriginal people to meet bail conditions and improve community safety.
Develop the fifth phase of the Aboriginal Justice Agreement to further improve justice programs and services for Aboriginal people	In Progress	The department, in partnership with the Aboriginal Justice Caucus, finalised an evaluation of AJA Phase 4 and commenced development of Phase 5 of the AJA. Building on the 26-year partnership between the Victorian Government and Aboriginal communities, AJA5 will provide a contemporary, multi-year roadmap to eliminate over-representation of Aboriginal people in the criminal justice system. AJA5 will be underpinned by extensive engagement with Aboriginal communities and informed by evidence, data and findings from major inquiries, including the Yoorrook Justice Commission. By 30 June 2026, a draft AJA5 had been finalised and endorsed by the AJA5 Steering Committee, comprised of Caucus members and senior executives from across government. Work will continue in 2026–27 to progress AJA5 through formal government and Caucus approval processes.
Deliver an Aboriginal Victims of Crime Strategy in partnership with the Aboriginal Community to better respond to the needs of Aboriginal and Torres Strait Islander victims of crime	Complete	Launched on 26 June 2026, the *Aboriginal Victims of Crime Strategy 2025–2035* was developed in partnership with Aboriginal Justice Caucus and the Aboriginal Community to identify how the victim support system can better respond to the unmet needs of Aboriginal people. The strategy will assist government to take critical steps, as well as consider longer-term reforms to make sure that Aboriginal victims receive more accessible and culturally safe services. Delivering the Strategy over 10 years ensures the department is responsive to emerging Aboriginal Community priorities and remains aligned with key developments in Aboriginal affairs, including the Victorian Treaty process and the Truth telling process of the Yoorrook Justice Commission.

Service-oriented corporate and people services

Brief Initiative Title	Current Status	Update as at 30 June 2026
Inform and educate our staff and the community about key departmental policies, programs and legislation across the justice and community safety system, including bail reforms, the machete ban, and tobacco regulation	In Progress	The department continued to inform and educate staff and the community on key policies, programs and legislative reforms across the justice and community safety system. Communication activities supported major initiatives including bail reforms, the machete ban and tobacco regulation through coordinated advertising campaigns, media and stakeholder materials. Creative assets and digital tools and content, including social media, were developed and delivered to raise awareness and support understanding of these reforms. Communication support was also provided across a range of departmental priorities to make sure timely, accessible and consistent information reached key audiences.
Deliver timely, accurate and valuable legal advice and services across the department and to our Ministers and entities	In Progress	The Office of General Counsel (OGC) provided timely and authoritative in-house legal advice and services to the department's business units, senior executive, ministers, and some justice portfolio entities. These services spanned a range of matters including disputes and litigation, and advice on public law, commercial, employment, contractual and regulatory matters. OGC continues to support business units in procuring and proactively managing external legal service providers across both large and complex matters, and less complex, high-volume matters.

Evidence-based advice

Brief Initiative Title	Current Status	Update as at 30 June 2026
Build a sound evidence-base to inform effective interventions for family violence perpetrators that ensures accountability, meets diverse needs, and strengthens women's safety	In Progress	The University of Melbourne provided its final report for Phase 1 of the Longitudinal Evaluation of Men's Behaviour Change Programs (MBCPs) to the department in early 2026. Findings show that participants in MBCPs indicate a trend towards reduced contact with the justice system. Where participants complete a program, this trend is stronger than those who start but fail to complete. The study will continue for another 12 months to provide greater longitudinal evaluation information regarding the enduring effectiveness of behaviour change programs for both participants and victim survivors.

Community safety outcomes through high quality services

Brief Initiative Title	Current Status	Update as at 30 June 2026
Contribute to coordinated justice system reforms that respond to misidentification of predominant aggressors to ensure family violence responses are effective and minimise unintentional harm, and support further legislative and service delivery reform	In Progress	The department, along with Family Safety Victoria, co-chairs the Predominant Aggressor Working Group (Working Group), established to coordinate whole-of-government action on misidentification across the justice and broader service system. The group brings together other key system partners, including Victoria Police, the Magistrates' Court of Victoria and Child Protection. As co-chairs of the Working Group, the department is delivering a workplan focused on supporting improved rectification of misidentification, and improving data collection to enable monitoring of the prevalence of misidentification.

System Stewardship

Brief Initiative Title	Current Status	Update as at 30 June 2026
Provide whole-of-Victorian-government policy leadership on integrity and oversight, privacy and information sharing, and supporting the operation of Victoria's integrity agencies	In Progress	The department continued to deliver high-quality and comprehensive advice to the Attorney-General, the Special Minister of State and the broader Victorian Public Service (VPS) on integrity policy and oversight matters and supported the integrity agencies to deliver their important mandates through the development of proposals for legislative and regulatory reform and delivery of some of their corporate functions.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Supporting an effective framework for regulation of the legal profession in Victoria	In Progress	The department continued to deliver high-quality and comprehensive advice to the Attorney-General, the broader VPS and interjurisdictional counterparts on legal profession related matters. This included enabling the passage of amendments to the Legal Profession Uniform Law Rules framework to introduce a new 'Equality and Wellbeing' Continuing Professional Development category for barristers and supporting lawyers to navigate the Commonwealth Anti-Money Laundering and Counter Terrorism Financing framework.
Support the ongoing improvement, sustainability and connected service delivery of the legal assistance sector in Victoria, including leading the implementation of the National Legal Assistance Partnership agreement	In Progress	The department engaged in the National Access to Justice Partnership long-term reform program, including developing the Data Strategy, with anticipated delivery in June 2026.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Lead and support the Attorney-General's legislative program, First Law Officer functions and policy and strategy responsibilities for the courts and justice system	Complete	The department led work on legislation passed which included: • *Justice Legislation Amendment (Family Violence, Stalking and Other Matters) Act 2026* • *Crimes Amendment (Performance Crime) Act 2025* • *Crimes Amendment (Retail, Fast Food, Hospitality and Transport Worker Harm) Act 2025* • *Justice Legislation Amendment (Community Safety) Act 2025* • *Bail Further Amendment Act 2025* • *Justice Legislation Amendment (Vicarious Liability for Child Abuse) Act 2026* • *Justice Legislation Further Amendment (Miscellaneous) Act 2026* • *Crimes Amendment Act 2026*. The department also led work on legislation introduced to parliament including the *Crimes Amendment (Recruitment of Children for Criminal Activity) Bill 2026,* introduced on 17 June 2026.
Support the Attorney-General to deliver key Major Crime and Investigative Powers and Integrity Policy and Performance reforms in consultation with partner agencies, representative bodies and affected community stakeholders	In Progress	The department provided ongoing support to the Attorney-General to deliver key major crime and investigative powers, and the Special Minister of State to deliver integrity reform. For 2025–26, such key reforms included amendments included in the *Justice Legislation Amendment (Police and Other Matters) Act 2025*, which was passed by Parliament in December 2025. This Act amended the *Summary Offences Act 1966* to empower police to respond to dangerous, extreme and radical protests and modernise and strengthen protections for persons attending religious assembly. The department also supported the implementation of amendments to the *Criminal Organisation Control Act 2012* which commenced on 25 August 2025, including the making of the Criminal Organisations Control Regulations 2026 on 19 May 2026, which prescribe 13 motorcycle clubs whose insignia are now banned from public display in Victoria for the purposes of preventing or disrupting serious criminal activity in Victoria.
Lead the timely and high-quality delivery of the Attorney-General's service delivery responsibilities including support for bail justices, justices of the peace, judicial and entity appointments, and the identification of opportunities to build a more diverse and representative judiciary	In Progress	The department commenced plans to recruit up to 25 Aboriginal and Torres Strait Islander staff to strengthen culturally safe and inclusive justice services. In addition, the department continued to deliver timely and high-quality advice on judicial and entity appointments to support the Attorney-General, and introduced an Expression of Interest process for County Court judges to support a more diverse and representative judiciary.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Design and implement infringement technology and processes to enable the future state fines system, enhance compliance outcomes and support vulnerable Victorians	In Progress	The department continued work on a modern, cloud-based technology system to manage all fine services. During the reporting period, progress was made on core features for managing cases and handling correspondence. To date, the program has delivered improved system functions to manage large volumes of penalties and to provide better statistical reports for enforcement agencies.
Deliver high quality services to children requiring adoption and people affected by past adoption in a manner that is fair, accountable, and informed by past adoption practices	In Progress	The department continued to strengthen services for children requiring adoption. During 2025–26, work progressed on counsellor training, oversight of options counselling, selection processes for families assessed as suitable to adopt, and case planning for children with adoption as their permanency goal. The department also improved outcomes for people affected by historical adoption practices through better access to, and release of, information for adopted people and their families. The *Regulatory Legislation Amendment (Reform) Act 2025* became law in May 2025 and will further increase access to information.
Monitor and support the implementation of Public Intoxication Reforms to continue the transition from a justice-based approach to a health response	In Progress	The First Peoples-led team at Monash University provided its final evaluation report of the impacts of the public intoxication reforms to government in 2025, and government has publicly committed to releasing the findings of the report. The report showed that the reforms are delivering safer outcomes for Victorians in need of support, reducing the reliance on Victoria Police and allowing frontline officers to focus on community safety issues.
Implement the legislated Family Violence Multi-Agency Risk Assessment and Management Framework to provide a consistent and effective response for people experiencing or using family violence through collaboration with other services	In Progress	The department continues to adapt and refine implementation of the Multi-Agency Risk Assessment and Management Framework (MARAM), including updating planning, reporting and training in response to government-led reviews and continuous improvement obligations. The department is an active participant in whole-of-government activities, including piloting relevant training materials and tools within targeted department workforces, and participating in cross-departmental governance forums. With about 7,000 staff in roles with MARAM responsibilities, the department has adapted MARAM training packages and materials to make sure the products are relevant and specific to the varied roles across justice workforces. The department is preparing a systemic review of MARAM Information Sharing implementation across prescribed business units and the broader justice-system to support sustainable and long-term delivery of MARAM.
Continue to support victims of violent crime, by providing financial assistance in a culturally safe, inclusive and trauma-informed way	In Progress	In 2025–26, the FAS continued to provide financial assistance to victims of violent crime in a culturally safe, inclusive and trauma-informed way. FAS awarded more than $89 million in financial assistance, and as at 30 June 2026, had received over 18,000 FAS applications, (including variation and legal cost applications) and over 2,300 Victims of Crime Administrative Tribunal (VOCAT) transition requests, of which more than 11,524 have been finalised. Since 1 July 2025, the scheme has responded to strong demand, receiving more than 43,000 calls to the Contact Centre, and processing more than 15,600 web enquiries. FAS also continued to strengthen victim recognition through the provision of 400 Victim Recognition Statements and the introduction of Victim Recognition Meetings for eligible related victims in homicide matters. The first meeting was held in October 2025.
Continue to support implementation of the Dhelk Dja Agreement	In Progress	The department led 27 activities under the *2023–25 Dhelk Dja Action Plan*, including supporting Aboriginal-led programs to make sure that Aboriginal people, families and communities are stronger, safer and living free from violence. The department is working closely with the Department of Families, Fairness and Housing and the Dhelk Dja Koori Caucus on development of the next Dhelk Dja 3-Year Action Plan. The department continued to engage with the Dhelk Dja Koori Caucus and participates in the Dhelk Dja Partnership Forum as a key government representative. In 2025–26, the department engaged with the Dhelk Dja Koori Caucus on a range of family violence reforms, including the landmark perpetrator study, stalking reforms, women's safety legislative reforms, establishment of a standalone offence of coercive control and misidentification of the predominant aggressor.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue to deliver the Fiskville Redress Scheme to provide redress for those impacted by exposure to toxic substances at the former Country Fire Authority Training College at Fiskville	In Progress	The scheme is an acknowledgment of the harm volunteers, workers, and families experienced because of exposure to toxic substances at the former Country Fire Authority Training College at Fiskville. Since the commencement of the scheme, 2,419 redress applications have been received, and 1,798 outcomes have been delivered to scheme participants. In 2025–26 the scheme received 78 applications and delivered 451 outcomes to scheme participants. The scheme is still accepting applications, and no closure date has been announced.
Continue to administer the Historical Forced Adoptions Redress Scheme to acknowledge the impact of historical forced adoption practices	In Progress	The Historical Forced Adoptions Redress Scheme intends to acknowledge the impact of historical forced adoption practices on mothers through the provision of redress, access to counselling support services and restorative engagement. Since the commencement of the scheme, 915 redress applications have been received, and 862 outcomes have been delivered to scheme participants. In 2025–26 the department received 186 applications and delivered 409 outcomes to scheme participants. The scheme will remain open for applications to 31 January 2028.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Community safety reforms

Key reforms included further bail changes addressing repeat and serious offending. The government also introduced new offences for knife crime, performance crime and aggravated child recruitment. It amended the carjacking and aggravated burglary offences, including conduct known as ram raids. Other changes increased maximum penalties for specified serious offences, introduced adult time for violent crime reforms and removed barriers to prosecuting serious vilification offences.

Women's safety

The *Justice Legislation Amendment (Family Violence, Stalking and Other Matters) Act 2026* received Royal Assent on 10 February 2026. It will commence in stages during 2026. The Act strengthens women's safety and improves the justice system's response to victim-survivors of family violence, stalking and sexual offences.

Removing barriers to civil litigation for victim-survivors of historic child abuse

The High Court's decision in *Bird v DP (a pseudonym)* (2024) 419 ALR 552, affected claims by victim-survivors. The *Justice Legislation Amendment (Vicarious Liability for Child Abuse) Act 2026* responded to that decision. It amended the *Wrongs Act 1958* to extend vicarious liability for child abuse to relationships similar to employment. It also amended *the Limitation of Actions Act 1958*. Victim-survivors can now ask a court to set aside certain settlements or judgments.

Enhancing protections for customer-facing workers

The *Crimes Amendment (Retail, Fast Food, Hospitality and Transport Worker Harm) Act 2025* created offences for assaulting, threatening or intimidating customer-facing workers. It covers workers in retail, fast food, hospitality and passenger transport. The Act also created an aggravated burglary offence for conduct known as ram raiding. From 10 December 2025, Crime Statistics Agency recorded 52 incidents under the new worker protection offences. Victoria Police, the Office of Public Prosecutions, industry representatives and unions informed the legislation through the Worker Protection Consultation Group. The department has also consulted the group on proposals for Workplace Protection Orders.

Legislative changes to support adoptees and their families to better access information

The Regulatory Legislation Amendment (Reform) Bill 2025 took effect in September 2025. It helps siblings and other natural relatives access information and reconnect with family. It also provides new information-access options for the children of adopted people.

Remake of Fines and Infringement regulations

In October 2025, the department published a Regulatory Impact Statement on the Infringements Regulations and Fines Reform Regulations. The regulations were due to be remade on 6 June 2026 and 1 July 2026. The department worked with Victoria's 140 fine-issuing agencies to implement the changes in the regulations.

The department also developed amendments included in the *Justice Legislation Further Amendment (Miscellaneous) Act 2026*. The amendments commenced on 15 April 2026. They streamline applications and the service of fines-related documents for fine recipients, enforcement agencies and other stakeholders.

New fine types, including those for 'No Truck Zones' were also implemented in Melbourne's inner west. The fines promote compliance with community expectations and improve safety and amenity.

Commenced delivery of statewide Treaty

The department supported the conclusion of Statewide Treaty negotiations, including providing advice on justice portfolio impacts and implementation considerations.

Following the signing of the Statewide Treaty in November 2025, the department transitioned to preparation activities to support the commencement of treaty obligations from 1 May 2026 which included:

- delivery of training to about 500 departmental staff
- development of processes and guidance material to support the department to meet responsibilities to engage with the Assembly
- prepare Statements of Treaty Compatibility for all bills introduced into Parliament and develop communication products to support understanding and readiness across the department

Alongside these internal preparations, the department supported participation in the First Peoples' Assembly of Gellung Warl's elections by both departmental Aboriginal staff, and Aboriginal adults and young people in custodial facilities.

Delivering the Stolen Generations Package

The department has made significant progress in implementing the Stolen Generations Reparations Package which is open for applications until 31 March 2027. Reparations are available to people who meet the eligibility criteria including that they are an Aboriginal person, removed from their family prior to 31 December 1976 for a period of time causing loss of connection.

Members of the Stolen Generations continue to guide Package design, implementation, and decision-making regarding eligibility to the Package. All applicants can access counselling and financial and legal advice, while eligible applicants can access financial reparations and restorative programs.

As at 30 June 2026, 1,163 applications had been received. Of these, 774 were eligible and $77.5 million in financial reparations have been paid.

Applicants can also access restorative programs. As at 30 June 2026, 508 written apologies have been delivered; 61 applicants have attended in-person collective apologies from the government; 176 applicants have completed the access to records of removal program.

The department has established a program that supports reconnection to Country which 10 eligible applicants have participated in. A further program that allows eligible applicants to record their story has also been recently established.

A funeral fund continues to be available to the families of deceased members of Stolen Generations who passed away on or after 1 January 2021.

Delivery and evaluation of the Aboriginal Justice Agreement

The department, in partnership with the Aboriginal Justice Caucus, finalised the evaluation of *Burra Lotjpa Dunguludja* AJA Phase 4 in January 2026. Key evaluation findings included:

- 'overall, a range of positive trends are evident in relation to improved justice outcomes for Aboriginal Victorians under AJA4 including, in some cases, exceeding targets'
- 'significant work has been progressed under the coordination of AJA4 governance structures to realise a more culturally safe, inclusive and responsive justice system'
- programs delivered by Aboriginal Organisations through AJA grant funding have seen 'participants achieving justice related outcomes like reduction in the likelihood of recidivism… and increased instances of participants resolving fines and completing Community Corrections Orders'.

In partnership with the Aboriginal Justice Caucus, the department significantly advanced the development of AJA Phase 5, which will be a contemporary, multi-year roadmap to address the over-representation of Aboriginal people in the Victorian criminal justice system and advance equity. Developed over 12 months and building on the 26-year AJA partnership, AJA5 has been shaped by extensive community consultation, evidence and the findings from major inquiries, including the Yoorrook Justice Commission, Looking Back Moving Forward: Aboriginal-led Review of Victoria's Implementation of the Findings of the Royal Commission into Aboriginal Deaths Custody, and the Evaluation of AJA4. The department will continue to progress work to finalise AJA5 in early 2026–27.

Strengthening financial assistance, victim recognition and service delivery through the Victims of Crime Financial Assistance Scheme

In 2025–26, the FAS continued to mature and strengthen service delivery, awarding over $89 million in financial assistance to victims of violent crime. Victim recognition remained a key strength of the scheme, with 400 Victim Recognition Statements issued during the year, representing significant growth on last year and providing meaningful acknowledgement of victims' experiences on behalf of the State. The FAS also introduced Victim Recognition Meetings for eligible related victims in homicide matters, with the first meeting held in October 2025.

Service delivery was further improved through digital and process enhancements, including automation, portal improvements, and changes to case management and payment processing. These changes were supported by increased frontline capacity, with 32 additional staff recruited across Intake and Triage and Contact Centre functions.

The FAS also strengthened culturally safe and inclusive support through the continued growth of Cultural Support Plans, further development of the Marra

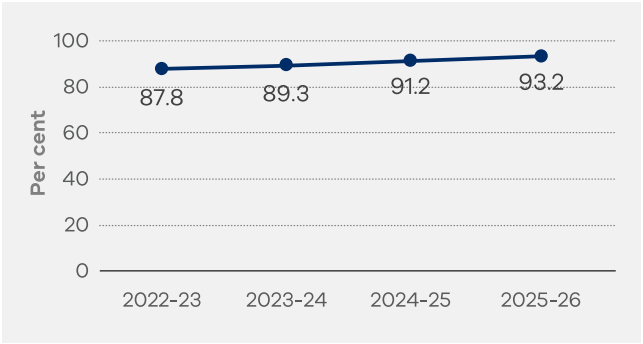
Yattakunar Pathway, First Nations-specific resources, and ongoing engagement with Aboriginal communities and stakeholders to improve access, responsiveness and culturally informed service delivery.

Deliver an *Aboriginal Victims of Crime Strategy 2025–2035* in partnership with the Aboriginal Community

Launched on 26 June 2026, the *Aboriginal Victims of Crime Strategy 2025–2035* was developed in partnership with Aboriginal Justice Caucus and the Aboriginal Community to identify how the victim support system can better respond to the unmet needs of Aboriginal and Torres Strait Islander victims of crime. The strategy will assist government to take critical steps, as well as consider longer-term reforms that will make sure that Aboriginal victims receive more accessible and culturally safe services. Delivering the Strategy over 10-years ensures it is responsive to emerging Aboriginal Community priorities and remains aligned with key developments in Aboriginal affairs, including the Victorian Treaty process and the Truth telling process of the Yoorrook Justice Commission.

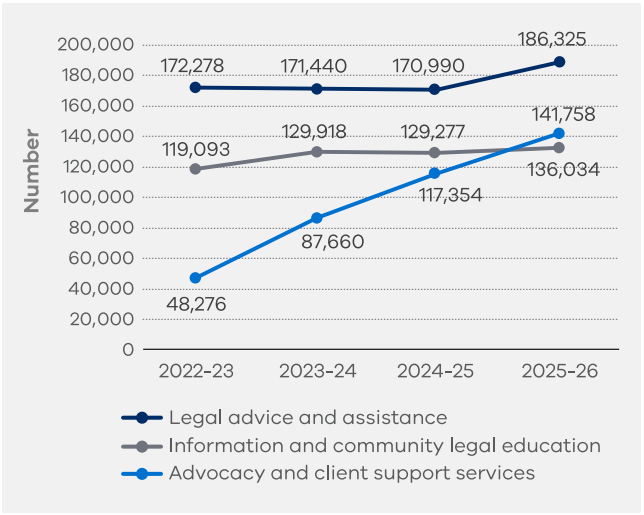
Progress toward achieving this objective

Prosecutions completed and returning guilty outcomes (percentage of total case finalisations)



The percentage of prosecution matters within the OPP completed with a guilty outcome contributes to the efficient and effective administration of court processes in the criminal justice system. In 2025–26, the proportion of all prosecution matters completed with a guilty outcome was 93.2%, representing a 2.2% increase from the 2024–25 result. This increase is the result of the successful implementation of processes designed to more effectively and efficiently manage and triage matters and continuous improvements to the OPP's bespoke case management software.

Legal assistance services provided to Victorians[12]



The legal assistance services objective indicator reports the number of legal services provided to VLA clients during the reporting period. This includes:

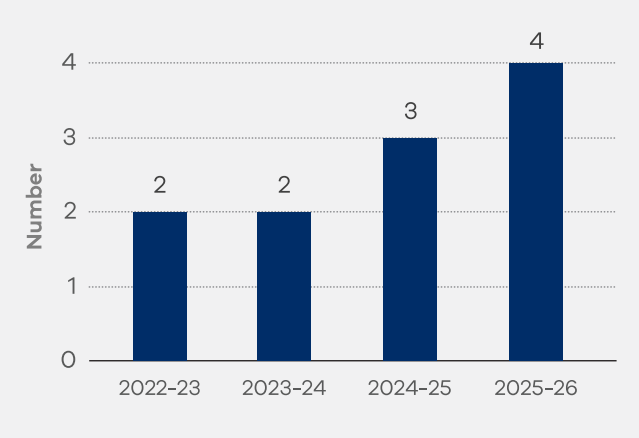
- grants for legal assistance provided by VLA
- duty lawyer appearances at court
- appearances before courts or tribunals in less complex matters
- pre-court engagement services to assist clients before their court hearing
- one-off legal advice sessions provided by VLA lawyers
- minor assistance.

In 2025–26, VLA had strong growth in service delivery, providing 186,325 legal advice and assistance services, along with 136,034 information and community legal education sessions. External factors continued to drive higher demand, including rising family violence matters and criminal offences. VLA also received additional fixed term government investment to respond to the increased volume and complexity of criminal law matters from recent legislative reforms. VLA's early intervention and resolution services, such as Help Before Court, continued to grow, helping prevent legal issues from escalating to court. VLA's Legal Help also introduced a new triaging process and dedicated lines to support priority clients, improving accessibility and reducing wait times for Victorians.

VLA delivered 141,758 independent advocacy services to help people advocate for themselves and inform them of their rights in the mental health and child protection systems. These services continued to grow following continued investment with statewide service expansions.

12 New metric added to this objective indicator in 2025–26 'Advocacy and client support services' to increase transparency on legal assistance services provided to Victorians. Data prior to 2025–26 for this metric is sourced from previous Victoria Legal Aid Annual Reports.

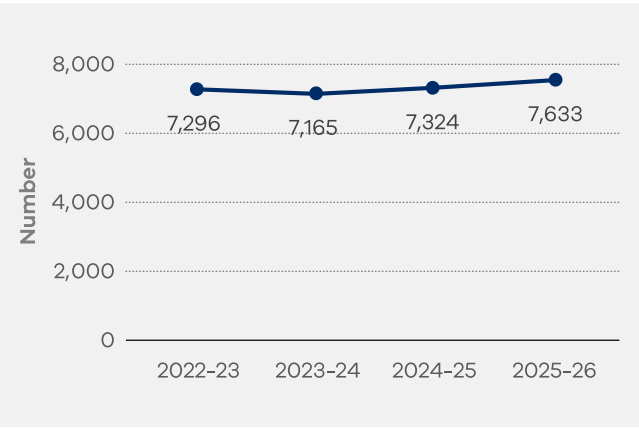
Law reform publications completed



The Victorian Law Reform Commission (VLRC) contributes to a fair, just and inclusive legal system by examining, reporting and making recommendations on law reform. In 2025–26, VLRC completed the following law reform publications:

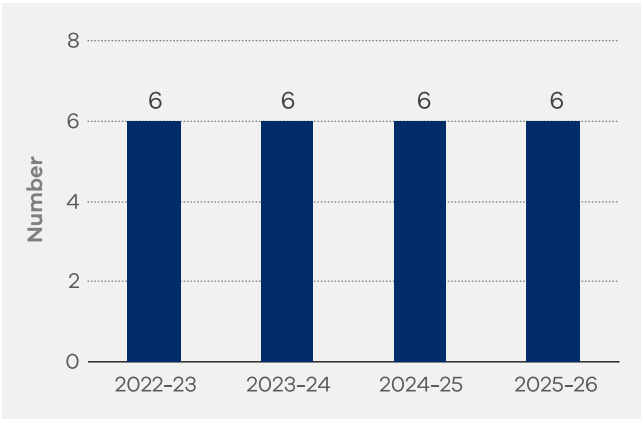
- *Examining Aspects of Family Violence Intervention Orders for Children and Young Adults: Stage 1 Report – Protection for Children Who Turn 18 While on a Family Violence Intervention Order* (published November 2025)
- *Artificial Intelligence in Victoria's Courts and Tribunals: Report* (published February 2026)
- *Focused Review of How the Change or Suppression Practices Ban is Working: Consultation Paper* (published February 2026)
- *Legal Privilege and Integrated Legal Assistance Service: Consultation Paper* (published June 2026).

Medico-legal death investigations



This objective indicator reflects medico-legal death investigations of deceased persons completed by VIFM. The number of death investigations completed increased slightly in 2025–26 to 7,633, which correlates with the number of deaths reported to the Coroner.

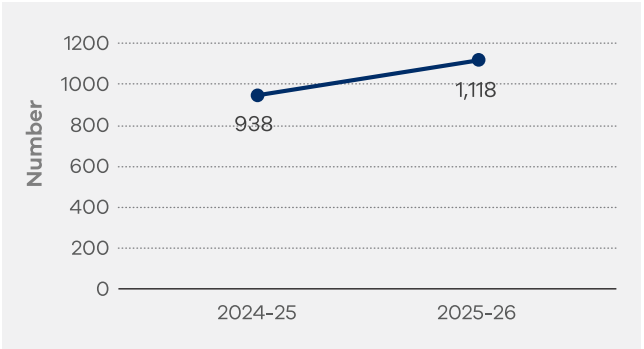
Number of Sentencing Advisory Council publications



The Sentencing Advisory Council publishes a range of reports and publications to inform, educate and advise on sentencing issues that contribute to a fair and accessible justice system. In 2025–26, the following publications were released by the Sentencing Advisory Council:

- *Sentencing in Victoria 2014–15 to 2023–24* (published September 2025)
- *Victoria's Prison Population: 2004 to 2024* (published October 2025)
- *Serious Offending by People Serving a Community Correction Order: 2023–24* (published October 2025)
- *Commonwealth Offences Sentenced in Victoria* (published March 2026)
- *A Quick Guide to Sentencing (7th ed)* (published April 2026)
- *Category A and B Serious Youth Offences Committed by Children and Young People* (published June 2026).

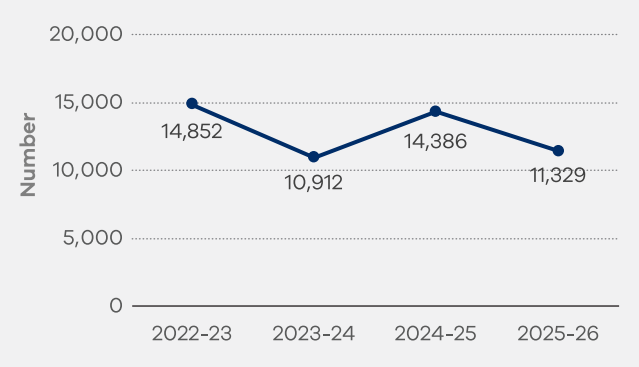
Conciliation and facilitation activities delivered by the Victorian Equal Opportunity and Human Rights Commission



This objective indicator demonstrates the department's commitment to protecting Victorians and promoting equal opportunity and human rights. It reports on the number of complaints accepted for dispute resolution and facilitation by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) under the *Equal Opportunity Act 2010*, the *Racial and Religious Tolerance Act 2001* and the *Change or Suppression (Conversion) Practices Prohibition Act 2021*.

There were 1,118 conciliation and facilitation activities delivered by VEOHRC in 2025–26 and the most common areas in which unlawful behaviour was raised were employment, followed by goods and services and education. The most common attributes claimed as being the basis for unfavourable treatment were disability, race, sex, religious belief or activity and employment activity.

People assisted through Public Advocate advice and education activities



This objective indicator reports on the number of recorded instances of information and advice provided by the Office of the Public Advocate (OPA) and the number of people who attended community education sessions delivered by OPA. Information is primarily provided through telephone enquiries, but also other channels including email, written correspondence, and in-person (both on-site and at the Victorian Civil and Administrative Tribunal (VCAT)).

In 2025–26, OPA provided advice in response to 8,443 requests and conducted community education sessions for 2,506 audience members, with a further 380 assisted via other office resources (11,329 people assisted in total). The community education sessions were conducted predominantly in person to community groups and professional bodies, such as health services, disability service providers, and legal professionals.

Proportion of victim services and Financial Assistance Scheme clients who reported they felt treated with dignity and respect when accessing victim services

	2024–25	2025–26
Percent	New objective indicator	84.7

This objective indicator reflects the proportion of victims who reported they felt treated with dignity and respect when accessing victim services including the Victims of Crime Helpline, the Victims Assistance Program, Victims Register and the Financial Assistance Scheme.

In 2025–26, 84.7% of clients reported they felt treated with dignity and respect when accessing these victim services.

This is a new objective indicator in 2025–26 to report on the outcomes and quality of service for victims when accessing victim services and the Financial Assistance Scheme.[13]

Performance against output performance measures

Public Prosecutions and Legal Assistance

This output delivers activities relating to Victoria's public prosecutions service and VLA. The OPP provides an independent, effective and efficient prosecutions service on behalf of the Director of Public Prosecutions (DPP). In addition to the prosecution of serious crimes, the OPP also provides professional support to prosecution witnesses and victims of crime involved in its cases. VLA is an independent statutory authority that provides a range of legal services for both Victorian and Commonwealth law matters. These services include legal representation, legal advice, advocacy and education services.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Advocacy and client support services (Victoria Legal Aid)	number	141,758	113,000	25.4	✓
The actual is higher than the target due to the statewide roll-out of Victoria Legal Aid (VLA)'s Independent Family Advocacy and Support service.					
Community legal education and information services (Victoria Legal Aid)	number	136,034	130,000	4.6	✓
Duty lawyer services (Victoria Legal Aid)	number	98,276	91,000	8.0	✓
The actual is higher than the target due to higher demand for duty lawyer services at court. This is driven by legislative changes and external factors such as high levels of family violence matters and criminal offenses. Increased capacity in the Children's Court is also a contributing factor.					
Grants of legal assistance (Victoria Legal Aid)	number	43,471	42,000	3.5	✓

13 The Financial Assistance Scheme results include an 8-month period in the financial year due to delays in the development and procurement of the survey tool.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
Judicial Officer sitting days requiring prosecutors (Office of Public Prosecutions)	number	14,110	13,500–15,500	0.0	✓
Legal advice and minor assistance (Victoria Legal Aid)	number	44,578	35,000	27.4	✓
The actual is higher than the target due to changes in Legal Help's triage processes and new dedicated lines to support priority clients. Increased demand for pre-court advice services and high system demand drivers are also contributing to higher demand for legal advice and minor assistance.					
Number of briefs prepared and hearings attended (Office of Public Prosecutions)	number	96,455	87,000–93,000	3.7	✓
Number of victim and witness consultations (Office of Public Prosecutions)	number	47,208	42,000–46,000	2.6	✓
Proportion of Victoria Legal Aid services provided where family violence is involved	per cent	34.0	27.0	25.9	✓
The actual is higher than the target due to high system demand drivers for legal advice and duty lawyer services on family violence matters.					
QUALITY					
Client satisfaction with services provided by Victoria Legal Aid	per cent	70.0	80.0	-12.5	■
The actual is lower than the target due to growing complexities in clients' legal issues. Eligibility requirements, particularly for more intensive services, are also a contributing factor.					
Guilty outcomes (guilty pleas and trial convictions) as a percentage of case completions (Office of Public Prosecutions)	per cent	93.2	89.0	4.7	✓
TIMELINESS					
Average minutes of wait time to Legal Help (Victoria Legal Aid)	number	14.8	<15	0.0	✓
Proportion of trials listed which did not proceed to adjournment on application of the Crown (Office of Public Prosecutions)	per cent	98.0	99.0	-1.1	○
COST					
Total output cost	$ million	380.1	363.9	4.5	○

Notes:
- ✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*
- ○ *Performance target not achieved – performance less than target by less than 5% variance.*
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Forensic Justice Services

This output delivers forensic medical services and medico legal advice provided through VIFM. The output reports on forensic pathology services to investigate deaths reported to the Coroner as well as clinical medical services, including the examination and testing of both victims of crime and alleged perpetrators.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Clinical forensic medical services by the Victorian Institute of Forensic Medicine	number	2,563	2,600–3,000	-1.4	○
Enquiries resolved by the Coronial Admissions and Enquiries Office of non-reportable deaths	number	5,064	5,000–5,500	0.0	✓
Medico legal death investigations (Victorian Institute of Forensic Medicine)	number	7,633	6,450–6,950	9.8	✓
The actual is higher than the target due to an increase in deaths reported to the Coroner, with demand for these services being outside VIFM's control.					
Peer reviewed research articles published	number	84.0	85.0	-1.2	○
Provision of expert forensic medical and scientific evidence in court (Victorian Institute of Forensic Medicine)	number	240	200–250	0.0	✓
QUALITY					
Audited medico legal death investigation reports with no significant diagnostic errors (Victorian Institute of Forensic Medicine)	per cent	99.0	98.0	1.0	✓
TIMELINESS					
Medical and scientific investigations on the body of the deceased completed within two days (Victorian Institute of Forensic Medicine)	per cent	63.0	75–85	-16.0	■
The actual is lower than the target due to the higher number of medico-legal death investigations required following an increase in reports to the Coroner, impacting the timeliness of service delivery.					
Medico-legal death investigation reports issued within agreed period (Victorian Institute of Forensic Medicine)	per cent	63.0	65–75	-3.1	○
COST					
Total output cost	$ million	73.3	70.6	3.9	○

Notes:

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Justice Policy, Services and Law Reform

This output delivers a broad range of services including the provision of law reform and sentencing advisory information. It also includes practical legal solutions and strategic advice through the Victorian Government Solicitor's Office (VGSO). This output also reports on the activities of the Aboriginal Justice Group (AJG) which leads Victoria's commitment to the Aboriginal Justice Agreement and other initiatives focused on improving outcomes for Aboriginal people and reducing their over-representation in the criminal justice system.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Community education sessions (in person or online) conducted by Victorian Law Reform Commission	number	26.0	20.0	30.0	✓
The actual is higher than the target due to interest from universities, education sessions undertaken which coincided with Law Week, and some early school talks.					
Consultation sessions conducted by Victorian Law Reform Commission	number	32.0	60.0	-46.7	■
The actual is lower than the target due to the timing and progress of references during the reporting period. Consultation sessions for the Attorney-General reference 'The focussed review of how the change or suppression practices ban is working' were impacted by its 6-month timeframe. In addition, consultation papers on other projects were released late in the financial year, impacting consultations during the reporting period.					
Law reform publications completed by Victorian Law Reform Commission	number	4.0	3.0	33.3	✓
The actual is higher than the target as the Community Law Reform Project examining family violence was separated into two stages and the first stage was delivered ahead of the original schedule.					
Number of Sentencing Advisory Council publications	number	6.0	6.0	0.0	✓
Proportion of grant funding administered by the Koori Justice Unit that is provided to Aboriginal controlled organisations	per cent	99.0	98.0	1.0	✓
Views of school curriculum related material on Victorian Law Reform Commission website	number	3,833	5,000	-23.3	■
The actual is lower than the target due to a shift in student engagement patterns. Views of school curriculum related material on the Victorian Law Reform Commission website increased significantly over the preceding two years and the target was increased during these years to reflect this trend. The most recent reporting period has shown a plateau in views, indicating that awareness of the resources has now reached the majority of legal studies students.					
Written submissions made to the Victorian Law Reform Commission website including online surveys	number	201	60.0	235.0	✓
The actual is higher than the target due to a higher than anticipated number of submissions received for the Attorney-General reference 'The focussed review of how the change or suppression practices ban is working'.					
QUALITY					
Client satisfaction with quality of legal advice provided (Victorian Government Solicitor's Office)	per cent	83.0	80.0	3.8	✓
Teachers and students who are satisfied with education programs delivered by Victorian Law Reform Commission website and the school curriculum related material provided on the VLRC website	per cent	87.5	85.0	2.9	✓
TIMELINESS					
Client satisfaction with timeliness of legal advice provided (Victorian Government Solicitor's Office)	per cent	70.0	80.0	-12.5	■
The actual is lower than the target due to an increase in neutral responses from clients during the reporting period.					
COST					
Total output cost	$ million	256.9	250.3	2.6	○

Notes:

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Advocacy, Human Rights and Victim Support

This output focuses on the delivery of services aimed at protecting people, supporting victims of crime and safeguarding human rights. The department provides support to victims of crime with practical assistance, counselling and support through the justice system and the FAS provides financial assistance to victims to help them recover from violent crimes. The work of the OPA protects the rights, interests and dignity of people with disability and mental illness, and VEOHRC provides education and capacity building to protect and promote human rights in Victoria.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Advocacy matters opened by the Office of the Public Advocate	number	691	300–340	103.2	✓
The actual is higher than the target due to a temporary increase in the number of residential safeguarding matters resulting from changes in the residential housing sector and the continuing outflow of residents transitioning from end of life properties to new specialist disability accommodation.					
Conciliation and facilitation activities delivered by the Victorian Equal Opportunity and Human Rights Commission	number	1,118	900–1,050	6.5	✓
The actual is higher than the target due to a continuing high demand for dispute resolution.					
Decisions made by the Public Advocate under the *Medical Treatment Planning and Decisions Act 2016* (Office of the Public Advocate)	number	443	464–533	-4.5	○
Education and information sessions delivered by the Victorian Equal Opportunity and Human Rights Commission	number	2,656	1,500	77.1	✓
The actual is higher than the target due to the Commission's investment in digital learning and high demand for new and updated e-learning products.					
Inbound and outbound calls from the Victims of Crime Helpline	number	31,571	37,000	-14.7	■
The actual is lower than the target due to changes that occurred from the implementation of the Demand Management Plan in 2023–24.					
Information and advice provided by the Office of the Public Advocate	number	11,332	10,500	7.9	✓
The actual is higher than the target due to increased public demand for advice in relation to the National Disability Insurance Scheme, medical treatment, guardianship and Enduring Powers of Attorney.					
Information and advice provided by the Victorian Equal Opportunity and Human Rights Commission	number	6,665	7,500	-11.1	■
The actual is lower than the target due to temporary staffing shortages during the reporting period. Recruitment of additional staff has recently increased capacity of the service and information and advice provided by VEOHRC is returning to target levels.					
New and continuing registrations on the Victims Register	number	1,801	1,500	20.1	✓
The actual is higher than the target due to continued work to increase awareness and accessibility of the service, including the expansion of accepted identification documents and enhancements to the online application form.					
New guardianship and investigation orders of the Victorian Civil and Administrative Tribunal actioned by the Office of the Public Advocate	number	1,035	1,160–1,300	-10.8	■
The actual is lower than the target due to operational changes at the Victorian Civil and Administrative Tribunal (VCAT), including period of reduced activity before operations commenced at the new VCAT site, which delayed the listing of guardianship and investigation matters.					
Number of applications lodged with the Victims of Crime Financial Assistance Scheme	number	18,419	20,000	-7.9	■
The actual is lower than the target due to assumptions in the original modelling, which was based on data from the previous Victims of Crime Assistance Tribunal (VOCAT) scheme. The modelling anticipated that the FAS, being largely online and designed for greater accessibility, would lead to increased application numbers and reduced reliance on legal representation. However, a large portion of FAS applicants continue to use lawyers resulting in lower than expected application numbers.					
Number of people supported to receive adoption information	number	830	450	84.4	✓
The actual is higher than the target due to a temporary increase in demand related to redress programs, including the Historical Forced Adoption Scheme, as well as changes in legislation enabling greater access to adoption information to organisations and natural relatives.					

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
Public Advocate auspiced volunteer interventions for people with disability (Office of the Public Advocate)	number	8,235	8,000–9,000	0.0	✓
Referrals received by the Victims of Crime Helpline	number	35,242	27,000	30.5	✓
The actual is higher than the target due to the ongoing impact of the practice change to capture all calls in the Helpline Client Resource Management system.					
Victims receiving a service from the Victims Assistance Program	number	11,587	10,000	15.9	✓
The actual is higher than the target due to an increase in the proportion of ongoing clients captured in this measure, reflecting updated service model and contractual requirements introduced which mandate support of Victims Assistance Program clients until the completion of criminal justice processes, which can be protracted.					
QUALITY					
Client satisfaction with the Victims Assistance Program	per cent	69.8	80.0	-12.8	■
The actual is lower than the target due to low survey participation numbers, as well as clients using the survey to provide general feedback on justice services, which has impacted results.					
Client satisfaction with the Victims of Crime Helpline and Victims Register	per cent	78.1	80.0	-2.4	○
Customer satisfaction rating – Conciliation and facilitation delivered by the Victorian Equal Opportunity and Human Rights Commission	per cent	97.0	95.0	2.1	✓
Customer satisfaction rating – Education and information sessions delivered by the Victorian Equal Opportunity and Human Rights Commission	per cent	93.0	90.0	3.3	✓
Proportion of applicants that are satisfied with the Victims of Crime Financial Assistance Scheme service and agree that their recovery needs are met	per cent	48.0	60.0	-20.0	■
The actual is lower than the target due to the small response rate and the result representing a baseline score for the newly established scheme, as this is the first time the survey has been conducted. The result indicates that there are opportunities to improve communications to update clients throughout the application assessment process, including expectations of timelines.					
Settlement rate of conciliation and facilitation (Victorian Equal Opportunity and Human Rights Commission)	per cent	59.0	65.0	-9.2	■
The actual is lower than the target due to an increase in the number of parties not reaching agreement to settle complaints, likely driven by delays in commencing dispute resolution. The number of conciliation staff has since increased significantly and wait times, along with settlement rates, are expected to improve significantly in 2026–27.					
TIMELINESS					
Average number of days to first contact with represented or proposed represented person (Office of the Public Advocate)	number	24.0	21–24	0.0	✓
Victorian Equal Opportunity and Human Rights Commission complaints and reports of change or suppression practices finalised within six months	per cent	38.0	85.0	-55.3	■
The actual is lower than the target due to a continuing high demand for dispute resolution and an increasing complexity of complaints and reports. The number of conciliation staff has since increased significantly and wait times are expected to decline significantly in 2026–27.					
COST					
Total output cost	$ million	392.6	196.2	100.1	■
The actual is higher than the target due to the increase in provisional requirements to reflect higher expected future payments and administration costs for the financial assistance scheme in line with accounting standards post the 2025–26 Budget.					

Notes:
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Public Sector and Local Government Integrity, Privacy and Information Protection

This output provides for the function of the Victorian Information Commissioner, which has oversight of the Victorian Government's collection, use and disclosure of information. The Information Commissioner enhances the Victorian Government's transparency and openness and oversees the Victorian Protective Data Security regime. This output also includes the function of the Local Government Inspectorate, which contributes to public sector integrity by ensuring Victorian councils follow the *Local Government Act 2020*.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Education and training activities delivered by Office of the Victorian Information Commissioner	number	109	50.0	118.0	✓
The actual is higher than the target due to an increase in the number of promotional communications regarding events and resources circulated to maximise reach and attendance. The Office of the Victorian Information Commissioner also rolled out a new professional network and commenced new engagement activities with stakeholder groups.					
Regulatory actions conducted: Examinations, reviews, audits or investigations (Office of the Victorian Information Commissioner)	number	32.0	8.0	300	✓
The actual is higher than the target due to the Office of the Victorian Information Commissioner shifting its approach to investigations and assurance work to enable greater agility in addressing a higher volume of matters.					
Reviews and complaints closed by the Office of the Victorian Information Commissioner	number	1,806	950	90.1	✓
The actual is higher than the target due to an increase in the number reviews and complaints received, coupled with improved efficiencies in completion of cases.					
QUALITY					
Client satisfaction with education and training provided (Office of the Victorian Information Commissioner)	per cent	92.3	90.0	2.6	✓
Freedom of Information review decisions overturned or set aside on appeal to the Victorian Civil and Administrative Tribunal (Office of the Victorian Information Commissioner)	per cent	3.6	<25	0.0	✓
Freedom of Information reviews finalised by agreement following informal resolution (Office of the Victorian Information Commissioner)	per cent	11.8	25.0	-52.8	■
The actual is lower than the target due to a significant increase in reviews received and the ongoing preference of applicants to have their review application formally resolved by way of a decision from a Commissioner.					
TIMELINESS					
Freedom of Information reviews completed within timelines agreed with applicant (Office of the Victorian Information Commissioner)	per cent	49.1	50.0	-1.8	○
Independent internal review requests processed within 30 days (Local Government Inspectorate)	per cent	63.0	90.0	-30.0	■
The actual is lower than the target due to an increase in incoming internal review requests and resourcing constraints.					
Initial complaints assessed by the Local Government Inspectorate and a triage outcome communicated to the complainant within 10 business days	per cent	90.0	93.0	-3.2	○
Investigations finalised by the Local Government Inspectorate within 6 months	per cent	73.0	90.0	-18.9	■
The actual is lower than the target due to resourcing constraints and the complexity of some ongoing complaints requiring specialist legal advice.					
COST					
Total output cost	$ million	19.9	17.4	14.6	■
The actual is higher than the target due to the transfer from the Prisoner Supervision and Support output for the implementation of the Community Safety Package to fulfill legislative requirements post the 2025–26 Budget.					

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

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Objective 6: Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector

Objective 6 relates to harm minimisation through the regulation of the gambling, tobacco and liquor industries, and also supports the development of the Victorian racing industry through strategic leadership, innovation and investment in the racing industry.

Corporate Plan 2025–29 initiatives and projects aligned to Objective 6

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Strategic Direction (refer to page 12). Status and progress updates on the initiatives and projects associated with this objective during 2025–26 are outlined below.

Organisational priorities

Safe, supported and capable workforce

Brief Initiative Title	Current Status	Update as at 30 June 2026
Develop and embed a safety-first, risk informed culture for liquor and tobacco regulation officers supported by a sound occupational health and safety framework	In Progress	Several Liquor Control Victoria (LCV) initiatives have been delivered to inspectors including: • strengthened risk assessments prior to in-field activities • training to identify and mitigate Occupational Health and Safety (OHS) risks and defensive tactics training, and • improved OHS protocols and implementation of duress alarms. Further OHS recommendations are being implemented in response to the department's internal audit of management of health and safety in non-custodial settings. Tobacco Licensing Victoria (TLV) is a safety-first organisation which has implemented several initiatives to support its officers, including developing the TLV Health, Safety and Wellbeing Framework which addresses the unique operational context of TLV's licensing, compliance and enforcement activities, and sets out the necessary procedures and controls to manage risks.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Deliver the Minister for Casino, Gaming and Liquor Regulation's legislative program in collaboration with other departments, agencies and sector partners to ensure that services are effective, coordinated, integrated and easy to navigate	In Progress	The department delivered the Minister for Casino, Gaming and Liquor Regulation legislative program, including: • introducing closure powers and other tobacco-related reforms through the Consumer Legislation Amendment Bill 2026 • increasing scrutiny of the casino operator and supporting the operationalisation of certain reforms recommended by the Royal Commission into the Casino Operator and Licence through the *Casino and Gambling Legislation Amendment Act 2025*. Additionally, the department has facilitated the remaking of a broad range of regulations, including to support the implementation of the government's landmark gambling reforms and prohibit the supply of liquor products that could be mistaken for a children's toy.
Progress and support gambling reform and harm prevention initiatives, including legislative and policy reforms such as implementation of mandatory carded play and pre-commitment on all gaming machines	In Progress	The department continues to implement landmark gambling reforms announced by the government in July 2023. On 1 December 2025, slower spin rates on new electronic gaming machines and reduced load-up limits commenced. Between September and November 2025, the department trialled mandatory account-based (carded) play in 43 clubs and hotels across the Ballarat, Greater Dandenong and Monash local government areas. In addition, in May 2026, the department commenced a project to explore how the use of facial recognition technology (FRT) can support the detection of self-excluded patrons in gaming venues. Both the trial and FRT project are being independently evaluated, the outcome of which will inform a future statewide rollout.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Improve customer interactions with the liquor regulator through new digital application forms, website uplift, and new regulatory technology	In Progress	LCV's website uplift is complete, including a liquor licence selector tool. The website is written in plain language and makes it easier for users to find the information they need. LCV continues to work towards completing the digitisation of licence application forms and, together with the department and TLV, is planning to develop and transition onto integrated regulatory systems.
Review and remake the Racing (Specified Racecourse) Regulations 2016	In Progress	The Racing (Specified Racecourse) Regulations 2026 have been prepared and will be finalised in 2026–27.
Maximise strategic investments through the Victorian Racing Industry Fund and Major Events Fund to derive benefit for regional racing clubs and communities	In Progress	The department continued to deliver strategic investments through the Victorian Racing Industry Fund and Major Racing Events Fund during the reporting period. The department supported the Minister for Racing to issue 212 grants valued at $21.5 million to support 83 racing clubs. The Major Racing Events Fund concluded on 30 June 2026, having provided investment to help support critical racing events in Victoria.
Establish a tobacco licensing scheme to deter the sale of illicit tobacco, prevent unfit individuals from entering the industry, and strengthen intelligence gathering to support law enforcement in shutting down illegal operations	Complete	On 1 July 2025, TLV commenced operations, beginning with the licensing scheme. Since commencement, TLV has assessed and granted over 3,750 licence applications, supporting the transition to a regulated tobacco retail market. On 1 February 2026, TLV commenced compliance and enforcement activities under the scheme. Between 1 February and 30 June 2026, TLV inspectors had completed more than 200 inspections to monitor compliance and identify non-compliant operators. Together, these activities have strengthened regulatory oversight of the tobacco industry and supported efforts to disrupt illicit tobacco trade in Victoria.
Manage the award of, and transition to, the next gambling monitoring licence and public lottery licence on behalf of the Minister for Casino, Gaming and Liquor Regulation to ensure a smooth continuation of monitoring and pre-commitment services beyond the current 2027 expiry, and lottery operations beyond 2028	Complete	On 21 April 2026, the Minister awarded the next Victorian monitoring and pre-commitment licence to Intralot Gaming Services Pty Ltd (IGS) for a 15-year term commencing on 16 August 2027. The licence requires IGS to deliver: real-time monitoring of electronic gaming machines to help protect the integrity of machine operations; and the statewide pre-commitment program, YourPlay. All gaming machines in Victorian hotels and clubs will need to be connected to the new monitoring system to operate. On 4 May 2026, the Minister extended the public lottery licence, held by Tattersall's Sweeps Pty Ltd, for 40 years (until 30 June 2068). The licence and its extension gives Tattersall's the exclusive right to run authorised lotteries in Victoria. The Minister granted the licence extension after a market assessment and bilateral engagement process with the incumbent licensee. The department facilitated the award of the licence and licence extension, respectively, on behalf of the Minister.
Deliver responsible service of alcohol training to identify and reduce sexual assault and harassment at licensed venues	Complete	Sexual Harassment and Assault – Recognise, Prevent and Respond Responsible Service of Alcohol training was completed and launched in December 2025. Between December 2025 and 30 June 2026, over 52,000 learners have undertaken the training.
Support the removal of planning permit requirements for liquor licences to reduce unnecessary duplication and support small businesses, while maintaining appropriate amenity protections	Complete	The Minister for Planning removed Clause 52.27 (Licensed Premises) from all Victorian planning schemes on 1 July 2025. From that date, a licensee only needs a licence from LCV to supply liquor and does not need local council planning approval. LCV continued to encourage councils and communities to contribute to liquor licence decisions through the objections process embedded in the *Liquor Control Reform Act 1998*. LCV is improving councils' ability to inform amenity considerations through new LCV website content, updated forms, communications to councils, and other forms of engagement.
Develop legislation to facilitate appropriate governance arrangements for racing entities to ensure an effective regulatory framework that addresses emerging risks and efficiently delivers integrity oversight	Complete	The Racing Legislation Amendment (Entity Governance and Other Matters) Bill 2026 was developed by the department and tabled in Parliament in June 2026. The Bill proposes the transition of Harness Racing Victoria and Greyhound Racing Victoria to non-government entities. If passed, this will ensure that these industries have governance arrangements that are fit for purpose and enable them to innovate and operate as required. The Bill also establishes the Racing Integrity Commission Victoria and abolishes the Victorian Racing Integrity Board.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Building the evidence base around preventing gambling harm

In 2025–26, researchers published reports on casino and electronic gaming machine venue environments, young people and gambling harm, and pathways to recovery.

A competitive grants round awarded funding to investigate gambling-related suicide. Further funding supported research into gambling harm and co-occurring family violence.

Casino reforms

Further to the Royal Commission into the Casino Operator and Licence, the department advised on and supported legislation to:

- support the effective introduction of reduced cash use and carded play on casino table games
- introduce new restrictions on Crown's corporate associates
- create additional fines for non-compliance by Crown with the Melbourne Transformation Plan.

The department also worked with Crown to introduce carded play on all electronic table games from 1 December 2025 and new cashless gaming harm minimisation measures.

Award of major gambling licences

On 21 April 2026, the Minister awarded Intralot Gaming Services Pty Ltd the next monitoring and pre-commitment licence after a competitive process. The 15-year licence will begin on 16 August 2027. It requires Intralot to monitor gaming machines in real time, supporting machine integrity and the statewide YourPlay program.

On 4 May 2026, the Minister extended Tattersall's Sweeps Pty Ltd's public lottery licence for 40 years. The extension runs from 1 July 2028 to 30 June 2068. It gives Tattersall's the exclusive right to conduct authorised lotteries in Victoria. The Minister granted the extension after a market assessment and bilateral engagement between the State and The Lottery Corporation.

Launch of *Responsible Service of Alcohol Sexual Assault and Harassment – Recognise, Prevent, Respond* training

The Sexual Harassment and Assault: Recognise, Prevent and Respond training launched in December 2025. As at 30 June 2026, more than 52,000 learners had completed the training. It helps liquor licensees and staff identify, prevent and respond to sexual harassment and assault in licensed venues. The training supports Victoria's commitment to women's safety and its integrated response to family violence.

Commencement of tobacco business licensing scheme

The tobacco business licensing scheme began in 2 stages. Applications for retail and wholesale licences opened on 1 July 2025. Tobacco Licensing Victoria began compliance and enforcement inspections on 1 February 2026.

The Racing Legislation Amendment (Entity Governance and Other Matters) Bill 2026

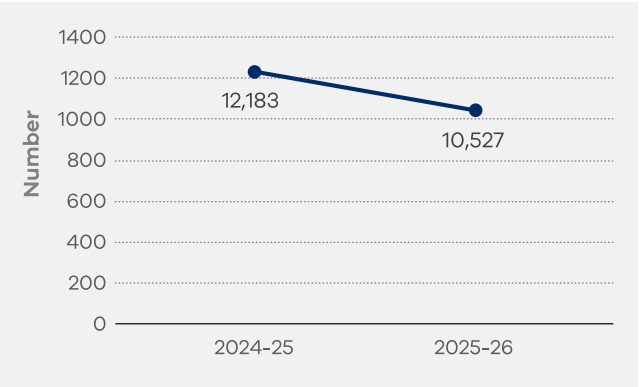
The department developed the Racing Legislation Amendment (Entity Governance and Other Matters) Bill 2026 which was tabled in Parliament in June 2026. The Bill proposes the transition of Harness Racing Victoria and Greyhound Racing Victoria to non-government entities. If passed, this will ensure that these important industries, that provide significant jobs in regional Victoria, have governance arrangements that are fit for purpose and enable them to innovate and operate as demanded by their commercial environments. The Bill establishes the Racing Integrity Commission Victoria and abolishes the Victorian Racing Integrity Board.

Delivery of the final year of the Major Racing Events Fund

Established in 2023, the 3-year, $15 million Major Racing Events Fund provides funding to the Victorian racing industry to support the development and growth of large-scale racing events. The program supports events that are large-scale and significant to the industry, state, national or international in focus, and are recognised by a relevant racing body. The Major Racing Events Fund concluded on 30 June 2026, having provided significant investment to help support critical racing events in Victoria.

Progress toward achieving this objective

Number of people registered or licensed in the Victorian Racing Industry



This objective indicator reports on the number of people registered or licensed in the Victorian Racing Industry. These may be trainers, drivers, stable hands, jockeys or other participants. This was a new objective

indicator in the 2024–25 reporting period and seeks to track year-on-year trends, indicating the progress of the department in supporting a safe and sustainable racing sector. There was a decline in the result between 2024–25 and 2025–26, which was driven by a restructuring of the harness racing industry in Victoria.

Percentage of Victorians who agree that the VGCCC acts in the best interest of Victorians[14]

	2024–25	2025–26
Percent	New objective indicator	54.0

The objective indicator 'Percentage of Victorians who agree that the VGCCC acts in the best interests of Victorians' is a proxy indicator for the success of the gambling regulator in promoting a responsible gambling industry in Victoria. The indicator reports the proportion of survey participants that agree with the question 'Do you agree or disagree that the Victorian gambling regulator, the VGCCC, acts in the best interests of Victorians?' and included 2,571 Victorian adults, weighted to be representative of the Victorian population by age, gender and location. The survey was conducted in 2025–26 and 54.0% of survey participants agreed overall with the statement, which indicates most respondents perceive the VGCCC to be acting in the best interests of Victorians.

Performance against output performance measures

Liquor, tobacco, gambling and casino regulation

This output provides monitoring and regulation of gambling, liquor and tobacco activities in Victoria, including the operations of the Victorian Gambling and Casino Control Commission (VGCCC) and Liquor Control Victoria (LCV). It provides leadership and strategic policy advice to the Minister for Casino, Gaming and Liquor Regulation on harm minimisation and regulation of the gambling, liquor and tobacco industries.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Casino applications, monitoring and audit activities	number	1,722	2,016	-14.6	■
The actual is lower than the target due to fewer Casino Special Employee applications being received by VGCCC, which is driven by Crown's staffing strategy.					
Gambling and Casino information and advice	number	21,068	25,000	-15.7	■
The actual is lower than the target due to fewer enquiries received from industry and the public than forecast, driven in part by enhanced quality and accessibility of information on the VGCCC website.					
Gambling applications, monitoring and audit activities	number	10,651	10,814	-1.5	○
Gambling audits completed	number	1,633	1,600	2.1	✓
Liquor inspections completed	number	4,234	4,100	3.3	✓
Liquor licence applications processed	number	14,898	14,000	6.4	✓
The actual is higher than the target due to a higher volume of applications than anticipated, including the processing of a large number of one-off applications and the closure of dormant and abandoned applications.					
Liquor licensing information and advice provided via phone and email	number	120,750	102,400	17.9	✓
The actual is higher than the target due to increased enquiries from licensees, stakeholders, and the public, driven by fee waivers for licensees impacted by bushfires, challenges with customer-facing technology systems, and the introduction of new Responsible Service of Alcohol (RSA) sexual assault and harassment training requirements.					
Operations conducted with co-regulators to identify high harm liquor breaches	number	21.0	20.0	5.0	✓
The actual is higher than the target due to an increased focus on joint operations.					
Proof of age card applications processed	number	28,531	28,000	1.9	✓
Tobacco inspections completed	number	250	500	-50.0	■
The actual is lower than the target due to Tobacco Licencing Victoria (TLV) commencing operations on 1 February 2026 and therefore operating for only 5 months of the financial year. TLV exceeded the pro-rated target of 208 inspections for the operating period from 1 February to 30 June 2026.					

14 The objective indicator 'Percentage of Victorian survey participants who agree gambling is conducted fairly and can be trusted' that was published in the 2025–26 Department Performance Statement is not included in this report, as data for this metric was not collected in 2025–26. The metric 'Percentage of Victorians who agree that the VGCCC acts in the best interests of Victorians' has been included as proxy objective indicator in 2025–26.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
Tobacco license applications reviewed and determined	number	4,540	10,000	-54.6	■
The actual is lower than the target due to Tobacco Licensing Victoria (TLV) receiving a lower-than-anticipated volume of applications during the reporting period. In 2025–26, TLV received a total of 5,090 applications, of which 4,540 were determined, representing a high determination rate. This was the first year of licensing under the new Victorian tobacco licensing scheme. The target for 2025–26 performance was a pre-implementation estimation of expected applications received.					
QUALITY					
Gambling audits conducted at high risk times	per cent	23.0	20.0	15.0	✓
The actual is higher than the target due to enhancements implemented in the Compass system in October 2025, which consolidated multiple legacy systems into a single regulatory platform, and improved the reliability and efficiency of audit processes.					
Liquor licensing client satisfaction	per cent	79.0	85.0	-7.1	■
The actual is lower than the target due to survey respondents' dissatisfaction with licence processing times and regulatory communications.					
Proportion of high harm gambling breaches resulting in regulatory action	per cent	100	95.0	5.3	✓
The actual is higher than the target due to regulatory action taken in all detected breaches with a high harm classification.					
Proportion of high harm liquor breaches resulting in regulatory action	per cent	94.0	90.0	4.4	✓
Proportion of liquor inspections conducted at high risk times	per cent	24.0	20.0	20.0	✓
The actual is higher than the target due to an increased focus on inspections at high risk times between 8pm and 7am.					
Proportion of tobacco inspections completed in accordance with compliance inspection plan	per cent	87.6	80.0	9.5	✓
The actual is higher than the target due to the successful establishment of Tobacco Licensing Victoria's compliance and enforcement functions and strong operational coordination.					
TIMELINESS					
Average number of days for liquor licence applications to be finalised	number	37.0	40.0	-7.5	✓
The actual is lower than the target due to streamlining of application assessment processes, the use of new online application forms, and increased staff capability and stability.					
Calls to Victorian Gambling and Casino Control Commission client services answered within 60 seconds	per cent	72.0	80.0	-10.0	■
The actual is lower than target due to elevated enquiry volumes driven by several major system and portal changes throughout the year. Service performance was further impacted by periods of reduced staffing capacity, however performance improved when additional call coverage was available.					
Gambling approvals, licence, permit applications and variations completed within set time	per cent	76.0	85.0	-10.6	■
The actual is lower than the target due to the introduction of major system changes, designed to consolidate multiple legacy systems into a single platform, which temporarily impacted the team's capacity to process and respond within the required timeframes.					
Proportion of reviewable tobacco licensing decisions made within 28 days of receiving an application for internal review	per cent	100	95.0	5.3	✓
The actual is higher than the target due to the successful implementation of Tobacco Licensing Victoria's licensing function, resulting in all reviewable tobacco licensing decisions being made within the legislative timeframe.					
COST					
Total output cost	$ million	120.3	73.9	62.8	■
The actual is higher than the target due to funding received from the Community Support Fund for grants to the Department of Health to facilitate the coordination of the Gambling Harm Prevention and Response across government, and budget release to support operations of Liquor Control Victoria and Tobacco Licensing Victoria post the 2025–26 Budget.					

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

○ *Performance target not achieved – performance less than target by less than 5% variance.*

■ *Performance target not achieved – performance less than target by more than 5% variance.*

Racing industry support and regulation

This output provides monitoring and regulation of the racing industry and activities in Victoria. It provides leadership and strategic policy advice to the Minister for Racing on racing industry issues, regulation and the development of racing, training and community infrastructure.

Performance measures	Unit of measure	2025–26 actual	2025–26 target	Performance variation (%)	Result
QUANTITY					
Racing industry development initiatives	number	9.0	9.0	0.0	✓
Racing matters processed (including licences, permits and grant applications)	number	337	300	12.3	✓
The actual is higher than the target due to the demand for racing grants and the timing of the submission of racing club licence returns to government.					
QUALITY					
Proportion of racing grants that support regional economies	per cent	91.0	80.0	13.8	✓
The actual is higher than the target due to a higher than expected volume of grant applications received and approved from the Regional Racing Events and the Regional Customer Facilities Programs.					
TIMELINESS					
Racing grant applications processed within specified timelines	per cent	81.0	80.0	1.3	✓
COST					
Total output cost	$ million	122.5	122.9	-0.3	✓

Notes:

✓ *Performance target achieved or exceeded – performance greater than target, either within 5% or exceeding 5% variance*

○ *Performance target not achieved – performance less than target by less than 5% variance.*

■ *Performance target not achieved – performance less than target by more than 5% variance.*

Additional initiatives and achievements aligned to supporting priorities

Focusing on supporting priorities enables us to realise our policy and delivery priorities and ensure we are in the best position to achieve our overall outcomes for the Victorian community. Status and progress updates on additional initiatives and achievements aligned to the department's Strategic Direction's supporting priorities during 2025–26 are outlined below.

Additional Corporate Plan 2025–29 initiatives aligned to supporting priorities

System stewardship

Brief Initiative Title	Current Status	Update as at 30 June 2026
Lead entity reform to provide sustainable entity engagement with the department	On hold	Development of this work has been put on hold to support other departmental priorities.

Safe, supported and capable workforce

Brief Initiative Title	Current Status	Update as at 30 June 2026
Implement strategies to effectively recruit, train and retain staff in youth justice and adult corrections to build a safe, inclusive and supported workforce that has the skills, values and competencies required to deliver correctional services to the highest standard	Complete	The department strengthened its approach to attracting, developing and keeping a safe, inclusive and capable workforce. Targeted recruitment improved access to quality candidates and streamlined hiring across critical roles. Investment in training and wellbeing initiatives are enhancing capability and supporting a positive, inclusive workforce culture. The department continued to implement the Prison Workforce Strategy, including commitments to improve recruitment and learning and development for prison staff. In 2025–26 this included launching a refreshed promotional recruitment process that better reflects operational expertise, informed by feedback from staff. Implementation of the AWO Recruitment and Retention Strategy continued during 2025–26, with 21 of 29 deliverables completed or ongoing, 7 in progress, and one not yet commenced. The department introduced the $8,000 AWO sign-on bonus pilot to support attraction and recruitment. This initiative is further supported by expanding the Aboriginal Employee Advisor roles to strengthen career pathways. The launch of the Aboriginal Workplace Cultural Wellbeing Program will also provide culturally led support and supervision for Aboriginal staff. The department is also progressing more culturally focused training initiatives to complement Aboriginal Cultural Awareness Training and strengthen staff capability in supporting Aboriginal people in custody.
Refresh the department's Health, Safety and Wellbeing Strategy to continue building a culture of zero tolerance to unsafe practices and behaviours and promote a workforce that thinks safety and works safely	Complete	The department refreshed its Health, Safety and Wellbeing Strategy in consultation with its workforce during 2025, ensuring the new direction reflects staff experience and organisational priorities. Launched in May 2026, the *Health, Safety and Wellbeing Strategy 2026–2028* reinforces the department's commitment to building a workforce that thinks safety and works safely. The strategy focuses on 4 priority areas: supporting employee wellbeing and protecting staff from harm; strengthening a culture of risk-based reporting; using reported information to reduce incidents and injuries; and ensuring systems and data better support safety decisions. Together, these priorities provide a clear and practical roadmap for improving safety, wellbeing and accountability across the department.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Provide learning and training solutions that align to the needs of our staff and support workforce changes, including workforce impacts of community safety reforms and recommendations of the Cultural Review of the Adult Custodial Corrections System	Complete	The department has delivered learning and training solutions to support workforce capability and organisational change across Corrections Victoria. This included instructional design, training material updates, training planning and coordination, venue scheduling, train-the-trainer activities, and onboarding support through mandatory eLearning delivery. The department also enrolled Custodial Officer Grade 1 recruits in the CSC30122 Certificate III in Correctional Practice and progressed a full refresh of the Prison Officer Pre-Service Program. These activities supported workforce changes arising from community safety reforms and the recommendations of the Cultural Review of the Adult Custodial Corrections System. During the reporting period, Corrections Victoria staff also completed MARAM family violence training and Aboriginal Cultural Awareness Training.
Reduce the impact of workplace accidents and injuries through advice, guidance and early intervention related to best practice injury management	In Progress	The department strengthened health, safety and wellbeing outcomes through practical advice, early intervention and tailored return to work support. Engagement with the Early Injury Intervention Service increased significantly, with 757 instances of support provided to help reduce the impact of workplace injuries and support recovery. The department responded to 4,020 enquiries, delivered 37 health, safety and wellbeing training sessions, audited 413 investigations, and supported 3,318 employee wellbeing and support engagements. In addition, 246 mental health and psychosocial training sessions helped build capability across the department and promote safer, healthier workplaces. Backed by the department's Health, Safety and Wellbeing Strategy, this work reflects a strong, coordinated effort to improve outcomes for staff.
Enhance understanding and inclusivity through cultural awareness programs for our workforce, including Aboriginal cultural awareness and cultural safety, and role-specific training for corrections and youth justice staff	In Progress	As part of the Bail Reform initiatives, the department has delivered role-specific training for corrections and youth justice staff through the roll-out of the Prison Officer Pre-Service Program (Corrections Victoria) and the Foundations program. Both programs embed Aboriginal Cultural Awareness and support the Cultural Capability Continuum, strengthening cultural understanding and contributing to a more inclusive, culturally safe workforce. MARAM Family Violence training is also integrated into both programs to build staff capability in responding to family violence risks. Together, these initiatives strengthen workforce readiness and practice across custodial and youth justice settings.

Service-oriented corporate and people services

Brief Initiative Title	Current Status	Update as at 30 June 2026
Ensure the department's corporate service model is fit-for-purpose, well defined and contemporary to our current context, including the fiscal and resource environment	In Progress	The department routinely reviews and responds to the fiscal resource boundaries in the current environment to maintain an appropriate corporate service model.
Uplift departmental systems, processes, frameworks and tools to support a more efficient working environment, whilst improving corporate governance and reducing risks	In Progress	The department actively reviews corporate governance and risks and updates departmental systems, processes and frameworks.

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue to implement the departmental cyber strategy to ensure we design, build and operate our systems and processes in a cyber-safe and reliable manner	In Progress	A Cybersecurity 3-Year Roadmap was endorsed by the Chief Information Officer (CIO) in August 2025, which is positioned to increase the department's cyber resilience in a risk-based approach over 3 horizons. The department has focused on the implementation of Strong Multi-Factor Authentication, a rolling 12-month Cyber Awareness Program; and planning for a Security Operations Centre (a 24x7 intrusion detection capability to secure the department's critical business applications). Significant efforts were also directed at implementing internal and the Victorian Auditor-General Office's audit recommendations, closing out major gaps in controls and governance, including the implementation of a comprehensive Third-Party Security Risk Management Framework and Information Privacy Management Framework. An AI Assurance Framework was also implemented in 2025–26 to mitigate potential risk of privacy breaches caused by unauthorised use of public Generative AI.
Deliver an enterprise architecture that holistically manages the department's processes, information systems and technology infrastructure, supporting evolving business needs with secure and efficient technology to achieve the department's strategic priorities	In Progress	An adjusted approach to managing enterprise architecture risks in the absence of enterprise architecture was adopted to reflect the varying needs of the department. Diverse business requirements, technology fluency and infrastructure independence required bespoke advice and support for every significant addition or variation to the existing departmental IT ecosystem. There is work currently underway to re-organise the department's enterprise architecture to better align with long-term goals. The department will be launching a new operating model that works closely with service delivery partners to better support each business unit. Optimising these partnerships will help us create a more integrated and holistic approach to managing processes, systems, and infrastructure. These changes will ensure the delivery of secure, efficient, and scalable technology solutions.
Maintain a compliant environmental management system and support the department's management of climate risk and delivery of climate action strategies	In Progress	The department is currently reviewing the environmental management system to ensure compliance with ISO 14001, the internationally recognised standard for environmental management systems.
Deliver high quality, accurate corporate reporting on departmental performance to support informed decision-making, transparency, continuous improvement and strategic alignment	In Progress	The department continued to provide timely, reliable and accurate reports to the Board of Management, Ministers and central agencies to support informed decision-making and strengthen transparency, good governance and continuous improvement across the department.
Deliver on government priorities to provide efficient, fit for purpose emergency services, correctional and youth justice infrastructure to meet operational and community safety needs	In Progress	The department continued to deliver infrastructure across the emergency services and correctional portfolios. Over the past year, the following new facilities have been delivered: • Mallacoota Emergency Services Hub • Wyndham Vale CFA • Newborough CFA • Golden Square CFA • Metcalfe CFA • Serpentine CFA 60 active funded infrastructure projects remain in delivery across the emergency services, correctional and youth justice portfolios, which are delivered by VIDA on behalf of the department.

Evidence-based advice

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue to strengthen the department's approach to evaluation through the Centre for Evaluation to improve the performance insights and continuous improvement of departmental programs	In Progress	During 2025–26, the department's Centre for Evaluation continued to operate as the provider of first choice, conducting a range of program evaluations and reviews across several service areas. This work informs government on the performance of funded programs and enables evidence-based improvement to implementation activity and service delivery.
Develop and implement public reporting of bail statistics to improve transparency, inform government decision-making and support statutory review of recent changes to the *Bail Act 1977*	In Progress	The Crime Statistics Agency commenced quarterly publication of Victorian bail decision statistics for the first time in September 2025, along with available demographic breakdowns about people subject to bail decisions. These were enhanced with the addition of types of charges related to bail decisions from March 2026. Work is underway to progressively publish more bail statistics into the future.
Enhance governance and oversight across the department, ensuring decision makers have the information they need to effectively prioritise limited resources and manage risks	In Progress	The department regularly provides decision makers with information to effectively manage risks and acquit governance responsibilities as required.

Financially sustainable operations

Brief Initiative Title	Current Status	Update as at 30 June 2026
Develop a justice sector wide asset and infrastructure plan to provide a comprehensive analysis of future demand projections and potential supply options, enabling prioritisation of strategic investments	In Progress	The department is currently refreshing the justice sector wide annual infrastructure plan. The update will expand the plan to track data across the asset lifecycle, with interface updates to give service delivery planners better access to tools and analytics. Governance will be strengthened to support decision making on strategic infrastructure investments. The initial focus is to: • combine existing diverse data sets with the currently available information • launch a minimum viable interactive dashboard tool for service delivery planners • refresh reporting and governance. Analytics will be enhanced over time as datasets are expanded.
Continue to strengthen financial governance to improve the consideration and balance of financial and operational risk	In Progress	During 2025–26, the department continued to strengthen its financial governance through a review of its financial policies. The work supports a clearer understanding of accountabilities, decision-making responsibilities and improved oversight. The department also worked to incorporate changes arising from amendments to the *Financial Management Act 1994* which took effect in August 2025.
Continue to improve access to strategic financial information to better enable financial and operational decisions in planning, investment, and resourcing priorities	In Progress	The department commenced a program of work to enhance its financial reporting, improve its monitoring of financial risk, and provide further resources to departmental staff to support financial management. These activities continue to build on efforts to enable informed financial and operational decisions.

Aboriginal Justice

Brief Initiative Title	Current Status	Update as at 30 June 2026
Continue implementation of the department's Aboriginal Workforce Strategy 2024–27, including attracting and retaining Aboriginal employees through career development opportunities, pathways to leadership and peer networking	In Progress	Implementation of the *Aboriginal Workforce Strategy 2024–27* continued to strengthen the attraction, retention and development of Aboriginal staff through initiatives that enhanced workforce capability, career development and cultural inclusion. Key achievements included Aboriginal staff undertaking executive education through the Australia and New Zealand School of Government, awarding Aboriginal Tertiary Scholarships, delivery of statewide cultural events for the Aboriginal Staff Network and training for Aboriginal staff and managers on cultural load and culturally safe workplaces. As at 30 June 2026, Aboriginal staff represented 2.5% of the department's workforce, exceeding both the Victorian Public Sector Commission's Aboriginal employment target of 2% and the target established under the Aboriginal Workforce Strategy.

Delivery priorities

Brief Initiative Title	Current Status	Update as at 30 June 2026
Lead the implementation of recommendations from the Legal Services Review to drive innovation, efficiencies and savings in the delivery of legal services across government	Complete	The department has delivered 15 of 16 of the recommendations of the Legal Services Review. Implementation of these recommendations has strengthened legal career development, enhanced awareness of career pathways, and supported greater consistency in legal practice across government. Delivery of the remaining recommendation which will strengthen capability development and identification of key technical skills across government legal teams is complete and acquittal processes are underway.

Key Achievements in 2025–26

The key achievements associated with this objective for 2025–26 are outlined below.

Health, Safety and Wellbeing Strategy 2026–2028

The department consulted staff and refreshed its Health, Safety and Wellbeing Strategy during 2025. The department launched the 2026–28 strategy in May 2026, which supports a workforce that thinks safety and works safely. The strategy focuses on 4 priorities:

- employee wellbeing and harm prevention
- strengthening a culture of risk-based reporting
- using data to reduce incidents and injuries
- improving systems and data to better support safety decisions.

These priorities provide a practical roadmap for workplace safety, wellbeing and accountability.

Suicide Response Framework

The Suicide Response Framework (SRF) is an internal resource that empowers leaders, managers, and staff to support colleagues who may be vulnerable to suicide. CARES provides a practical approach: Check, Ask, Respond, Escalate and report, and Supporting return. It gives staff the knowledge and tools to respond with care and confidence during times of distress and vulnerability. The framework supports a workplace culture of mental health, connection, and resilience.

Scaling custodial workforce training and establishing Youth Justice Training Hub

The department re-designed the Corrections Victoria (Prisons) and Youth Justice learning functions to meet increased recruitment and training demand after bail reform. The department rapidly recruited and onboarded trainers and introduced a train-the-trainer model for nationally accredited training. This work maintained workforce readiness and supported custodial operations during significant system change.

The department also established a dedicated training hub to train new frontline youth justice workers. Within 6 weeks, the department completed refurbishment, technology, safety and compliance works, procurement and contractor engagement. The hub opened on schedule and is operating as a safe and scalable training environment.

Training delivery exceeded targets, remained on time and under budget. It also increased capacity for larger intakes. The department then transferred the established training teams and operations to their respective business units, ensuring continuity of training operations.

Innovative attraction and recruitment initiatives

Corrections Victoria and Youth Justice introduced a multiplicity of attraction and recruitment initiatives during 2025–26. A refreshed attraction and recruitment strategy in the Corrections Victoria and Youth Justice space focused on attracting talent

across frontline roles, particularly in regional areas. Sea Change and Tree Change campaigns promoted regional prison officer roles. Whilst a virtual reality experience showed prospective applicants in the Youth Justice and Corrections Victoria space a realistic depiction of a day in the life. Further bespoke career information sessions cultivated engagement across the South Sudanese, Karen and Myanmar communities. In March 2026, the Recruitment Services team was nominated as a finalist in the SEEK STAR Awards across the Public Sector Team Award category for the innovative attraction and recruitment initiatives implemented across this period.

DJCS LGBTIQA+ Action Plan 2025–28 wins VPS Pride Awards Workplace Pride Initiative of the Year

The *DJCS LGBTIQA+ Action Plan 2025–28* won the Workplace Pride Initiative of the Year award at the VPS Pride Awards in May 2026.

The awards brought together colleagues from across the VPS to recognise the people driving real, meaningful change for LGBTIQA+ communities.

Released in February 2025, the plan sets out a shared vision for a safer, fairer and more inclusive future. It aims to ensure LGBTIQA+ clients receive respectful services and staff can be themselves at work.

The award recognises the staff across the department who advance LGBTIQA+ inclusion in the workplace.

Establishing an in-house Multi-Agency Risk Assessment and Management Framework Family Violence Learning and Capability team

The department established an in-house MARAM Family Violence Learning and Capability team from 1 July 2025. The team provides training and specialist advice to support the department's implementation of the MARAM. Key achievements in 2025–26 include:

- delivering live foundational, identification and intermediate MARAM training to 1,950 employees. The team trained 71% of participants in person, including frontline staff across Victoria
- providing 33 family violence tertiary consults totalling 95 hours. The advice helped Workplace Relations and Human Resource staff support employees experiencing or using family violence
- adapting in-person and online MARAM training for Corrections Victoria, Youth Justice and employee relations staff
- developing workflow, data and reporting systems, using Power Automate and Power BI, and sharing lessons with other Corporate Strategy and Delivery teams.

The team helped improve safety for victim-survivors and accountability for people who use family violence. This supports the safety of clients, employees and the broader community.

Report structure

The Department of Justice and Community Safety (department) has presented its audited general purpose financial statements for the financial year ended 30 June 2026 in the following structure to provide users with information about the department's stewardship of resources entrusted to it.

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Declaration in the financial statements

The attached financial statements for the Department of Justice and Community Safety, have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under 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 notes forming part of the financial statements, are a fair presentation of the financial transactions during the financial year ended 30 June 2026 and financial position of the department as at 30 June 2026.

At the time of signing, we are not aware of any other 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 23 September 2026.



Julio Labrin
Chief Financial Officer
Department of Justice and Community Safety

Melbourne
23 September 2026



Emma Cassar
Secretary
Department of Justice and Community Safety

Melbourne
23 September 2026

Independent Auditor's Report

Victorian Auditor-General's Office

To the Secretary of the Department of Justice and Community Safety

Opinion

I have audited the financial report of the Department of Justice and Community Safety (the department) which comprises the:

- balance sheet as at 30 June 2026
- comprehensive operating statement for the year then ended
- statement of changes in equity for the year then ended
- cash flow statement for the year then ended
- notes to the financial statements, including material accounting policy information
- declaration in the financial statements.

In my opinion, the financial report presents fairly, in all material respects, the financial position of the department as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards.

Basis for opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. The following matter was addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

Key audit matter	How I addressed the matter
Accounting for claims under redress schemes *Refer to Note 4.3.1.1 and Note 6.4 of the financial report for the value of the total provisions recognised in respect of claims under redress schemes*	

Provisions (redress schemes):
• Controlled: $578.1 million.
• Administered: $193.1 million
 	
Redress schemes are government programs established to acknowledge and respond to past institutional and other harm. They provide applicants with financial redress, support services and in some cases, a formal acknowledgement or apology.
 	
The department recognises provisions for redress schemes it is responsible for, including schemes it administers on behalf of the State. These provisions represent the estimated future costs of claims under the schemes. In determining the provisions, management considers:
• offers that have yet to be accepted or rejected by applicants
• applications received that are still being assessed
• estimated future applications relating to past incidents that have not yet been lodged.
Amounts relating to accepted claims are recognised separately as payables.
 	
I considered this to be a key audit matter because:
• the total provision amount is financially significant
• the underlying models used to value the provisions are complex
• management engaged an actuary to value the provisions
• the valuation is subject to significant estimation uncertainty and requires management to make a number of assumptions about future claim volumes, payment amounts, and settlement timing
• some schemes are newer and rapidly evolving, with a growing number of eligible applicants requiring greater judgement in estimating future liabilities
• a small adjustment to any key assumption adopted in the valuation could have a significant effect on the value of each of the provisions
• the valuation is sensitive to the completeness, accuracy and availability of claims data used to estimate future liabilities
	My key procedures included:
	• gaining an understanding of the systems, processes, controls and data available, which are used to model the provision in relation to each redress scheme
	• assessing and testing the operating effectiveness of key controls in the systems maintained by the department supporting the underlying data used in the model
	• assessing the completeness and accuracy of the data used in each of the provision models, by reconciling this data to underlying data in the systems maintained by the department
	• assessing the professional competence, objectivity and independence of management's actuary in the context of the overall engagement
	• obtaining management's actuarial reports, and engaging an appropriately qualified independent actuary to assess the work of management's expert by:
	  ○ assessing the adequacy of the scope of work agreed between management and management's actuary
	  ○ assessing the appropriateness of management's selection and application of the methods, assumptions and data used in valuing each of the provisions
	  ○ evaluating the overall appropriateness of the models used to value each of the provisions
	  ○ challenging the reasonableness of key assumptions by comparing the assumptions used in valuing the provisions against claims history and accepted industry benchmarks
	  ○ assessing the reasonableness of the reported liability values
	• assessing the completeness and adequacy of financial report disclosures against the requirements of applicable Australian Accounting Standards.

- extensive disclosures are required by Australian Accounting Standards which are critical to users' understanding of the valuation of these provisions.

The Secretary's responsibilities for the financial report	The Secretary of the department is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1994*, and for such internal control as the Secretary 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. In preparing the financial report, the Secretary is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.
Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control • obtain an understanding of internal control relevant to the audit 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 department's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary • conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Auditor's responsibilities for the audit of the financial report (continued)	I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit. From the matters communicated with the Secretary, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. I describe these matters in the auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in the auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



MELBOURNE
30 September 2026

Roberta Skliros
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2026

($ thousand)

	Note	2026	2025
Continuing operations			
Revenue and income from transactions			
Output appropriations	2.2	10,777,614	10,334,851
Special appropriations	2.3	149,381	80,169
Interest income	2.4	343	412
Grant income	2.5	133,850	101,370
Other income	2.6	92,192	20,213
Total revenue and income from transactions		**11,153,380**	**10,537,015**
Expenses from transactions			
Employee benefit expense	3.2.1	(1,630,375)	(1,492,729)
Depreciation and amortisation	5.2.3	(200,950)	(231,658)
Interest expense	7.2	(56,551)	(58,612)
Grant expenses	3.3	(7,469,472)	(7,185,486)
Other operating expenses	3.4	(1,715,461)	(1,620,216)
Restorative engagement and redress scheme expense	6.4	(270,145)	(185,950)
Total expenses from transactions		**(11,342,954)**	**(10,774,651)**
Net result from transactions (net operating balance)		**(189,574)**	**(237,636)**
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	9.3	2,783	8,939
Net gain/(loss) on financial instruments	9.3	(4,360)	261
Other gains/(losses) from other economic flows	9.3	4,267	(3,723)
Total other economic flows included in net result		**2,690**	**5,477**
Net result		**(186,884)**	**(232,159)**
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	9.4	(54,984)	0
Total other economic flows – other comprehensive income		**(54,984)**	**0**
Comprehensive result		**(241,868)**	**(232,159)**

The accompanying notes form part of these financial statements.

Balance sheet

As at 30 June 2026

($ thousand)

	Note	2026	2025
Assets			
Financial assets			
Cash and deposits	7.5	330,438	330,609
Receivables	6.2	2,638,226	2,501,069
Total financial assets		**2,968,664**	**2,831,678**
Non-financial assets			
Prepayments		9,541	14,195
Inventories		17,419	15,599
Non-financial assets classified as held for sale		15,286	6,545
Property, plant and equipment	5.2	5,587,426	5,750,084
Intangible assets	5.3	214,329	193,868
Total non-financial assets		**5,844,001**	**5,980,291**
Total assets		**8,812,665**	**8,811,969**
Liabilities			
Payables	6.3	2,106,961	1,957,844
Borrowings	7.2	786,854	827,570
Employee benefit provisions	3.2.2	371,396	350,785
Other provisions	6.4	599,978	440,720
Total liabilities		**3,865,189**	**3,576,919**
Net assets		**4,947,476**	**5,235,050**
Equity			
Accumulated surplus		984,179	1,171,064
Physical asset revaluation surplus	9.4	1,281,248	1,336,232
Contributed capital		2,682,049	2,727,754
Net worth		**4,947,476**	**5,235,050**

The accompanying notes form part of these financial statements.

Cash flow statement

For the financial year ended 30 June 2026

($ thousand)

	Note	2026	2025
Cash flows from operating activities			
Receipts			
Receipts from government		10,829,709	10,431,799
Receipts from other entities		159,357	152,433
Goods and services tax recovered from Australian Tax Office [(i)]		185,131	197,549
Interest received		343	412
Other receipts		58,876	38,155
Total receipts		**11,233,416**	**10,820,348**
Payments			
Payments of grant expenses		(7,469,472)	(7,185,387)
Payments to suppliers and employees		(3,355,302)	(3,303,958)
Redress and restorative scheme payments		(142,609)	(46,486)
Interest and other costs of finance paid		(56,551)	(58,612)
Total payments		**(11,023,934)**	**(10,594,443)**
Net cash flows from/(used in) operating activities	7.5.1	**209,482**	**225,905**
Cash flows from investing activities			
Purchases of non-financial assets		(118,586)	(162,284)
Sales of non-financial assets		5,594	9,471
Net cash flows from/(used in) investing activities		**(112,992)**	**(152,813)**
Cash flows from financing activities			
Cash received from capital appropriations		195,792	223,869
Capital contribution passed on to agencies within portfolio		(5,586)	(31,500)
Equity transfers within government		(235,910)	(201,259)
Repayment of borrowings and principal portion of lease liabilities [(ii)]		(50,957)	(62,744)
Net cash flows from/(used in) financing activities		**(96,661)**	**(71,634)**
Net increase/(decrease) in cash and cash equivalents		**(171)**	**1,458**
Cash and cash equivalents at beginning of financial year		**330,609**	**329,151**
Cash and cash equivalents at end of financial year	7.5	**330,438**	**330,609**

The accompanying notes form part of these financial statements.

Note:

(i) Goods and services tax recovered from the Australian Tax Office is presented on a net basis.

(ii) The department has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for the interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity

For the financial year ended 30 June 2026

($ thousand)

	Accumulated surplus	Physical asset revaluation surplus	Contributed capital	Total
Balance at 1 July 2024	**1,403,223**	**1,336,232**	**2,736,644**	**5,476,099**
Net result for year	(232,159)	0	0	(232,159)
Other comprehensive income for the year	0	0	0	0
Capital appropriations	0	0	223,869	223,869
Capital contribution passed on to agencies within portfolio	0	0	(31,500)	(31,500)
Equity transfer within government	0	0	(201,259)	(201,259)
Balance at 30 June 2025	**1,171,064**	**1,336,232**	**2,727,754**	**5,235,050**
Balance at 1 July 2025	**1,171,064**	**1,336,232**	**2,727,754**	**5,235,050**
Net result for year	(186,884)	0	0	(186,884)
Other comprehensive income for the year	0	(54,984)	0	(54,984)
Capital appropriations	0	0	195,791	195,791
Capital contribution passed on to agencies within portfolio	0	0	(5,586)	(5,586)
Equity transfer within government	0	0	(235,910)	(235,910)
Balance at 30 June 2026	**984,179**	**1,281,248**	**2,682,049**	**4,947,476**

The above statement of changes in equity should be read in conjunction with notes to the financial statements.

Notes to financial statements

1. About this report

The Department of Justice and Community Safety (the department) is a government department of the State of Victoria, established pursuant to an order made by the Premier under the *Public Administration Act 2004*. It is an administrative agency acting on behalf of the Crown.

A description of the nature of its operations and its principal activities is included in the report of operations, which does not form part of these financial statements.

Its principal address is:
Department of Justice and Community Safety
121 Exhibition Street
Melbourne VIC 3000

Basis of preparation

These financial statements have been prepared on an accruals basis, 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.

Transactions and balances are based on historical costs unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The functional and presentation currency is the Australian dollar. Amounts have been rounded to the nearest thousand dollars unless otherwise stated.

Judgements, estimates and assumptions are made in applying Australian Accounting Standards. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. 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, assumptions and estimates that have significant effects on the financial statements are disclosed in the notes under the heading 'significant judgements or estimates'. The department has restorative engagement and redress scheme provisions and expected credit loss provisions that involve significant judgements and estimates and these have been calculated by involving actuaries and using actuarial models during the year.

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 the department.

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 to or distributions by owners have also been designated as contributions by owners.

These financial statements cover the Department of Justice and Community Safety as an individual reporting entity and include all the controlled activities of the department.

The following agencies have been aggregated into the department's financial statements under section 53(1)(b) of the *Financial Management Act 1994*. These agencies are reported in aggregate and are not controlled by the department:

- Office of the Road Safety Camera Commissioner, established under the *Road Safety Camera Commissioner Act 2011*. This office has been abolished in March 2026.
- Office of the Victorian Information Commissioner, established under the *Freedom of Information Act 1982*.
- Post Sentence Authority, established under the *Serious Offenders Act 2018*.
- Office of the Special Investigator, established under the *Special Investigator Act 2021*. On 2 February 2024, the *Special Investigator Repeal Act 2023* came into operation, repealing the *Special Investigator Act 2021* and abolishing the Office of the Special Investigator.
- The Victorian Equal Opportunity and Human Rights Commission established under the *Equal Opportunity Act 2010* (and previous versions of this legislation).
- The Victorian Liquor Commission established under the *Liquor Control Reform Act 1998*.

In preparing these financial statements, all material transactions and balances between consolidated entities are eliminated.

Compliance information

These general purpose financial statements (Tier 1) have been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards, including Interpretations, issued by the Australian Accounting Standards Board. In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those Australian Accounting Standards' paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure 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.

2. Funding delivery of our services

2.1 Introduction

The department's key objectives are:

- Ensuring community safety through policing, law enforcement and crime prevention activities
- Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and environment
- Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation
- Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation
- A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms
- Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector

To enable the department to fulfil its objectives and provide outputs as described in note 4, it receives income (predominantly accrual based parliamentary appropriations). Revenue and Income that funds the delivery of the department's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.1.1 Revenue from contracts with customers

Revenue recognised under AASB 15 *Revenue from contracts with customers* is measured based on the consideration specified in the contract with the customer. The revenue is recognised when the department transfers control of a good or service to the customer, i.e. when the performance obligations for the sale of the goods or services to the customer are satisfied. Revenue from the sale of goods are recognised when the goods are delivered and have been accepted by the customer at their premises. Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed, and over time when the customer simultaneously receives and consumes the services as it is provided.

2.1.2 Income of not-for-profit entities

Income recognised under AASB 1058 *Income of not-for-profit entities*, which do not have sufficiently specific performance obligations or that are not enforceable, is recognised when the department has an unconditional right to receive cash which usually coincides with receipt of cash.

2.2 Summary of compliance with annual parliamentary appropriations

Appropriation is an authority given by the Victorian State Parliament to draw certain sums out of the State's Consolidated Fund, now or at some future point in time, for the purposes stated, up to the limit of the amount in a particular Act.

Annual appropriations are set out in the annual *Appropriation Act* and provide for the ordinary annual services of the State Government for a specific financial year. The Act outlines the amount of public money appropriated to each department for the 'provision of outputs', 'additions to net asset base', 'payments made on behalf of the State' and other appropriations specified in the Act for a given financial year.

Output appropriations as shown in the comprehensive operating statement are the appropriations recognised for the 'provision of outputs' delivered by the department in a particular financial year. Output appropriations are recognised under AASB 1058 *Income of not-for-profit entities*.

Capital appropriations as shown in the statement of changes in equity are the appropriations recognised for 'additions to net asset base' of the department in a particular financial year. Capital appropriations are recognised under AASB 1004 *Contributions*.

Appropriations for payments made on behalf of the State as shown in note 4.3 are the appropriations recognised for payments made on behalf of the State in a particular financial year. Appropriations for payments made on behalf of the State are recognised under AASB 1058.

Appropriations in relation to the Victorian Law Reform Commission are shown below for completeness, but are not reflected elsewhere within the department's financial statements. Appropriations in relation to the Victorian Law Reform Commission are recognised under AASB 1058.

Appropriations in relation to portfolio statutory entities including Victoria Police are reflected within the department's financial statements as the funding is made available through the department. The appropriations are in the appropriation revenue and the total amount is shown as a grant expense to the portfolio statutory entities including Victoria Police. Appropriations in relation to the portfolio statutory entities including Victoria Police are recognised under AASB 1058. Other than appropriations and State Administered Unit balances, all the operating expenses of the portfolio agencies are reported in the financial statements of respective agency.

The amount of appropriation recognised each year depends on the department's performance in delivering its provision of outputs and additions to net asset base against agreed performance criteria, and the activity in relation to payments on behalf of the State. The amount of appropriation recognised is formally applied and certified by the Treasurer.

In accordance with accrual output-based management procedures, 'provision of outputs' and 'additions to net asset base' are disclosed as 'controlled' activities of the department. 'Payments made on behalf of the State' are undertaken on behalf of the State over which the department has no control or discretion and are therefore disclosed as an 'administered' activity of the department.

The following table discloses the details of the various annual parliamentary appropriations received by the department for the year.

($ thousand)

	Appropriations Act			Financial Management Act							
	Annual appropriation	Advance from Treasurer [(a)]	Section 3[(2)]	Section 29	Section 30	Section 32	Section 35	Machinery of government changes	Total parliamentary authority	Appropriations applied	Variance
2026											
Controlled											
Provision of outputs [(i)(iv)]	9,435,116	1,114,008	0	417,310	32,979	1,863	0	0	11,001,276	10,777,614	223,663
Victorian Law Reform Commission	775	112	0	0	0	0	0	0	887	818	69
	9,435,891	1,114,121	0	417,310	32,979	1,863	0	0	11,002,163	10,778,432	223,731
Additions to net asset base [(ii)(iv)]	384,622	96,552	0	3,468	(32,979)	5,202	0	0	456,865	195,791	261,074
Administered											
Payments made on behalf of State [(iii)]	63,001	177,201	0	0	0	0	0	0	240,202	233,051	7,151
Total	**9,883,514**	**1,387,874**	**0**	**420,778**	**0**	**7,065**	**0**	**0**	**11,699,231**	**11,207,274**	**491,956**
2025											
Controlled											
Provision of outputs	9,094,792	1,104,626	0	408,249	(80,047)	3,657	0	0	10,531,276	10,334,851	196,425
Victorian Law Reform Commission	415	0	0	0	363	0	0	0	778	762	16
	9,095,207	1,104,626	0	408,249	(79,684)	3,657	0	0	10,532,054	10,335,613	196,441
Additions to net asset base	375,824	147,771	0	534	77,184	69,371	0	0	670,684	223,869	446,815
Administered											
Payments made on behalf of State	63,001	0	0	0	2,500	0	0	0	65,501	57,558	7,943
Total	**9,534,032**	**1,252,397**	**0**	**408,782**	**0**	**73,028**	**0**	**0**	**11,268,239**	**10,617,040**	**651,199**

(a) The specific purpose(s) of this supplementary funding has been disclosed in the State's Annual Financial Report.

(i) ***Controlled – provision of outputs (including Victorian Law Reform Commission)***

The majority of the $223.663 million variance (2025: $196.425 million) mainly relates to funding rephase from 2025–26 into 2026–27 and future years, unapplied depreciation funding and unclaimed funding for Treasurer's Advance in 2025–26.

The primary drivers are:

- *Unapplied and rephasing of depreciation funding – Following the capital appropriation rephase for the capital projects across prisons and youth justice centres in the 2025–26 financial year, depreciation expense associated with these projects were also required to be rephased from 2025–26 into 2026–27 and future years to align with the updated construction timelines. In addition, the department has also incurred lower actual depreciation costs compared to the budgeted depreciation for which the underspend will lapse in the 2025–26 financial year.*
- *Community Safety Package – Funding was announced in the 2025–26 Budget to implement major reforms to Victoria's bail laws and keep Victorians safe. The underspend was mainly due to the delay in the implementation of the initiative. Funding was sought for carryover and reinstatement of unclaimed Treasurer's Advance from the 2025–26 financial year into 2026–27 for the continuation of this initiative.*
- *IT System upgrade for Victoria Police – Funding was set aside by Victoria Police to upgrade existing IT services to Oracle Cloud and Enterprise Rostering. Funding was rephased from the 2025–26 financial year into 2026–27 to align with project timelines.*
- *Equipping frontline police officers with conducted energy devices (CEDs) – Funding was provided to Victoria Police to equip frontline police officers and protective service officers across the state with CEDs. Funding was rephased from the 2025–26 financial year into 2026–27 to align with project timelines, and the remaining surplus funding for CEDs lapsing in the 2025–26 financial year.*
- *Modernising the men's prison network – Funding was provided to operationalise subacute beds at Fulham, psychosocial and subacute beds at Ravenhall and subacute beds at Melbourne Remand Centre (MRC) following on from a retrofit and refurbishment of the facilities. Funding was rephased from the 2025–26 financial year into 2026–27 and 2027–28 to align with the revised timelines for the opening of the subacute beds.*

Victorian Law Reform Commission *– The variance mainly relates to the government savings applied and other administrative variations in the 2025–26 financial year to meet funding requirements.*

(ii) ***Controlled – additions to net asset base (ATNAB)***

The majority of the $261.074 million variance (2025: $446.815 million) relates to rephasing and carryover of ATNAB appropriation from 2025–26 into 2026–27 and future years and unclaimed funding for Treasurer's Advance.

The primary drivers of the rephasing and carryover are:

- *Men's prison system capacity – The initiative was announced in the 2019–20 Budget to increase capacity and supporting infrastructure across the men's prison system. Due to a revision in project timelines, funding was rephased from the 2025–26 financial year into 2026–27 and 2027–28.*
- *Community Safety Package – The funding was announced in the 2025–26 Budget to implement major reforms to Victoria's bail laws and keep Victorians safe. Unclaimed Treasurer's Advance was sought for reinstatement in the 2026–27 financial year for the continuation with the construction of the new Medication Assisted Treatment for Opioid Dependence structure at MRC, fit-out escort vehicles with pods to escort people in custody and new barrier Infrastructure at the Western Plains Correctional Centre (WPCC).*
- *Opening Western Plains Correctional Centre and reconfiguring the men's prison network – Funding was approved for the reconfiguration of the men's prison network including transition costs, seed funding for the Better Technology Tools Enabling Responsibility and Offender Services Network, and the MRC Prison Infill Expansion beds. Funding was sought for carryover from the 2025–26 financial year into 2026–27 due to the delayed opening of the WPCC impacting on the project timelines.*
- *Technology and resources to support Victoria's fines system – The initiative was announced in the 2020–21 Budget to modernise the technology and manage the administration of Victoria's fines system. The carryover from the 2025–26 financial year into 2026–27 was sought to support the continuation of program resources and continued development of the new fines system which is the core deliverable of the initiative.*
- *Prison system capacity expansion and security upgrades – The initiative was announced in the 2018–19 Budget for increased capacity, improved supporting infrastructure and future needs assessments across the Victorian prison system, including mental health beds at the Dame Phyllis Frost Centre women's prison and a prisoner management unit at the Fulham Correctional Centre. Funding was rephased from the 2025–26 financial year into 2026–27 to align with the extended construction timelines.*
- *Delivering New Police Station Infrastructure – The Narre Warren and Clyde North police stations initiative integrated with the Delivering New Police Station Infrastructure initiative in 2022–23 Budget Paper. Funding for the Police Stations at Narre Warren and Clyde North projects was rephased from the 2025–26 financial year into 2026–27 to align with project delivery timeframes.*

(iii) ***Administered – payments made on behalf of state***

The $7.151 million variance (2025: $7.943 million) is due to lower payments on behalf of the State to other jurisdictions relating to the lotteries tax revenue receipt.

(iv) ***Section 30 transfers***

A transfer from capital to operating funding of $32.979 million (2025: $77.184 million) has occurred in the 2025–26 financial year in accordance with section 30 of the Financial Management Act 1994 to align funding with the nature of the transactions in line with relevant accounting standards.

2.3 Summary of compliance with special appropriations

A special appropriation is a provision within an Act that provides authority to spend money for a particular purpose. Special appropriations represent a standing authority and remain in force until the relevant legislation providing for the special appropriation is amended or repealed by Parliament.

Income is recognised when the amount appropriated for a specific purpose is due and payable by the department.

The following table discloses the details of compliance with special appropriations.

($ thousand)

Authority	Purpose	Appropriations applied	
		2026	**2025**
Controlled			
1 *Corrections Act 1986 (No. 117/1986), s.104ZW*	Compensation from the WorkCover Authority Fund under the *Accident Compensation Act 1985*	6	6
2 *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11*	Costs of administering the State's participation in the National Redress Scheme	3,597	2,483
3 *Emergency Management Act 1986 (No. 30/1986), s.32*	Payments to volunteers for work related injuries under the Act	581	529
4 *Victoria State Emergency Service Act 2005 (No. 51/2005), s.52*	Payments to volunteers for work related injuries under the Act	801	734
5 *Financial Management Act 1994 (No. 18/1994), s.10*	Payments of Commonwealth grants under section 10 of the *Financial Management Act 1994*	4,169	13,932
6 *Financial Management Act 1994 (No. 18/1994), s.23*	Payments into the correctional enterprises working account	38,947	31,309
7 *Victims of Crime (Financial Assistance Scheme) Act 2022 (No.21/2022)*	Costs of administering the State's participation in the Financial Assistance Scheme	77,414	7,893
8 *Casino Control Act 1991, s.112B and 112C*	Payments into the Consolidated Fund for the Supervision Charge relating to the exercising of functions in relation to the casino	23,865	23,283
Total		**149,381**	**80,169**

($ thousand)

Authority	Purpose	Appropriations applied 2026	2025
Administered			
9 *Melbourne City Link Act 1995 (No. 107/1995), s.14(4)*	Payments to City Link under the agreement entered into with the State	1,201	962
10 *EastLink Project Act 2004 (No. 39/2004), s.26*	Payments to East Link under the agreement entered into with the State	1,342	1,298
11 *Crown Proceedings Act 1958 (No. 6232/1958), s.26*	Payments from Crown Proceedings in the Supreme Court of Victoria	92,238	63,595
12 *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11*	Costs relating to the Commonwealth for the funding contribution that the State is liable to pay under section 149 of the National Redress Act.	23,821	19,456
13 *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11*	Payments for support services, including the provision of counselling and psychological services within the meaning of section 52(1)(b) of the National Redress Act.	399	0
Total		**119,001**	**85,311**

2.4 Interest income

($ thousand)

	2026	2025
Interest from financial assets at amortised cost:		
• Interest from deposits and investments	343	412
Total interest income	**343**	**412**

Interest income includes interest received on bank deposits and other investments. Interest income is recognised using the effective interest method, which allocates interest over the relevant period.

2.5 Grant income

($ thousand)

	2026	2025
Income recognised as income of not-for-profit entities		
• Specific purpose grants	133,850	101,370
Total grant income	**133,850**	**101,370**

The department receives specific purpose grants, which are paid for a particular purpose and/or have conditions attached regarding their use. However the grant agreements do not contain sufficiently specific performance obligations and therefore the grant income is recognised in accordance with AASB 1058 when the department has an unconditional right to receive cash.

2.6 Other income

($ thousand)

	2026	2025
Income from Sale of Services to Emergency Service Organisations	542	2,114
Resources and assets received free of charge	54,164	3,910
Other	37,486	14,189
Total other income	**92,192**	**20,213**

Other incomes are recognised upon the sale of goods or services. Sale of goods are recognised when the goods are delivered and revenue from services are recognised at the point in time when the service is completed.

2.7 Annotated income agreements

The department is permitted under section 29 of the *Financial Management Act 1994* to have certain income annotated to the annual appropriation. The income, which forms part of a section 29 agreement, is recognised by the department as an administered item and includes the receipts paid into the consolidated fund.

The administered income, is recognised under either AASB 15 *Revenue from contracts with customers* or AASB 1058 *Income of not-for-profit entities*. Where the administered income falls under AASB 15, the income is recognised on the delivery of the goods and/or services. Where the administered income falls under AASB 1058, the income is recognised when the department has an unconditional right to receive cash.

At the point of recognition of the administered income, section 29 provides for an equivalent amount to be added to the annual appropriation. The annual appropriation is recognised under AASB 1058.

The following is a list of annotated income agreements approved by the Treasurer under section 29 of the *Financial Management Act 1994*.

($ thousand)

	2026	2025
User charges, or sales of goods and services		
Emergency services management	102,685	117,032
Gaming and liquor regulation	514	298
Infringement Court fees	33,993	29,878
Legal services	73,470	74,874
Public information, education, training and mediation services	79	147
Victorian Legal Admissions Board services	491	429
Victorian Institute of Forensic Medicine services	7,667	8,069
Victoria Police policing services and event management	26,523	25,469
Victorian Racing Tribunal and the Victorian Integrity Board	1,105	1,307
Asset sales		
Victoria Police asset sales	3,468	533
Commonwealth specific purpose payments		
Legal assistance services and community legal centres [(i)]	131,915	119,583
Disaster resilience and Disaster Ready fund	33,030	26,813
Provision of fire services	4,075	3,918
National support and intervention program	1,242	0
National coronial information system	439	432
Commonwealth high risk terrorist offender	81	0
Total annotated income agreements	**420,777**	**408,782**

(i) Includes family advocacy and support services

3. The cost of delivering services

3.1 Introduction

This note provides an account of the expenses incurred by the department in delivering services and outputs. In note 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded. Note 4 discloses information in relation to the income and expenses by output.

3.2 Expenses incurred in delivery of services

($ thousand)

	Notes	2026	2025
Employee benefit expenses	3.2.1	1,630,375	1,492,729
Grants expenses	3.3	7,469,472	7,185,486
Other operating expenses	3.4	1,715,461	1,620,216
Total expenses incurred in delivery of services		**10,815,308**	**10,298,431**

3.2.1 Employee benefit expense in the comprehensive operating statement

($ thousand)

	2026	2025
Salary and wages	1,165,631	1,073,028
Superannuation	144,678	128,122
Annual leave and long service leave	147,508	134,919
Other on-costs (fringe benefits tax, payroll tax and WorkCover levy)	161,854	145,578
Termination benefits	10,704	11,082
Total employee benefit expense	**1,630,375**	**1,492,729**

Employee benefit expense includes all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. The department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the department is demonstrably committed to 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.

3.2.2 Employee benefit provisions in the balance sheet

Provision is made for benefits accruing to employees in respect of annual leave, long service leave and the early retirement scheme for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

		($ thousand)
	2026	**2025**
Current provisions:		
Annual leave		
• Unconditional and expected to settle within 12 months	102,519	94,403
• Unconditional and expected to settle after 12 months	26,415	23,772
Long service leave		
• Unconditional and expected to settle within 12 months	21,743	22,429
• Unconditional and expected to settle after 12 months	116,732	110,591
On-costs		
• Unconditional and expected to settle within 12 months	37,959	33,894
• Unconditional and expected to settle after 12 months	38,703	36,733
Total current provisions for employee benefits	**344,071**	**321,822**
Non-current provisions:		
Employee benefits- Long service leave	21,899	23,290
Employee on-costs	5,426	5,673
Total non-current provisions for employee benefits	**27,325**	**28,963**
Total provisions for employee benefits	**371,396**	**350,785**

Reconciliation of movement in employee on-cost provision

		($ thousand)
	2026	**2025**
Opening balance	76,300	66,877
Additional provisions recognised	41,707	38,667
(Reductions)/additions due to transfer (out)/in	(521)	183
Reductions arising from payments/other sacrifices of future economic benefits	(35,398)	(29,427)
Closing balance	**82,088**	**76,300**
Current	76,662	70,627
Non-current	5,426	5,673

Liabilities for annual leave are recognised in the provision for employee benefits as current liabilities because the department does not have the unconditional right to defer settlement of these liabilities. Those liabilities that are expected to be settled within 12 months of the reporting period are measured at nominal values. Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities, but are measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Liabilities for long service leave are recognised in the provision for employee benefits.

Unconditional long service leave is disclosed as a current liability, even where the department 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 long service leave liability are measured at:

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

Conditional long service leave is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current long service leave is measured at present value.

Any gain or loss following revaluation of the present value of non-current long service leave liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond rates for which it is then recognised as an 'other economic flow' (refer to note 9.3) in the net result.

Employee on-costs such as payroll tax, superannuation and workers compensation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Liabilities for wages and salaries are reported within payables (note 6.3).

3.2.3 Superannuation contributions

Employees of the department are entitled to receive superannuation benefits and the department contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

As noted before, the defined benefit liability is recognised by the Department of Treasury and Finance as an administered liability. However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits expense in the comprehensive operating statement of the department.

The basis for contributions is determined by the various schemes.

($ thousand)

	Paid contribution for year		Contribution outstanding at year end	
	2026	**2025**	**2026**	**2025**
Defined benefit plans				
• Emergency Services and State Super	993	966	8	6
Defined contribution plans				
• VicSuper	73,952	69,430	2,141	1,655
• Various other	65,787	54,904	1,796	1,161
Total	**140,732**	**125,300**	**3,945**	**2,822**

3.3 Grant expenses

($ thousand)

	2026	**2025**
Payments to:		
Within Portfolio		
• Victoria Police	4,821,160	4,532,276
• Fire Rescue Victoria	1,037,927	1,128,691
• Country Fire Authority	370,299	352,602
• Victoria Legal Aid	253,234	280,624
• Triple Zero Victoria	263,698	225,198
• Office of Public Prosecutions	105,991	104,704
• Victoria State Emergency Service Authority	85,998	77,976
• Victorian Institute of Forensic Medicine	51,508	55,316
• Victorian Gambling and Casino Control Commission	40,062	46,090
• Court Services Victoria	75	1,535
• Sentencing Advisory Council	1,576	1,651
Outside of Portfolio		
• Ambulance Victoria	14,710	14,455
• Department of Health	39,549	8,317
• Department of Energy, Environment, and Climate Action	6,917	15,389
• Department of Families, Fairness, and Housing	4,083	1,020
• Department of Premier and Cabinet	86	86
• Department of Education	492	1,310
• Department of Transport and Planning	1,949	396
• Department of Treasury and Finance	20	0
• Local Government	10,245	15,136
• Other parties	359,893	322,714
Total grant expenses	**7,469,472**	**7,185,486**

Grant expenses are contributions of the department's resources to another party for specific or general purposes where there is no expectation that the amount will be repaid in equal value (either by money, goods or services). They can also be capital or operating in nature. Grant expenses are recognised in the reporting period in which they are paid or payable.

3.4 Other operating expenses

($ thousand)

	2026	2025
Outsourced contracts	777,973	792,188
Contractors, professional services and consultants	91,833	85,008
Accommodation and property services	62,071	117,503
Maintenance	60,655	54,047
Technology services	386,085	323,651
Printing, stationery and other office expenses	36,871	34,400
Other	299,973	213,419
Total other operating expenses	**1,715,461**	**1,620,216**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations, and are recognised as an expense in the reporting period in which they are incurred.

Outsourced contracts relate to expenses incurred for outsourced functions of the department, such as for the management of prisoners, offenders and prison related assets under the public private partnership arrangements, infringement processing and traffic camera services.

Contractors, professional services and consultants relate to the expenses incurred for operational services, specialist professional services, expert analysis and strategic advice.

Accommodation and property services relate to the expenses incurred for short-term accommodation leases, utilities, cleaning services, fire protection services, security services, storage costs and other services.

Maintenance relate to the expenses incurred for repairs and maintenance services.

Technology services relate to the expenses incurred for information and technology services and includes leases of low value assets.

Printing, stationery and other office expenses relate to expenses incurred for stationery, consumables, supplies, external printing, books, acts, regulations, statutory rulings, legal subscriptions, transcripts, newspapers, magazines, journals, media monitoring services, advertising, low value office equipment and other office expenses.

4. Disaggregated financial information by output

4.1 Introduction

This note provides a description of the departmental objectives for the year ended 30 June 2026 along with their supporting outputs.

This note disaggregates income that enables the delivery of services (described in note 2) by output groups and records the allocation of expenses incurred (described in note 3) also by output groups, which form part of controlled balances of the department.

It also provides information on items administered in connection with these output groups.

The distinction between controlled and administered items is drawn based on whether the department has the ability to deploy the resources in question for its own benefit (controlled items) or whether it does so on behalf of the State (administered). The department remains accountable for transactions involving administered items, but it does not recognise these items in its financial statements.

4.2 Department objectives and outputs

Ensuring community safety through policing, law enforcement and crime prevention activities (Ensuring community safety)

Description of objective: This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective policing, law enforcement and infringement processing services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities that enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Outputs contributing to this objective include:

Policing and Community Safety

Description of output: Victoria Police strives to reduce violence and crime through law enforcement, court proceedings, community assistance, guidance and leadership. The output reflects the Government's focus on reducing the overall incidence and fear of crime and enhancing the safety of individuals and families.

Community Crime Prevention

Description of output: This output reports on activities relating to Crime Prevention through the Community Crime Prevention Program, which supports communities in preventing crime and addressing local crime issues. This output also reports on Countering-Violent Extremism, which helps keep communities safe from violent extremism through the identification of individuals at risk of radicalisation.

Fines and Road Safety Enforcement

Description of output: This output reports on enforcement action by the Sheriff's Office of Victoria. The management of fines, warrants and infringement notices under this output serves as an administrative method for dealing with minor criminal offences.

Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and environment (Reducing the impact of emergencies)

Description of objective: This objective aims to deliver a coordinated, all communities, all emergencies approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community. Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

Outputs contributing to this objective include:

Emergency Management Capability

Description of output: This output provides for the management of emergencies by developing and adopting emergency prevention and mitigation strategies, providing fire suppression and road crash rescue services and supporting local government and communities in disaster mitigation and recovery. Key components of this output reduce the level of risk to the community of emergencies occurring and the adverse effects of emergency events, such as death and injury rates.

Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation (Management of prisoners and offenders)

Description of objective: This objective relates to the management of the state's adult correctional system. The overarching purpose of the correctional system is to promote community safety through community-based and custodial supervision of prisoners and offenders through effective management and services to provide opportunities for rehabilitation and reparation.

Outputs contributing to this objective include:

Community Based Offender Supervision

Description of output: This output relates to the effective supervision of offenders in the community, including ensuring compliance with orders of the court and Adult Parole Board, engagement in programs to reduce reoffending and reparation to the community.

Prisoner Supervision and Support

Description of output: This output relates to the safe, secure and humane containment of prisoners as well as the delivery of programs and effective case management to engage prisoners in positive behavioural change.

Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation (Supervision of children and young people)

Description of objective: This objective aims to promote opportunities for rehabilitation of children and young people in the youth justice system and contribute to the reduction of crime in the community by providing a range of services including diversion services, advice to courts, offence related programs, community-based and custodial supervision.

Outputs contributing to this objective include:

Youth Justice Community Based Services

Description of output: This output provides community statutory supervision and support to young people subject to community-based dispositions in order to divert young people from the youth justice system and minimise the likelihood of further offending.

Youth Justice Custodial Services

Description of output: This output provides supervision and rehabilitation, through the provision of case management, health and education services and the establishment of structured community supports, to assist young people to address offending behaviour, develop non-offending lifestyles and support reintegration of young people into the community on their exit from custody.

A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms (A fair and accessible justice system)

Description of objective: This objective aims to protect the Victorian community through access to justice services, including legal assistance and education, prosecution services and use of expert forensic medical services in the justice system. This objective also supports the protection of human rights, privacy, information freedoms, equal opportunity, advocacy, guardianship and supporting victims of crime. Other services that contribute to this objective include integrity in government, law reform, legal and policy advice and initiatives focusing on crime prevention and supporting Aboriginal people in the criminal justice system.

Outputs contributing to this objective include:

Public Prosecutions and Legal Assistance

Description of output: This output delivers activities relating to Victoria's public prosecutions service and Victoria Legal Aid (VLA). The Office of Public Prosecutions (OPP) provides an independent, effective and efficient prosecutions service on behalf of the Director of Public Prosecutions (DPP). In addition to the prosecution of serious crimes, the OPP also provides professional support to prosecution witnesses and victims of crime involved in its cases. VLA is an independent statutory authority that provides a range of legal services for both Victorian and Commonwealth law matters. These services include legal representation, legal advice, advocacy and education services.

Forensic Justice Services

Description of output: This output delivers forensic medical services and medico legal advice provided through the Victorian Institute of Forensic Medicine (VIFM).

Justice Policy, Services and Law Reform

Description of output: This output delivers a broad range of services including the provision of law reform and sentencing advisory information. It also includes practical legal solutions and strategic advice through the Victorian Government Solicitor's Office (VGSO). This output also reports on the activities of the Aboriginal Justice Caucus (AJC) which leads Victoria's commitment to the Aboriginal Justice Agreement and other initiatives focused on improving outcomes for Aboriginal people and reducing their over-representation in the criminal justice system.

Advocacy, Human Rights and Victim Support

Description of output: This output focuses on the delivery of services aimed at protecting children through adoption services, vulnerable people, supporting victims and safeguarding human rights through the work of the Office of the Public Advocate (OPA), the Victim Services, Support and Reform (VSSR) and the Victorian Equal Opportunity and Human Rights Commission (VEOHRC). OPA protects the rights, interests and dignity of people with disability and mental illness. VSSR provides support to victims of crime with practical assistance, counselling and support through the justice system. VEOHRC provides education and capacity building to protect and promote human rights in Victoria.

Public Sector Information Management, Privacy and Integrity

Description of output: This output provides for the function of the Victorian Information Commissioner, which has oversight of the Victorian Government's collection, use and disclosure of information. The Information Commissioner enhances the Victorian Government's transparency and openness and oversees the Victorian Protective Data Security regime. This output also includes the function of the Local Government Inspectorate, which contributes to public sector integrity by ensuring Victorian councils follow the *Local Government Act 2020*.

Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector (Responsible liquor, gambling and racing)

Description of objective: This objective relates to harm minimisation through the regulation of the gambling, tobacco and liquor industries, and also supports the development of the Victorian racing industry through strategic leadership, innovation and investment in the racing industry.

Racing, Gambling, Liquor and Casino Regulation

Description of output: This output provides for monitoring and regulation of racing, gambling and liquor activities in Victoria, including the operations of the Victorian Gambling and Casino Control Commission (VGCCC) and Liquor Control Victoria (LCV). It provides leadership and strategic policy advice to the Minister for Casino, Gaming and Liquor Regulation on the regulation of the gambling and liquor industries, problem gambling and harm minimisation in relation to liquor and gambling. It also provides leadership and strategic policy advice to the Minister for Racing on racing industry issues, associated regulation, and the development of racing, training and community infrastructure.

Departmental outputs – controlled

($ thousand)

	Ensuring community safety		Reducing the impact of emergencies		Management of prisoners and offenders		Supervision of children and young people		A fair and accessible justice system and protecting victorians *		Responsible liquor, gambling and racing		Departmental total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Controlled income and expenses for year ended 30 June 2026														
Income from transactions														
Output appropriations	5,257,052	4,860,132	2,207,980	2,241,822	1,917,946	1,864,624	490,808	377,480	861,300	819,490	42,529	171,304	10,777,614	10,334,851
Special appropriations	9	508	2,115	10,237	42,122	33,955	9	40	81,261	12,136	23,866	23,292	149,381	80,169
Interest income	0	0	0	0	343	412	0	0	0	0	0	0	343	412
Grant income	26,070	23,552	11,986	17,716	3,196	2,564	289	0	48,473	24,159	43,836	33,379	133,850	101,370
Other income	4,276	4,922	41,676	13,674	30,917	417	4,414	288	9,075	742	1,834	170	92,192	20,213
Total income from transactions	**5,287,407**	**4,889,115**	**2,263,756**	**2,283,449**	**1,994,524**	**1,901,972**	**495,519**	**377,809**	**1,000,109**	**856,527**	**112,066**	**228,145**	**11,153,380**	**10,537,015**
Expenses from transactions														
Employee benefit expense	(99,387)	(104,897)	(95,150)	(95,092)	(956,668)	(871,897)	(235,577)	(182,096)	(209,892)	(206,522)	(33,701)	(32,225)	(1,630,375)	(1,492,729)
Depreciation and amortisation	(14,235)	(12,866)	(16,999)	(39,062)	(146,774)	(157,502)	(19,783)	(19,790)	(2,972)	(2,249)	(188)	(188)	(200,950)	(231,658)
Interest expense	(215)	(158)	(130)	(500)	(55,897)	(57,705)	(171)	(119)	(105)	(107)	(33)	(23)	(56,551)	(58,612)
Grant expense	(4,830,298)	(4,541,061)	(1,844,955)	(1,869,530)	(31,341)	(30,141)	(52,148)	(13,071)	(527,954)	(534,728)	(182,776)	(196,955)	(7,469,472)	(7,185,486)
Supplies and services	(223,304)	(214,964)	(318,633)	(285,649)	(905,733)	(846,220)	(170,483)	(176,148)	(88,929)	(87,248)	(8,379)	(9,986)	(1,715,461)	(1,620,216)
Redress and restorative scheme	0	0	0	0	0	0	0	0	(270,145)	(185,950)	0	0	(270,145)	(185,950)
Total expenses from transactions	**(5,167,439)**	**(4,873,832)**	**(2,275,868)**	**(2,289,444)**	**(2,096,412)**	**(1,962,587)**	**(478,162)**	**(391,071)**	**(1,099,996)**	**(1,016,485)**	**(225,077)**	**(241,232)**	**(11,342,954)**	**(10,774,651)**
Net result from transactions (net operating balance)	**119,968**	**15,283**	**(12,112)**	**(5,994)**	**(101,889)**	**(60,615)**	**17,358**	**(13,263)**	**(99,887)**	**(159,958)**	**(113,011)**	**(13,087)**	**(189,574)**	**(237,636)**
Other economic flows included in net result														
Net gain/(loss) on non-financial assets	210	707	588	2,400	1,280	2,716	205	940	467	1,976	33	198	2,783	8,939
Net gain/(loss) on financial instruments	(238)	9	(2,125)	98	(1,406)	151	(227)	61	(618)	229	254	(286)	(4,360)	261
Other gains/(losses) from other economic flows	321	(87)	898	(296)	1,939	(665)	307	(114)	740	(2,534)	62	(28)	4,267	(3,723)
Total other economic flows included in net result	**294**	**629**	**(638)**	**2,203**	**1,814**	**2,202**	**285**	**887**	**588**	**(328)**	**348**	**(116)**	**2,690**	**5,477**
Net result	**120,262**	**15,912**	**(12,750)**	**(3,792)**	**(100,075)**	**(58,413)**	**17,642**	**(12,375)**	**(99,299)**	**(160,287)**	**(112,663)**	**(13,203)**	**(186,884)**	**(232,159)**
Other economic flows – other comprehensive income														
Items that will not be reclassified to net result														
Changes in physical asset revaluation surplus	(53)	1	1	(1)	(55,038)	(1)	159	2	(55)	(5)	2	4	(54,984)	0
Total other economic flows – other comprehensive income	**(53)**	**1**	**1**	**(1)**	**(55,038)**	**(1)**	**159**	**2**	**(55)**	**(5)**	**2**	**4**	**(54,984)**	**0**
Comprehensive result	**120,209**	**15,913**	**(12,749)**	**(3,793)**	**(155,113)**	**(58,414)**	**17,801**	**(12,373)**	**(99,354)**	**(160,292)**	**(112,661)**	**(13,199)**	**(241,868)**	**(232,159)**
Controlled assets and liabilities at 30 June 2026														
Assets														
Financial assets	1,590,809	1,507,857	568,991	618,028	483,785	410,430	43,293	45,257	229,317	218,780	52,469	31,326	2,968,664	2,831,678
Non-financial assets	263,731	234,376	60,962	80,193	4,708,096	4,846,327	784,613	784,081	26,026	34,583	575	730	5,844,001	5,980,291
Total assets	**1,854,540**	**1,742,233**	**629,953**	**698,221**	**5,191,881**	**5,256,757**	**827,906**	**829,338**	**255,342**	**253,363**	**53,043**	**32,056**	**8,812,665**	**8,811,969**
Liabilities	1,535,797	1,459,582	187,535	227,448	1,299,249	1,239,714	86,781	58,299	729,899	559,934	25,929	31,942	3,865,189	3,576,919
Total liabilities	**1,535,797**	**1,459,582**	**187,535**	**227,448**	**1,299,249**	**1,239,714**	**86,781**	**58,299**	**729,899**	**559,934**	**25,929**	**31,942**	**3,865,189**	**3,576,919**
Net assets	**318,743**	**282,651**	**442,418**	**470,773**	**3,892,632**	**4,017,043**	**741,125**	**771,039**	**(474,557)**	**(306,571)**	**27,115**	**114**	**4,947,476**	**5,235,050**

** Prior year figures have been reclassified to conform with the current year's presentation.*

4.3 Administered items

In addition to the specific departmental operations which are controlled and included in the financial statements (comprehensive operating statement, balance sheet, cash flow statement and statement of changes in equity), the department administers or manages, but does not control, certain resources and activities on behalf of the State. The department is accountable for the transactions involving those administered resources, but does not have the discretion to deploy the resources for its own benefit or for the achievement of its objectives. Accordingly, transactions and balances relating to these administered resources are not recognised as departmental income, expenses, assets or liabilities within the body of the financial statements, but are disclosed separately in this note.

Except as otherwise disclosed, administered transactions are accounted for on an accrual basis using the same accounting policies adopted for recognition of the departmental items in the financial statements.

Administered (non-controlled) items

For the financial year ended 30 June 2026

($ thousand)

	Ensuring community safety		Reducing the impact of emergencies		Management of prisoners and offenders		Supervision of children and young people		A fair and accessible justice system and protecting victorians*		Responsible liquor, gambling and racing		Departmental total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Administered income from transactions														
Appropriations for payments made on behalf of the State	0	0	185,201	10,500	0	0	0	0	0	0	47,850	47,058	233,051	57,558
Special appropriations	2,543	2,260	0	0	0	0	0	0	116,458	83,049	0	0	119,001	85,309
Sale of goods and services	33,993	29,878	103,701	116,579	38,947	31,309	0	0	73,962	75,303	5	1,328	250,608	254,397
Fines *	535,154	555,858	0	0	130	116	0	0	0	0	0	0	535,283	555,974
Fees	234,786	126,040	0	0	0	0	0	0	0	0	38,438	32,252	273,224	158,292
Other income *	841	566	334	263	683	581	110	101	27,996	241,738	17	21	29,980	243,270
Total administered income from transactions	**807,316**	**714,601**	**289,236**	**127,342**	**39,760**	**32,006**	**110**	**101**	**218,416**	**400,090**	**86,311**	**80,659**	**1,441,147**	**1,354,800**
Administered expenses from transactions														
Payments into the consolidated fund	(598,958)	(594,116)	(201,031)	(151,993)	(38,853)	(30,955)	81	41	(136,518)	(261,048)	(17,201)	(18,141)	(992,481)	(1,056,212)
Grants and other transfers	0	0	(64,942)	(5,033)	0	0	0	0	(399)	0	(47,850)	(47,058)	(113,191)	(52,091)
Redress scheme expense	0	0	0	0	0	0	0	0	(15,956)	(67,575)	0	0	(15,956)	(67,575)
Other expenses	(15,357)	(11,185)	(138,747)	(32,414)	(234)	(281)	(28)	(39)	(68,079)	(63,677)	(4)	(8)	(222,448)	(107,603)
Total administered expenses from transactions	**(614,314)**	**(605,301)**	**(404,720)**	**(189,440)**	**(39,087)**	**(31,236)**	**53**	**2**	**(220,952)**	**(392,299)**	**(65,056)**	**(65,207)**	**(1,344,076)**	**(1,283,481)**
Total administered net result from transactions (net operating balance)	**193,002**	**109,300**	**(115,484)**	**(62,097)**	**673**	**771**	**163**	**103**	**(2,536)**	**7,790**	**21,255**	**15,452**	**97,071**	**71,319**
Administered other economic flows included in administered net result														
Net gain/(loss) on non-financial assets	(12)	0	(3,289)	(129)	(94)	(355)	(81)	(41)	0	(48)	0	0	(3,476)	(572)
Net gain/(loss) on financial instruments and statutory receivables*	(101,675)	(129,439)	98	979	0	0	0	0	(402)	34	(109)	(769)	(102,088)	(129,195)
Net gain/(loss) from revaluation of other provisions	0	0	0	0	0	0	0	0	0	(1,530)	0	0	0	(1,530)
Total administered other economic flows	**(101,687)**	**(129,439)**	**(3,191)**	**850**	**(94)**	**(355)**	**(81)**	**(41)**	**(402)**	**(1,544)**	**(109)**	**(769)**	**(105,564)**	**(131,297)**
Total administered comprehensive result	**91,315**	**(20,139)**	**(118,676)**	**(61,247)**	**579**	**416**	**82**	**62**	**(2,938)**	**6,246**	**21,146**	**14,683**	**(8,493)**	**(59,979)**
As at 30 June 2026														
Administered assets														
Cash and deposits	(7,118)	(25,638)	323,665	445,522	14,949	14,225	548	519	87,590	128,490	79	99	419,713	563,217
Receivables	411,940	405,356	184,397	153,485	1	1	14	14	113,313	130,629	3,718	6,046	713,383	695,531
Equity investments in other justice portfolio entities	0	0	1,616,121	1,384,670	0	0	0	0	43,606	43,606	11,098	11,098	1,670,825	1,439,374
Prepayments	0	0	22,174	29,224	0	0	0	0	0	0	0	0	22,174	29,224
Intangible assets	0	0	1,476	1,476	0	0	0	0	0	0	0	0	1,476	1,476
Total administered assets	**404,822**	**379,718**	**2,147,834**	**2,014,378**	**14,951**	**14,226**	**562**	**533**	**244,508**	**302,725**	**14,895**	**17,243**	**2,827,572**	**2,728,823**
Administered liabilities														
Payables	1,992	1,071	23,524	7,651	13,370	12,695	459	440	91,657	135,440	3,780	4,636	134,782	161,933
Provisions	0	0	185,918	250,892	0	0	0	0	193,127	225,212	0	0	379,045	476,104
Total administered liabilities	**1,992**	**1,071**	**209,442**	**258,543**	**13,370**	**12,695**	**459**	**440**	**284,784**	**360,652**	**3,780**	**4,636**	**513,827**	**638,037**
Total administered net assets	**402,830**	**378,647**	**1,938,392**	**1,755,835**	**1,581**	**1,531**	**103**	**93**	**(40,276)**	**(57,927)**	**11,115**	**12,607**	**2,313,745**	**2,090,786**

** Prior year figures have been reclassified to conform with the current year's presentation.*

Administered income from transactions includes appropriations for payments made on behalf of the State, special appropriations, sale of goods and services, fines and fees. Appropriations for payments made on behalf of the State, special appropriations, and sale of goods and services are recognised on the same basis as described in note 2. Fines income mainly relates to traffic camera fines and on-the-spot fines issued by Victoria Police, which are recognised upon the issuance of infringement notices. Refer below for disaggregation of fines income:

Fines income

		($ thousand)
	2026	**2025**
Traffic camera operations	313,008	379,030
On the spot fines	133,115	85,861
Tolling	60,871	64,281
Courts/tribunals	28,163	26,693
Other statutory	126	109
	535,283	**555,974**

Fees income mainly relates to the fees charged in association with the collection of infringement notice fines, which are recognised upon the issuance of penalty reminder notices, notices of final demand and enforcement warrants. Refer below for disaggregation of fees income:

Fees income

		($ thousand)
	2026	**2025**
Collections	153,700	69,215
Enforcement warrants	59,573	41,484
License fees	30,126	29,127
Penalty reminder notices	20,679	14,490
Application fees	8,312	3,125
Others	834	852
	273,224	**158,293**

Administered expenses from transactions include payments into the consolidated fund, grants and other transfers, redress scheme and other expenses. These expenses are recognised in the reporting period in which they are paid or payable.

Administered other economic flows included in administered net result includes the net gain/(loss) on financial instruments and statutory receivables which mainly relates to movements in the provision for expected credit losses for receivables.

Administered assets include cash and deposits, receivables and equity investments in other justice portfolio entities.

Equity investments in other justice portfolio entities represent the State's capital investment in those entities that are controlled by the State as mentioned below:

		($ thousand)
	2026	**2025**
Fire Reform Victoria	555,693	500,966
Country Fire Authority	658,091	555,068
State Emergency Services	227,657	195,371
Triple Zero Victoria	174,680	133,266
Victorian Legal Aid	43,577	43,577
Others	11,127	11,127
	1,670,825	**1,439,374**

Revenue from fines and fees is recognised when they are imposed, and a provision for expected credit losses is recognised in relation to unpaid fines and fees. The department records the provision for expected credit losses for relevant financial instruments by applying AASB 9 *Financial Instruments* expected credit loss approach. The department applied AASB 9's simplified approach to measure the expected credit losses of its contractual receivables using a lifetime expected loss allowance based on assumptions about risk of default and expected loss rates. For more details, refer to note 8.2.3 for further information.

		($ thousand)
	2026	**2025**
Gross fines and fees receivable	2,498,965	2,384,800
Provision for expected credit losses	(2,132,822)	(2,036,000)
Net receivable	**366,143**	**348,800**

The provision for expected credit losses for unpaid fines was estimated in line with AASB 9 by grouping the unpaid fines based on their fine category and days past due and applying an expected credit loss rate to each group based on the department's past cash collection experience. The historical collection experience was then used to estimate forecasted collections corresponding to different scenarios. Each scenario was assigned a probability weighting and the weighted sum of collections across the scenarios was used to estimate the expected credit loss for the portfolio. The future collections have been discounted back to the reporting date using risk free discount rates.

Fines administered by the department are financial penalties imposed to deter or punish criminal behaviour determined by the justice system (including courts, enforcement agencies and authorised officers). Accordingly, unpaid fines over five years old are written off for accounting purposes in line with the department's policy, but are still legally enforceable and will be continued to be pursued for payment or other forms of statutory resolution. The expected credit loss model used by the department makes assumptions, based on historic data, about the behaviour of individuals, the impact of macroeconomic factors on the ability of individuals to make payments, and discount rates which are linked to the market. Unexpected changes to these factors may result in the actual credit loss being higher or lower than estimated. As per the Fines Reform Act, the creation of a range of non-financial fine resolution options which add complexity to the 'fines lifecycle', combined with the effect of the current economic conditions on people's ability to pay fines may create a risk that historical data which has been relied upon is not predictive of future behaviour in relation to the financial resolution of fines.

Administered liabilities include government expenses incurred but yet to be paid, including provisions raised for the Natural Disaster Relief Trust and National Redress Scheme for Institutional Child Sexual Abuse. Details of the National Redress Scheme for Institutional Child Sexual Abuse provision and the Natural Disaster Relief provision is in note 4.3.1.

4.3.1 Reconciliation of movement in provisions

4.3.1.1 National Redress Scheme for Institutional Child Sexual Abuse

On 13 June 2018, the *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (Vic)* commenced. The Act refers power to the Commonwealth Parliament to ensure that Victorian institutions can participate in the National Redress Scheme (NRS). The National Redress Scheme commenced on 1 July 2018 and will run for 10 years.

The NRS offers the following elements of redress for eligible victims of institutional child sexual abuse:

- A redress payment of up to $150,000;
- Access to counselling and psychological care services; and
- A direct personal response from the responsible institution.

Significant judgements and assumptions

Due to the historical nature of the abuse in question, the precise number of eligible survivors of abuse is difficult to estimate. As such, the Department obtained actuarial advice from an independent actuary to determine the liability in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. This considered the estimation of the number of redress participants, average payment size and time value of money by using management assumptions.

The provision:

- Contains an allowance for the time value of money. Claim costs have been discounted back to the valuation date using risk free discount rates.
- Includes internal administration expenses, such as staff costs and operating expense that may be incurred as a result of administering these applications. This component is disclosed under controlled provision under note 6.4.
- Is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

Some of the key risks that may result in costs exceeding (or being lower than) managements estimates include:

- The number of future notifications may be higher than anticipated as a result of an increased awareness of the scheme and the support available. The societal attitudes and community expectations towards child safety are continuously evolving, and increased media attention is garnering greater community awareness. Alongside this, there has also been more government focus on these issues and increased willingness for individuals to disclose previous sexual abuse and seek assistance for past traumas.
- Conversely, the number of future notifications may be lower than anticipated as a result of the changing legal landscape and behaviours from survivors in choosing their justice pathway.
- Further uncertainties arise from long delays (typically many decades) between when the incident occurred to when the survivor discloses the abuse and the difficulty in collecting accurate and complete historical information on the number of children under care in institutions due to the amount of time passed.

The actuarial Professional Standard 302 *Valuations of General Insurance Claims* ("PS 302") applies to actuaries undertaking a valuation of various liabilities including general insurance, accident compensation and self-insurance claims for an entity. Whilst the scheme claims are not the same as these, for valuation purposes, they have similar characteristics, and thus PS 302 has been used as a proxy standard for determining the actuarial provisions in this valuation in the absence of a more specific standard. Consistent with this principle, management and the actuary

considered the guidance in AASB 1023 *General Insurance Contracts* when selecting an approach to determine the best estimate of the provision. The provision is in accordance with the requirements of AASB 137 *Provisions, Contingent Liabilities and Contingent Assets.*

Reconciliation of movement in provision

		($ thousand)
	2026	**2025**
Opening balance	**225,212**	**177,091**
Addition to/(Reduction of) provisions recognised	(8,659)	67,575
Amounts used during the year	(24,220)	(20,984)
Effect of changes in discount rates	794	1,530
Closing balance	**193,127**	**225,212**
Represented by		
Current provisions	94,383	42,270
Non-current provisions	98,744	182,942
	193,127	**225,212**

4.3.1.2 Natural Disaster Relief

Natural Disaster Financial Assistance for local councils, catchment management authorities, individuals and local businesses is provided to assist in the recovery process and to alleviate some of the financial burden that may be experienced following a natural disaster, in accordance with Commonwealth Disaster Recovery Funding Arrangements (DRFA). The State then cost shares this expenditure with the Commonwealth for expenditure eligible under the DRFA through an acquittal process. The Department has estimated the costs based on the number of eligible claims received and estimates on forecast expenditure submitted by the local councils and catchment management authorities.

Reconciliation of movement in provision

		($ thousand)
	2026	**2025**
Opening balance	**250,892**	**358,088**
Additional/(Reduction of) provisions recognised	(18,822)	(17,014)
Amounts used during the year	(46,152)	(90,182)
Closing balance	**185,918**	**250,892**
Represented by		
Current provisions	185,918	250,892
Non-current provisions	0	0
	185,918	**250,892**

4.4 Restructuring of administrative arrangements

The Department of Justice and Community Safety transferred the Community Safety Building Authority (CSBA) to VIDA. VIDA is an Administrative Office of Department of Transport and Planning (DTP). Following the release of the Independent Review of the Victorian Public Service report (the Silver review) and the government response on 4 December 2025, this transfer was performed to implement the recommendation to merge CSBA with VIDA, as a Machinery of Government (MoG) change.

As part of this machinery of government transfer, it was agreed that CSBA staff would be transferred to DTP effective 1 April 2026. The net assets transferred to DTP are at the carrying amount of those assets in the department's balance sheet on the date of transfer.

The net assets transfer was treated as a contribution of capital by the state as noted below:

	($ thousand)
	Transfer out
	2026
Assets	
Right of use assets	55
SAU receivables	1,771
Liabilities	
Right of use liabilities	(56)
Employee provisions	(1,771)
Net assets/(liabilities) transferred	**(1)**

5. Key assets available to support output delivery

5.1 Introduction

The department controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to the department to be utilised for delivery of these outputs.

5.2 Property, plant and equipment

($ thousand)

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
Land at fair value	362,710	363,745	0	0	362,710	363,745
Buildings at fair value	4,099,048	4,142,323	(265,798)	(135,576)	3,833,249	4,006,747
Plant, equipment and vehicles at fair value	624,206	625,047	(488,599)	(471,456)	135,606	153,591
Assets under construction at cost	660,839	613,749	0	0	660,839	613,749
Right-of-use assets: buildings: plant, equipment and vehicles [(i)]	660,857	657,916	(65,835)	(45,664)	595,022	612,252
Total	**6,407,660**	**6,402,780**	**(820,232)**	**(652,696)**	**5,587,426**	**5,750,084**

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further information, refer to note 9.5.

The following tables are subsets of land, buildings, plant, equipment and vehicles, and assets under construction by right-of-use assets and service concession assets.

5.2.1 Total right-of-use assets: buildings, plant, equipment and vehicles

($ thousand)

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
Buildings	607,858	607,648	(40,611)	(22,847)	567,247	584,801
Plant, equipment and vehicles	52,999	50,268	(25,224)	(22,817)	27,775	27,451
Total	**660,857**	**657,916**	**(65,835)**	**(45,664)**	**595,022**	**612,252**

($ thousand)

	Buildings		Plant, equipment and vehicles	
	2026	2025	2026	2025
Opening balance [(i)]	**584,801**	**604,915**	**27,451**	**24,917**
Additions	645	1,005	12,151	18,748
Disposals	0	0	(3,043)	(979)
Revaluation	0	0	0	0
Machinery of government transfer in/(out)	0	0	0	0
Depreciation	(18,198)	(21,119)	(8,784)	(15,235)
Closing balance	**567,248**	**584,801**	**27,775**	**27,451**

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further information, refer to note 9.5.

5.2.2 Total service concession assets: land, buildings, plant, equipment, vehicles and assets under construction

($ thousand)

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
Land at fair value	645	24,410	0	0	645	24,410
Buildings at fair value	838,506	1,047,258	(43,664)	(27,975)	794,842	1,019,283
Plant, equipment and vehicles at fair value	74,919	77,565	(25,422)	(24,870)	49,497	52,695
Assets under construction at cost	870	0	0	0	870	0
Total	**914,940**	**1,149,233**	**(69,086)**	**(52,845)**	**845,854**	**1,096,388**

Initial recognition: Items of property, plant and equipment are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount.

The costs of property, plant and equipment under construction includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The initial cost of property, plant and equipment under a lease that is recognised as a right-of-use asset is measured at amounts equal to the present value of the unpaid lease payments at the commencement date, adjusted for any lease payments made at or before the commencement date less any lease incentive received.

The initial cost of property, plant and equipment under a service concession arrangement is measured at current replacement cost in accordance with the cost approach to fair value in AASB 13 *Fair value measurement*.

Subsequent measurement: Property, plant and equipment (including service concession assets) are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset). Refer to note 8.4 for additional information on fair value determination of property, plant and equipment.

Right-of-use assets are subsequently measured at cost less accumulated depreciation, impairment and any adjustments for remeasurement of the lease liability. The Department depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. Impairment of the right-of-use asset is determined and accounted for in accordance with AASB 136 Impairment of Assets.

Impairment: The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair value measurement*, with the consequence that AASB 136 *Impairment of Assets* does not apply to such assets that are regularly revalued.

The Department has assessed all right-of-use assets for impairment, and no indicators of impairment are identified as at 30 June 2026.

5.2.3 Depreciation and amortisation

		($ thousand)
	2026	**2025**
Buildings[(i)]	150,084	156,766
Plant, equipment and vehicles	39,393	52,867
Software	11,473	22,025
Total	**200,950**	**231,658**

(i) Of the amounts included in 'buildings' category, $24.903 million ($27.975 million in 2024–25) related to assets contracted under the public private partnership (PPP) arrangements.

All property, plant and equipment and intangible assets that have finite useful lives are depreciated / amortised. Exceptions to this rule include assets held for sale, land and assets under construction not yet available for use.

Depreciation / amortisation is calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below.

		(Years)
		Nominal useful life
	2026	**2025**
Buildings (owned, leased and service concession)	2 to 60	2 to 60
Plant, equipment and vehicles (owned, leased and service concession)	2 to 20	2 to 20
Software	2 to 15	2 to 15

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

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where the department obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the department will exercise a purchase option, the department depreciates the right-of-use asset over its useful life.

Leasehold improvements, which are included under plant, equipment and vehicles, are depreciated over the shorter of the lease term and their useful lives.

Land and other assets with an indefinite useful 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.

5.2.4 Reconciliation of movements in carrying amount of property, plant and equipment

($ thousand)

	Land at fair value		Buildings at fair value		Plant, equipment and vehicles at fair value		Assets under construction at cost		Right-of-use assets [i]		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Opening balance	**363,745**	**363,745**	**4,006,747**	**4,147,027**	**153,591**	**175,670**	**613,749**	**516,160**	**612,252**	**629,832**	**5,750,084**	**5,832,433**
Additions	0	0	35,621	1,486	6,090	12,468	73,001	101,207	13,049	19,753	127,762	134,914
Disposals	0	0	(30,905)	(2,115)		0			(2,790)	(979)	(33,695)	(3,094)
Transfers out of assets under construction	0	0	18,482	0	7,064	3,540	(25,912)	(3,540)			(366)	0
Reclassification between classes	0	0	253	0	0	0		(78)	(253)	0	(0)	(78)
Revaluation increment/ decrement		0			0	0	0	0			0	0
Machinery of government transfer in	0	0	0								0	0
Depreciation	0	0	(131,886)	(135,647)	(30,608)	(37,632)	0	0	(26,982)	(36,354)	(189,476)	(209,633)
Transfers to disposal group held for sale	(1,035)	0	(65,064)	(4,004)			0	0	(253)	0	(66,352)	(4,004)
Net transfers through contributed capital	0	0	0	0	(530)	(455)	0	0			(530)	(455)
Closing balance	**362,710**	**363,745**	**3,833,249**	**4,006,747**	**135,607**	**153,591**	**660,838**	**613,749**	**595,023**	**612,252**	**5,587,426**	**5,750,083**

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 1 July 2025, right-of-use assets are measured at cost for reporting period 2025–26. The comparative information for reporting period 2024–25 is not restated and is reported at the previously determined fair value. For further information, refer to note 9.5.

5.3 Intangible assets

($ thousand)

	2026	2025
Gross carrying amount		
Opening balance	**298,943**	**237,151**
Additions [i]	31,934	61,792
Disposals	0	0
Machinery of government transfer in/(out)	0	0
Closing balance	**330,877**	**298,943**
Accumulated amortisation		
Opening balance	(105,075)	(83,050)
Amortisation [ii]	(11,473)	(22,025)
Closing balance	**(116,548)**	**(105,075)**
Net book value at end of financial year	**214,329**	**193,868**

(i) Intangible assets (software) reported include both intangible assets under construction and capitalised intangible assets.
(ii) The consumption of intangible assets is included in the depreciation and amortisation expense line item in the comprehensive operating statement.

Initial recognition

Purchased intangible assets are initially recognised at cost.

An **internally generated intangible asset** arising from development is recognised if, and only if, all of the following are demonstrated:

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

Subsequent measurement

Intangible assets with finite useful lives are carried at cost less accumulated amortisation and impairment. Refer to note 5.2.3 for information on amortisation.

Impairment

Intangible assets not yet available for use are tested annually for impairment and whenever there is an indication that the asset may be impaired. Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

6. Other assets and liabilities

6.1 Introduction

This note sets out those assets and liabilities that arose from the department's controlled operations.

6.2 Receivables

($ thousand)

	2026	2025
Contractual		
Other receivables	38,359	43,548
Provision for expected credit losses for contractual receivables	(4,829)	(687)
Total contractual receivables	**33,530**	**42,861**
Statutory		
Amounts owing from Victorian Government	2,556,966	2,412,206
GST input tax credit recoverable	47,730	46,002
Total statutory receivables	**2,604,696**	**2,458,208**
Total receivables	**2,638,226**	**2,501,069**
Represented by		
Current receivables	2,418,478	2,208,692
Non-current receivables	219,748	292,364

Contractual receivables arise from an agreement between the department and another party. They are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables, but are not classified as financial instruments for disclosure purposes. Amounts owing from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

Details about the department's impairment policies, exposure to credit risk, and calculations of the provision for expected credit losses for contractual receivables are set out in note 8.2.3.

6.3 Payables

($ thousand)

	2026	2025
Contractual		
Trade creditors and other payables	494,724	403,595
Accrued capital works	33,820	37,359
Salaries and wages	48,637	38,038
Total contractual payables	**577,181**	**478,992**
Statutory		
Amounts payable to government agencies	1,512,840	1,463,154
Payroll tax	7,134	6,499
Pay as you go (PAYG) tax withheld	9,316	8,715
Fringe benefits tax	490	485
Total statutory payables	**1,529,780**	**1,478,853**
Total payables	**2,106,961**	**1,957,844**
Represented by		
Current payables	1,909,112	1,688,769
Non-current payables	197,849	269,075

Contractual payables arise from an agreement between the department and another party. They represent liabilities for goods and services provided to the department prior to the end of the financial year that are unpaid. They are classified as financial instruments and measured at amortised cost.

The credit period for trade creditors and other payables under the government's fair payments policy of settling financial obligations is 10 days for invoices valued at $3 million or less and 30 days for invoices valued at more than $3 million.

Statutory payables do not arise from contracts and are recognised and measured similarly to contractual payables, but are not classified as financial instruments.

6.4 Other Provisions

	($ thousand)	
	2026	**2025**
Current provisions		
Redress schemes [(i)]	191,493	152,375
Other	1,156	2,967
Total current provisions	**192,649**	**155,342**
Non-current provisions		
Redress schemes [(i)]	386,568	271,432
Other	20,761	13,946
Total non-current provisions	**407,329**	**285,378**
Total Other Provisions	**599,978**	**440,720**

(i) Redress schemes include the Financial Assistance Scheme, Stolen Generations Reparations Package, the Restorative Engagement and Redress Scheme, the Fiskville Redress Scheme, Historical Forced Adoptions Redress Scheme and National Redress Scheme for Institutional Child Sexual Abuse.

Financial Assistance Scheme

The FAS commenced on 18 November 2024 and replaces the Victims of Crime Assistance Tribunal (VOCAT). The FAS was established by the *Victims of Crime (Financial Assistance Scheme) Act 2022* and has similar victim categories and assistance types to VOCAT, however eligibility criteria and financial assistance amounts available have changed.

The FAS can award up to $61,499 per eligible primary victim applicant (with up to an additional $25,000 in specific cases) for the following recovery-related costs:

- Counselling expenses
- Medical expenses
- Loss of earnings
- Lost or damaged clothing
- Safety expenses
- Recovery expenses

Eligible secondary and related victims can be awarded up to $51,249. In addition, applicants can also seek up to $19,627 where the primary victim has died as a result of the violent act.

Significant judgements and assumptions

Due to the historical nature of the violent acts in question, the precise number of eligible victims is difficult to estimate. As such, the Department obtained actuarial advice from an independent actuary to determine the liability in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. This considered the estimation of the number of violent acts and victims, number of applications, average payment size and time value of money by using management assumptions.

The provision:

- Contains an allowance for the time value of money. Claim costs have been discounted back to the valuation date using risk free discount rates.
- Includes internal administration expenses, such as staff costs and operating expense that may be incurred as a result of administering these applications.
- Is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

The FAS has been operational for just over 18 months. Given the limited time and experience under the new scheme, reliance has also been placed on historical VOCAT data and trends in estimating the provision, noting the change in the eligibility requirements and payment amounts.

Some of the key risks that may result in costs exceeding (or being lower than) management estimates include:

- The number of future applications may be higher than anticipated resulting from an increased awareness of the scheme, the amount of support available and the change in eligibility requirement in moving from VOCAT to FAS. There may be an increasing willingness for individuals to disclose previous incidents and seek assistance for past traumas.
- Conversely, the number of future applications may be lower than anticipated as a result of the changing legal landscape and behaviours from victims in choosing their justice pathway.
- Further uncertainties arise from delays between when the incident occurred to when the victim discloses the incident. The level of inherent uncertainty from this issue is heightened for historical child sexual abuse claims due to high uncertainty in the number of potential claimants.
- The provision included in the financial statements is estimated in accordance with AASB137 *Provisions, Contingent Liabilities and Contingent Assets* based on available data and assumes no changes to the behaviour of applicants and eligibility requirements of the scheme (including legal or regulatory changes). This methodology remains sensitive to an increase in future applications and changes to regulatory landscape that present an ongoing risk of adjustments to the provision in future periods.

Reconciliation of movement in FAS scheme provision

($ thousand)

	2026	2025
Opening balance	**162,169**	**0**
Addition to/(Reduction of) provisions recognised	352,757	184,304
Amounts used during the year	(90,128)	(23,408)
Effect of changes in discount rates	3,046	1,273
Closing balance	**427,844**	**162,169**
Represented by		
Current provisions	106,995	52,031
Non-current provisions	320,849	110,138
	427,844	**162,169**

Stolen Generations Reparations Package

In March 2022, the Victorian Government announced the commencement of the Stolen Generations Reparations Package (the Package). The Package is to help address the trauma and suffering caused by the forced removal of Aboriginal children from their families, culture and Country. Applications opened on 31 March 2022 and will close on 31 March 2027.

Eligible applicants to the Package are entitled to access the following financial and non-financial reparations:

- A financial reparations payment of $100,000
- Access to healing programs
- A personal apology from the Victorian Government
- An opportunity to record and share their story and experience, and
- Access to records held by the Victorian Government about their removal.

All applicants to the Package can access support services throughout the application process and thereafter. This includes access to legal advice, financial counselling, and trauma-informed counselling.

The Victorian Government also offers a Stolen Generations Funeral Fund to support families of Stolen Generations who have passed away from 1 January 2021. The fund is administered by Connecting Home Limited and provides up to $10,000 to cover the costs of a funeral, headstone or plaque and/or repatriation of a deceased Stolen Generations person.

Significant judgements and assumptions

Due to historical record keeping practices, the precise number of eligible applicants to the Package is difficult to estimate.

As such, the department has obtained actuarial advice from an independent actuary to determine the liability as at 30 June 2026 in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

The actuarial process annually considers the estimated number of eligible applicants to the Package, average payment size, the projected uptake of non-financial restorative programs and time value of money by using management assumptions.

The actuarial assessment has been performed annually since the commencement of the Package.

The provision:

- Contains an allowance for the time value of money. In particular, costs have been discounted back to the valuation date using risk free discount rates.
- Includes internal administration expenses, such as staff costs and operating expense that may be incurred as a result of administering the Package.
- Is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

Some of the key risks that may result in costs exceeding (or being lower than) managements estimates include:

- The number of future applications may be higher than anticipated as a result of an increased awareness of the Package and the support services available. This has been observed in similar schemes, including in other jurisdictions.
- The number of future applications may also be impacted by an increase in government focus on Stolen Generations reparations and First Nation issues, including through the Yoorrook Justice Commission and Treaty processes.
- There may be applicants who are awaiting outcomes or advice around class actions that would impact the application rate.

Fiskville Redress Scheme

The Fiskville Redress Scheme opened on 5 September 2022 and will run for four years. The Victorian Government established the Scheme to acknowledge past harm and support people impacted by activities while working or training at the former Fiskville Training College site between 1971 and 2015. It is available to people who had prolonged exposure

to toxic substances whilst working or training at the site, as well as long term site residents, people who lived in the vicinity, or who attended the Fiskville State School.

The scheme offers financial and non-financial redress to eligible applicants, including a financial payment (up to a maximum of $45,000) and access to counselling and support services. This scheme is administered by the Department of Justice and Community Safety and is independent of the Country Fire Authority.

Significant judgements and assumptions

Due to the historical nature of the trauma in question, the precise number of eligible persons who worked or trained at Fiskville Training College is difficult to estimate. As such, the department has obtained actuarial advice from an independent actuary to determine the liability as at 30 June 2026 in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. This has considered the estimation of the number of Fiskville Redress participants, average payment size and time value of money by using management assumptions. The actuarial assessment will be performed annually.

The provision:

- Contains an allowance for the time value of money. In particular, costs have been discounted back to the valuation date using risk free discount rates.
- Includes internal administration expenses, such as staff costs and operating expense that may be incurred as a result of administering these schemes.
- Is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

Some of the key risks that may result in costs exceeding (or being lower than) managements estimates include:

- The number of future applications may be higher than anticipated as a result of an increased awareness of the Scheme and the support services available.
- The number of future applicants may be higher than anticipated as awareness of the Scheme continues to be shared amongst those with a connection to the former Fiskville site.
- It is possible that the number of applicants with a diagnosed illness may be higher or lower as it is challenging to determine the likely incidence of the diagnosed illnesses, without reviewing individual applications.

Historical Forced Adoptions Redress Scheme

In October 2012, the Victorian Government formally apologised for the historical forced adoption practices that separated babies from their mothers without consent. This apology extended to mothers, fathers, sons, and daughters, recognising the profound and ongoing harm inflicted. Following this, the government committed to a range of measures to support those affected, including improved access to specialised counselling and legislative reforms to the *Adoption Act 1984*. The Scheme commenced on 1 February 2024, and will be delivered over four years.

Individuals are eligible for redress if:

- The applicant is a mother who experienced a forced separation from her baby. A separation is considered forced if:
  a) the mother did not provide consent,
  b) the mother's consent was obtained through duress, coercion or deception,
  c) the mother was incapable of providing informed consent when adoption papers were signed,
  d) the revocation period, specified in the adoption legislation at the time of separation (between 28 and 30 days), was not honoured,
  e) consent and/or adoption papers were altered after the mother's signature was added or
  f) consent was provided by the mother before giving birth, or within the prescribed period during which consent cannot be provided (within 5 to 14 days post-birth)
- The forced separation occurred before 1990
- The mother gave birth in Victoria or was a Victorian resident at the time.

The Historical Forced Adoptions Redress Scheme provides the following entitlements to eligible applicants:

- A one-time financial payment of $30,000;
- Access to counselling and therapeutic services (up to a maximum of 20 sessions); and
- An opportunity to participate in a restorative engagement process

Significant judgements and assumptions

Due to the historical nature of the trauma in question, the precise number of participants is difficult to estimate. There is also uncertainty, particularly with regards to the Scheme's limited experience and the challenges of gathering sufficient data, volatile experience and limited availability of information. As such, the department has obtained actuarial advice from an independent actuary to determine the liability as at 30 June 2026 in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. This has considered the estimation of the number of participants, average payment size and time value of money by using management assumptions. The actuarial assessment will be performed annually.

The provision:

- Contains an allowance for the time value of money. In particular, costs have been discounted back to the valuation date using risk free discount rates.
- Includes internal administration expenses, such as staff costs and operating expense that may be incurred as a result of administering these packages.
- Is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

Some of the key risks that may result in costs exceeding (or being lower than) managements estimates include:

- The number of future applications may be higher than anticipated as a result of an increased awareness of the Scheme and the support services available.
- The costs may also be impacted by the changes to economic assumptions.
- The costs may increase or decrease if there are changes in the take-up rate for restorative engagement where a higher take up rate would increase the cost and a lower take up rate would decrease the costs.

For National Redress Scheme for Institutional Child Sexual Abuse, refer note 4.3.1.

The actuarial Professional Standard 302 *Valuations of General Insurance Claims* ("PS 302") applies to actuaries undertaking a valuation of various liabilities including general insurance, accident compensation and self-insurance claims for an entity. Whilst the scheme claims are not the same as these, for valuation purposes, they have similar characteristics, and thus PS 302 has been used as a proxy standard for determining the actuarial provisions in this valuation in the absence of a more specific standard. Consistent with this principle, management and the actuary considered the guidance in AASB 1023 *General Insurance Contracts* when selecting an approach to determine the best estimate of the provision. The provision is consistent with the requirements of AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Reconciliation of movement in redress provisions other than FAS scheme

		($ thousand)
	2026	**2025**
Opening balance	**261,638**	**293,841**
Addition to/(Reduction of) provisions recognised	(57,010)	(5,856)
Amounts used during the year	(54,723)	(27,357)
Effect of changes in discount rates	311	1,010
Closing balance	**150,216**	**261,638**

Other provisions are recognised when the department 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 provision is the best estimate of the consideration required to settle the present obligation at reporting date, 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.

Reconciliation of movement in other provisions

		($ thousand)
	2026	**2025**
Opening balance	**16,913**	**16,006**
Additional provisions recognised	5,850	1,858
Amounts used during the year	(846)	(951)
Closing balance	**21,917**	**16,913**

7. Financing operations

7.1 Introduction

This note provides information on the sources of finance utilised by the department during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the department.

This note includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 8.2 provides additional, specific financial instrument disclosures.

7.2 Borrowings

Borrowings refer to interest bearing liabilities, which for the department consist only of lease liabilities, service concession arrangement liabilities and other borrowings. Borrowings are measured at amortised cost.

		($ thousand)
	2026	**2025**
Current borrowings		
Lease liabilities [(i)]	23,074	20,483
Service concession financial liabilities	13,768	14,052
Other borrowings [(ii)]	16,577	15,922
Total current borrowings	**53,419**	**50,457**
Non-current borrowings		
Lease liabilities [(i)]	87,851	101,184
Service concession financial liabilities	444,804	458,572
Other borrowings [(ii)]	200,780	217,357
Total non-current borrowings	**733,435**	**777,113**
Total borrowings	**786,854**	**827,570**

(i) Secured by the leased assets, as the rights to the leased assets revert to the lessor in the event of default.
(ii) Other borrowings relates to Hopkins Correctional Centre and is the quarterly capital payments over the remaining contract term, which ends in March 2037, in exchange for an upfront payment from the project's financiers. This upfront payment has been recognised by the department as other borrowings.

Maturity analysis of borrowings

					($ thousand)
	Carrying amount	**Nominal amount**	**Less than 1 year**	**1 to 5 years**	**More than 5 years**
2026					
Lease liabilities	110,925	194,705	43,025	143,035	8,645
Service concession financial liabilities	458,572	733,655	40,782	167,276	525,597
Other borrowings	217,357	269,019	25,135	100,542	143,342
Total	**786,854**	**1,197,379**	**108,942**	**410,853**	**677,584**
2025					
Lease liabilities	121,667	223,673	39,970	148,898	34,805
Service concession financial liabilities	472,624	775,548	41,893	165,552	568,103
Other borrowings	233,279	294,154	25,135	100,542	168,477
Total	**827,570**	**1,293,375**	**106,998**	**414,992**	**771,385**

Interest expense

Interest expense is recognised in the period in which it is incurred.

	($ thousand)
2026	**2025**
Interest on lease liabilities	19,885	20,185
Interest on service concession financial liabilities	27,842	28,584
Interest on other borrowings	8,824	9,843
Total interest expense	**56,551**	**58,612**

7.3 Leases

The department leases various buildings with lease terms of up to 30 years, and plant, equipment and vehicles with lease terms of up to 8 years.

Right-of-use assets

Right-of-use assets are presented in note 5.2.1.

Lease amounts recognised in the comprehensive operating statement

The following lease amounts are recognised in the comprehensive operating statement

		($ thousand)
	2026	**2025**
Interest expense on lease liabilities	19,885	20,185
Expenses relating to short term leases	20	39
Expenses relating to leases of low-value assets	15	7
Variable lease payments, not included in the measurement of lease liabilities	1,750	1,561
Total	**21,670**	**21,792**

Lease amounts recognised in the cash flow statement

The following lease amounts are recognised in the cash flow statement

		($ thousand)
	2026	**2025**
Total cash outflow for leases	**42,646**	**57,258**

Contracts containing leases

For any new contracts entered into, or changed, on or after 1 July 2019, the department considers whether the contract is or contains a lease. A lease is defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A contract is, or contains a lease if:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the department and for which the supplier does not have substantive substitution rights;
- the department has the right to obtain substantially all of the economic benefits from the use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the department has the right to direct the use of the identified asset throughout the period of use; and
- the department has the right to make decisions in respect of how and for what purpose the asset is used throughout the period of use.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amounts.

Recognition and measurement of leases as a lessee

Initial measurement of lease liability: The lease liability is initially measured at the present value of the unpaid lease payments at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or the department's incremental borrowing rate. The lease payments included in the measurement of the lease liability comprise of the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options that are reasonably certain to be exercised.

Subsequent measurement of lease liability: The lease liability is subsequently reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

The department has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these leases are recognised as an expense in profit and loss on a straight-line basis over the lease term.

Below market or peppercorn leases

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the department to further its objectives, are initially and subsequently measured at cost.

Presentation of right-of-use assets and lease liabilities

The department presents right-of-use assets as property, plant and equipment and lease liabilities as borrowings in the balance sheet.

Commissioned public private partnerships (PPP) lease arrangements: In December 2003, the State entered into a PPP arrangement with Victorian Correctional Infrastructure Partnership Pty Ltd (VCIP) for the design, construction and maintenance of two prisons, Marngoneet Correctional Centre and Metropolitan Remand Centre. This contract ends in 2031. The portion of total payments relating to the department's right to use the prison assets under this contract are accounted for as lease liabilities. The payments relating to the ongoing maintenance of the prisons are expensed. Refer to note 7.7 for commitments for expenditure for PPPs.

Other lease arrangements: The other leases relate to buildings, plant, equipment and vehicles with lease terms of up to eight years.

Lease liabilities payable

($ thousand)

	Minimum future lease payments		Present value of minimum future lease payments	
	2026	**2025**	**2026**	**2025**
Commissioned PPP related lease liabilities payable				
Not longer than 1 year	31,456	31,986	13,279	13,426
Longer than 1 year but not longer than 5 years	124,212	129,508	64,863	59,734
Longer than 5 years	8,645	34,805	4,926	23,334
	164,313	196,299	83,068	96,494
Other lease liabilities payable				
Not longer than 1 year	11,569	7,984	10,346	6,974
Longer than 1 year but not longer than 5 years	18,823	19,390	17,511	18,199
Longer than 5 years	0	0	0	0
	30,392	27,374	27,857	25,173
	194,705	223,673	110,925	121,667
Minimum future lease payments [(i)]				
Less future finance charges	(83,780)	(102,006)	0	0
Present value of minimum lease payments	110,925	121,667	110,925	121,667
Included in the financial statements as:				
Current borrowings lease liabilities			23,625	20,400
Non-current borrowing lease liabilities			87,300	101,267
			110,925	121,667

(i) Minimum future lease payments include the aggregate of all lease payments and any guaranteed residual.

7.4 Service concession arrangements

For arrangements within the scope of AASB 1059 *Service concession arrangements: Grantors*, at initial recognition the department records a service concession asset (SCA) at current replacement cost in accordance with the cost approach to fair value under AASB 13 *Fair value measurement*, with a related liability, which is a financial liability.

The department initially recognises the liability at the same amount as the SCA, adjusted by the amount of any consideration from the department to the operator, or from the operator to the department. An exception to this occurs when the department reclassifies an existing asset to a SCA. When this occurs, no liability is recognised unless additional consideration is provided to the operator.

The financial liability is recognised where the department has a contractual obligation to pay the operator for providing the SCA. It is measured in accordance with AASB 9 *Financial instruments* and is recognised as a borrowing (note 7.2). The liability is increased by interest charges (note 7.2), based on the interest rate implicit in the arrangement. Where the interest rate is not specified in the arrangement, the prevailing market rate of interest for a similar instrument with similar credit ratings is used. The liability is reduced by any payments made by the department to the operator as required by the contract.

The department has the following service concession arrangements.

Fulham Correctional Centre

In October 1995, the State entered into a PPP arrangement with Australasian Correctional Investment Ltd (ACI) for the design, construction, maintenance, and operation (including providing custodial services) of Fulham Correctional Centre. The construction of the prison was completed in 1997 and the operational phase under the original contract was due to end in 2017. An extension contract was entered into in April 2015, with the terms of the extension contract coming

into effect on 1 July 2016. The extension contract has an initial term of 11 years and subject to ACI's performance, a further term of 8.3 years that would end in October 2035.

ACI is subject to a suite of performance measures (key performance indicators and service delivery outcomes) over the term of the extension contract. Where there is unsatisfactory performance, the contract gives ACI the ability to rectify its performance. Where ACI fail to meet a performance measure the department can adjust the quarterly payments made to ACI. Where performance is not rectified, the department can terminate the contract.

The prison assets are classified as service concession assets and are being depreciated based on their useful lives. For further details refer to the table below.

Port Phillip Prison

In July 1996, the State entered into a PPP arrangement with G4S Correctional Services (Australia) Pty Ltd for the design, construction, maintenance, and operation (including providing custodial services) of Port Phillip Prison. The construction of the prison was completed in 1997 and the operational phase under the original contract was due to end in 2017. An extension contract was entered into in December 2015, with the terms of the extension contract coming into effect on 10 September 2017. The extension contract also novated from G4S Correctional Services (Australia) Pty Ltd to G4S Custodial Services Pty Ltd on 10 September 2017. For simplicity, both G4S entities are referred to as G4S.

G4S is subject to service delivery outcomes and key performance indicators over the term of the extension contract. Where there is unsatisfactory performance, the contract gives the State the ability to apply abatements to the quarterly payments made to G4S.

Port Phillip Prison contract ended in December 2025 and the assets have been moved from service concession arrangement to DJCS owned assets.

Ravenhall Correctional Centre

In September 2014, the State entered into a PPP arrangement with GEO Consortium for the design, construction, maintenance and operation (including providing custodial services) of Ravenhall Correctional Centre. The construction of the prison was completed in November 2017 and the operational phase is due to expire in 2042.

GEO Consortium is subject to a suite of performance measures (key performance indicators and service delivery outcomes) over the term of the extension contract. Where there is unsatisfactory performance, the contract gives the consortium the ability to rectify its performance. Where they fail to meet a performance measure, the department can adjust the quarterly payments made to the Consortium. Where performance is not rectified, the department can terminate the contract.

The prison assets are classified as service concession assets and are being depreciated based on their useful lives. The corresponding liability is recorded in borrowings as a service concession liability and an interest expense on the financial liability is recognised each year in the comprehensive operating statement. For further details refer to the table below.

Prisoner Transport Contract

Following a competitive tender process, the State entered into a new contract with G4S Custodial Services Pty Ltd (G4S) for the transportation of prisoners between courts, prisons, youth justice centres and police stations using a fleet of purpose built vehicles. The initial contract term was for a five year period from 1 October 2015, with two options to extend by two years. In June 2024, the contract was varied to include options to provide services up to 30 September 2026. A competitive tender process is underway for services beyond the current contract expiry.

G4S is subject to key performance measures over the term of the contract. Where there is unsatisfactory performance, the department can adjust the payments made to G4S.

The costs for the use of the vehicles were recognised as service concession assets and are being depreciated based on their useful lives. The corresponding liability is recorded in borrowings as a service concession liability and an interest expense on the financial liability is recognised each year in the comprehensive operating statement.

($ thousand)

SCA arrangement	Classification of arrangement	Operational/ construction in progress	Periodic payments in operations phase	Payments impacted by key performance indicators	Carrying amount of liability as at 30 June 2026	Carrying amount of asset as at 30 June 2026	Carrying amount of liability as at 30 June 2025	Carrying amount of asset as at 30 June 2025
Fulham Correctional Centre	Financial liability	Operational	Quarterly service payments	Yes	–	187,848	–	193,013
Port Phillip Prison	Financial liability	Operational	Quarterly service payments	Yes	–	–	–	227,308
Ravenhall Correctional Centre	Financial liability	Operational	Quarterly service payments	Yes	458,572	656,272	471,195	675,201
Prisoner Transport Contract	Financial liability	Operational	Monthly service payments	Yes	–	866	1,429	866

7.5 Cash flow information and balances

For the purposes of the cash flow statement and balance sheet, cash includes cash on hand and in banks, net of outstanding bank overdrafts. Most of this cash is held in trusts as shown below.

		($ thousand)
	2026	**2025**
Cash [(i)]	(184)	72
Cash and deposits held in trust [(ii)]		
• Correctional enterprises working account	9,414	9,620
• Vehicle lease trust account	220	229
• Inter-departmental transfer fund	24,253	33,659
• Treasury trust fund	68,430	54,545
• Victorian Natural Disasters Relief Account	302	–
• Emergency services infrastructure authority fund	127,715	89,429
• Emergency management operational communication program fund	87,936	144,830
• Victorian Responsible Gambling Trust	12,352	(1,775)
Balance as per cash flow statement and balance sheet	**330,438**	**330,609**

(i) Due to the State of Victoria's investment policy and government funding arrangements, government departments generally do not hold a large cash reserve in their bank accounts. Cash received by a department from the generation of revenue is generally paid into the State's bank account, known as the Public Account. Similarly, any departmental expenditure, including those in the form of cheques drawn by the department 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 to the department the cash required for the amount drawn on the cheques. This remittance by the Public Account occurs upon the presentation of the cheques by the department's suppliers or creditors.

The above funding arrangements often result in departments having a shortfall in the cash at bank required for payment of unpresented cheques at the reporting date. At 30 June 2026, cash at bank had a shortfall of $0.184 million (2025: Nil).

(ii) Funds held in trust are quarantined for use specifically for the purposes under which each trust fund has been established, see note 7.6 for further information on the trust accounts.

7.5.1 Reconciliation of net result for the period to cash flow from operating activities

		($ thousand)
	2026	**2025**
Net result for the period	(186,884)	(232,159)
Non-cash movements		
Net (gain)/loss on disposal of non-current assets	(2,783)	(8,939)
Depreciation and amortisation of non-current assets	200,950	231,658
Resources (received)/provided free of charge or for nominal consideration	0	8
Net (gain)/loss on financial instruments	4,360	(261)
Net (gain)/loss from revaluation of provisions	(4,267)	3,723
Movements in assets and liabilities		
Decrease/(increase) in receivables	(88,518)	43,936
Decrease/(increase) in prepayments	4,654	8,555
Decrease/(increase) in inventories	(1,819)	712
Increase/(decrease) in payables	104,497	17,851
Increase/(decrease) in provisions	179,292	160,821
Net cash flows from/(used in) operating activities	**209,482**	**225,905**

7.5.2 Non-cash financing and investing activities

There are no non cash financing and investing activities in this financial year.

7.6 Trust account balances

Trust account balances relating to trust accounts controlled and/or administered by the department

($ thousand)

	2026				2025			
Cash and deposits, and investments	**Opening balance as at 1 July 2025**	**Total receipts**	**Total payments**	**Closing balance as at 30 June 2026**	**Opening balance as at 1 July 2024**	**Total receipts**	**Total payments**	**Closing balance as at 30 June 2025**
Controlled trusts [(i)]								
Correctional enterprises working account Established under the *Financial Management Act 1994* as a working account for Correctional Enterprises.	9,620	39,506	39,712	**9,414**	9,937	31,483	31,800	**9,620**
Vehicle lease trust account Established under the *Financial Management Act 1994* to process the sales of VicFleet motor vehicles.	229	2,783	2,792	**220**	204	8,399	8,374	**229**
Inter-departmental transfer fund Established under the *Financial Management Act 1994* to hold monies in relation to inter-departmental transfers.	33,659	13,006	22,412	**24,253**	26,830	23,054	16,225	**33,659**
Victorian Natural Disasters Relief fund Established under the Financial Management Act 1994 for the receipt and disbursement of funds in relation to natural disasters in Victoria.	0	302	0	**302**	0	0	0	**0**
Treasury trust fund Established under the *Financial Management Act 1994* for the receipt and disbursement of unclaimed monies and other funds held in trust.	54,545	79,201	65,317	**68,430**	51,120	42,689	39,264	**54,545**
Emergency services infrastructure authority fund Established under the *Financial Management Act 1994* to hold monies in relation to the emergency services infrastructure authority.	89,429	38,285	0	**127,715**	60,230	30,024	824	**89,429**
Emergency management operational communication program fund Established under the *Financial Management Act 1994* to hold monies in relation to the emergency management operational communication program.	144,830	221,384	278,278	**87,936**	180,772	191,744	227,686	**144,830**
Victorian Responsible Gambling Trust Established under the Victorian Responsible gambling Foundation Act 2011 to hold monies in relation to the Victorian Responsible Gambling Foundation (ceased operation 1 Jul 2024) and currently managed by the Department	(1,775)	48,247	34,121	**12,352**	0	31,564	33,339	**(1,775)**
Total controlled trusts	**330,538**	**442,716**	**442,632**	**330,621**	**329,093**	**358,957**	**357,513**	**330,538**

(i) Trust account balances consists of cash and deposits (note 7.5).

($ thousand)

	2026				2025			
Cash and deposits, and investments	**Opening balance as at 1 July 2025**	**Total receipts**	**Total payments**	**Closing balance as at 30 June 2026**	**Opening balance as at 1 July 2024**	**Total receipts**	**Total payments**	**Closing balance as at 30 June 2025**
Administered trusts								
Asset confiscation office retained monies trust Established under the *Financial Management Act 1994* for the Asset Confiscation Office.	19,043	9,631	9,281	**19,394**	19,400	227,993	228,350	**19,043**
Victorian government solicitor's trust Established under the *Financial Management Act 1994* for the Victorian Government Solicitors Office.	108,455	582,010	623,512	**66,954**	182,922	1,287,144	1,361,610	**108,455**
Departmental suspense Established under the *Financial Management Act 1994* as a working account for the department.	1,486	2,478	1,618	**2,346**	1,870	1,314	1,698	**1,486**
Revenue suspense Established under the *Financial Management Act 1994* to temporarily hold monies pending correct identification of receipts.	24	125	0	**149**	23	1	0	**24**
Natural disaster relief trust Established under the *Financial Management Act 1994* for the receipt and disbursement of funds in relation to natural disasters in Victoria.	444,746	60,142	165,143	**339,745**	576,846	10,501	142,601	**444,746**
Treasury trust fund Established under the *Financial Management Act 1994* for the receipt and disbursement of unclaimed monies and other funds held in trust.	4,378	0	287	**4,090**	4,325	0	(53)	**4,378**
Public service commuter club Established under the *Financial Management Act 1994* for the Public Service Commuter Club.	385	613	378	**620**	413	451	479	**385**
Total administered trusts	**578,518**	**655,000**	**800,219**	**433,298**	**785,799**	**1,527,404**	**1,734,685**	**578,518**

Third party funds under management

Third party funds under management are funds held in trust for certain clients. Any earnings on the funds held pending distribution are also applied to the trust funds under management as appropriate.

($ thousand)

	2026	2025
Prisoner private monies		
Cash	8,081	6,683
Amounts owing to prisoners	(8,081)	(6,683)
	0	**0**
Prisoner compensation quarantine		
Cash	2,914	3,915
Amounts owing to prisoners	(2,914)	(3,915)
	0	**0**

7.7 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

7.7.1 Total commitments payable

($ thousand)

Nominal values	Less than 1 year	1 to 5 years	More than 5 years	Total
2026				
PPP commitments (note 7.7.2)	476,449	1,737,072	4,050,642	6,264,163
Capital expenditure commitments [(i)]	113,174	17,260	0	130,434
Other commitments	1,243,004	1,502,748	276,490	3,022,242
Total commitments (inclusive of GST)	**1,832,627**	**3,257,080**	**4,327,132**	**9,416,839**
2025				
PPP commitments (note 7.7.2)	477,435	1,623,548	4,112,926	6,213,910
Capital expenditure commitments [(i)]	134,320	11,461	0	145,781
Other commitments	993,682	1,559,804	250,971	2,804,456
Total commitments (inclusive of GST)	**1,605,437**	**3,194,813**	**4,363,897**	**9,164,147**

(i) Including intangible assets commitments
(ii) Certain comparative figures have been reclassified to conform with the current year's presentation.

7.7.2 PPP commitments

The department sometimes enters into arrangements with private sector participants to design and construct or upgrade assets used to provide public services. These arrangements usually include the provision of operational and maintenance services for a specified period of time. These arrangements are often referred to as PPPs.

Under these arrangements, the department pays the operator over the arrangement period, subject to specified performance criteria being met. At the date of commitment to the principal provisions of the arrangement, these estimated periodic payments are allocated between a component related to the design and construction or upgrading of the asset and components related to the ongoing operation and maintenance of the asset. The former component is accounted for as either a lease, a service concession arrangement or construction of an item of property, plant and equipment. The remaining components are accounted for as commitments for operating costs, which are expensed in the comprehensive operating statement as they are incurred.

AASB 1059 *Service Concession Arrangements: Grantors* applies to arrangements where an operator provides public services, using a service concession asset, on behalf of the State and importantly, the operator manages at least some of the public service at its own discretion. The State must also control the asset for AASB 1059 to apply. This means that certain PPP arrangements will not be within the scope of AASB 1059 and will continue to be accounted for as either leases or assets being constructed by the State and conversely, certain arrangements that are not PPPs (such as certain external service arrangements) could be captured within the scope of AASB 1059. The department has determined which arrangements should be accounted for under AASB 1059 and the details are included in note 7.4.

PPP commitments

($ thousand)

	2026			2025	
	Liability	Other commitments	Total commitments	Liability	Other commitments	Total commitments
	Discounted value	Present value	Nominal value	Discounted value	Present value	Nominal value
Commissioned PPPs [(i)]						
Operation and maintenance of private prisons		3,657,586	5,684,689		3,488,917	5,539,339
Service delivery of mobile network		485,559	579,473		553,459	674,571
Total PPP commitments		**4,143,145**	**6,264,162**		**4,042,376**	**6,213,910**

(i) The liability for commissioned PPPs are recognised on the balance sheet and are not disclosed as commitments.
(ii) Certain comparative figures have been reclassified to conform with the current year's presentation.

8. Risks, contingencies and valuation judgements

8.1 Introduction

This note sets out financial instrument specific information (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the department related mainly to fair value determination.

8.2 Financial instruments specific disclosures

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 the department's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

8.2.1 Categories of financial instruments held by the department

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the department to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The department recognises the following assets in this category:

- cash and deposits
- term deposits
- receivables (excluding statutory receivables)

Financial assets at fair value through net result

Financial assets at fair value through net result are initially measured at fair value and any subsequent changes in fair value are recognised in the net result as other economic flows.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated and are initially measured at fair value minus 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. The department recognises the following liabilities in this category:

- payables (excluding statutory payables)
- borrowings (including lease liabilities)

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
- the department 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
- the department has transferred its rights to receive cash flows from the asset and either: has transferred substantially all the risks and rewards of the asset; or has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

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

Derecognition of financial liabilities: A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

8.2.2 Net holding gain/(loss) on financial instruments by category [(i)]

($ thousand)

2026	Net holding gain/(loss)	Total interest income/(expense)	Total
Contractual financial assets			
At amortised cost	(4,360)	343	(4,017)
Total contractual financial assets	**(4,360)**	**343**	**(4,017)**
Contractual financial liabilities			
At amortised cost	0	(36,666)	(36,666)
Total contractual financial liabilities	**0**	**(36,666)**	**(36,666)**

($ thousand)

2025	Net holding gain/(loss)	Total interest income/(expense)	Total
Contractual financial assets			
At amortised cost	261	412	673
Total contractual financial assets	**261**	**412**	**673**
Contractual financial liabilities			
At amortised cost	0	(38,427)	(38,427)
Total contractual financial liabilities	**0**	**(38,427)**	**(38,427)**

(i) Amounts disclosed in this table exclude holding gains and losses related to statutory financial assets and liabilities.

The net holding gains or losses disclosed above are determined as follows:

- for financial assets at fair value through net result, the net gain or loss is calculated by taking the movement in the fair value of the financial asset;
- for financial assets at amortised cost, the net gain or loss is calculated by taking the interest income minus any impairment recognised in the net result; and
- for financial liabilities at amortised cost, the net loss is the interest expense.

8.2.3 Financial risk management objective and policies

The department's main financial risks include credit risk, liquidity risk and market risk such as interest rate risk, equity price risk and foreign currency risk. The department manages these financial risks in accordance with its financial risk management policy.

Financial instruments: credit risk

Credit risks arise from the contractual financial assets of the department, which comprises cash and deposits, contractual receivables and investments and other contractual financial assets. The department's exposure to credit risk arises from the potential default of a counterparty on their contractual obligations resulting in financial loss to the department. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with the department's contractual financial assets is minimal because its cash and deposits and the majority of its contractual receivables are with financial institutions and government agencies. Credit risk in relation to receivables is also monitored by management by reviewing the ageing of receivables on a monthly basis. Credit risk in relation to the department's investments with the Victorian Funds Management Corporation is managed by the department in line with approved investment guidelines.

The department does not engage in hedging for its contractual financial assets.

The carrying amount of contractual financial assets recorded in the financial statements, net of any provision for expected credit losses, represents the department's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There has been no material change to the department's credit risk profile in 2025–26.

Impairment of financial assets under AASB 9

The department records the provision for expected credit losses for relevant financial instruments by applying AASB 9's expected credit loss approach.

Financial assets at fair value through net result are not subject to impairment under AASB 9.

Cash and deposits and statutory receivables are subject to impairment under AASB 9, but any impairment loss would be immaterial.

Contractual receivables are subject to impairment under AASB 9. The department applied AASB 9's simplified approach to measure the expected credit losses of its contractual receivables using a lifetime expected loss allowance based on assumptions about risk of default and expected loss rates. The department has grouped contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on the department's past experience, current market conditions and forward looking estimates. On this basis, the department determined the provision for expected credit losses for the financial year as follows.

($ thousand)

30 June 2026	Current	Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	Total
Expected loss rate	2%	7%	18%	100%	100%	
Gross carrying amount of contractual receivables relating to the provision of goods and services	12,942	1,186	538	4,270	167	19,103
Provision for expected credit losses	**270**	**87**	**95**	**4,270**	**172**	**4,894**
Expected loss rate	0%			-14%	100%	
Gross carrying amount of other contractual receivables	18,290	0	0	908	59	19,257
Provision for expected credit losses	**0**	**0**	**0**	**(123)**	**59**	**(64)**

($ thousand)

30 June 2025	Current	Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	Total
Expected loss rate	4%	4%	9%	100%	100%	
Gross carrying amount of contractual receivables relating to the provision of goods and services	10,327	1,931	74	166	64	12,563
Provision for expected credit losses	**453**	**81**	**7**	**166**	**68**	**775**
Expected loss rate	0%			-18%	100%	
Gross carrying amount of other contractual receivables	30,101	0	0	826	59	30,986
Provision for expected credit losses	**0**	**0**	**0**	**(147)**	**59**	**(88)**

Reconciliation of the movement in the provision for expected credit losses for contractual receivables is shown as follows.

($ thousand)

	2026	2025
Balance at beginning of the year	**(687)**	**(979)**
Transfers out / disposed outputs	0	(40)
(Increase)/decrease in provision recognised in the net result	(4,293)	323
Reversal of provision of receivables written off during the year as uncollectible	151	9
Balance at end of the year	**(4,829)**	**(687)**

Movements in the provision for expected credit losses for contractual receivables are classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and these impairment losses are classified as either a transaction expense or other economic flows in the net result.

Refer note 4.3 for expected credit loss provision related to administered receivables.

Financial instruments: liquidity risk

Liquidity risk arises when the department is unable to meet its financial obligations as they fall due. The department operates under the government's fair payments policy of settling financial obligations within 10 days for invoices under $3 million and 30 days for invoices over $3 million. In the event of a dispute, the department makes payments within 10 to 30 days from the date of resolution based on the value of the invoice.

The department's maximum exposure to liquidity risk is the carrying amounts of its financial liabilities as disclosed in the balance sheet. The exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Financial instruments: market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The department's exposures to market risk are insignificant and primarily through interest rate risk and equity price risk, with only minimal exposure to foreign currency risk.

Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. The department does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The department has minimal exposure to cash flow interest rate risks through its cash and deposits that are at floating rate.

Interest rate exposures are insignificant and arise predominantly from assets bearing variable interest rates.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates are set out in the following table.

Interest rate exposure of financial instruments [(i)]

($ thousand)

2026	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	0.00%	330,438	0	0	330,438
Receivables					
• Other receivables		33,530	0	0	33,530
Total financial assets		**363,968**	**0**	**0**	**363,968**
Financial liabilities					
Payables					
• Trade creditors and other payables		494,724	0	0	494,724
• Accrued capital works		33,820	0	0	33,820
• Salaries and wages		48,637	0	0	48,637
Borrowings					
• Service concession financial liabilities	6.09%	458,572	458,572	0	0
• Other borrowings	4.05%	217,357	217,357	0	0
Total financial liabilities		**1,253,110**	**675,929**	**0**	**577,181**

($ thousand)

2025	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	0.00%	330,609	0	0	330,609
Receivables					
• Other receivables		42,861	0	0	42,861
Total financial assets		**373,470**	**0**	**0**	**373,470**
Financial liabilities					
Payables					
• Trade creditors and other payables		403,595	0	0	403,595
• Accrued capital works		37,359	0	0	37,359
• Salaries and wages		38,038	0	0	38,038
Borrowings					
• Service concession financial liabilities	6.07%	472,624	472,624	0	0
• Other borrowings	4.05%	233,279	233,279	0	0
Total financial liabilities		**1,184,895**	**705,903**	**0**	**478,992**

(i) Amounts disclosed in this table exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

Equity price risk

The department does not have any investment in equity and hence is not exposed to equity price risk.

Foreign currency risk

The department is not exposed to significant foreign currency risk through its payables relating to purchases of supplies from overseas. This is because of a limited amount of purchases denominated in foreign currencies and a short timeframe between commitment and settlement.

Market risk sensitivity

The Department is not exposed to market risk sensitivity around interest rate, foreign currency or other price risks as the department does not have any managed investment schemes or other market related instruments.

8.3 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed in this note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent assets are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

Quantifiable contingent assets

($ thousand)

	2026	2025
Other	59	59
Total	**59**	**59**

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department; or
- present obligations that arise from past events but are not recognised because: it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Non-quantifiable contingent liabilities

Other

A number of potential obligations are non-quantifiable at this time arising from:

- litigations and claims

Quantifiable contingent liabilities

($ thousand)

	2026	2025
Legal proceedings and disputes	43,259	11,282
Make good leased premises [(i)]	79	14,968
Total	**43,338**	**26,250**

(i) The make good leased premises contingent liability relates to the accommodation leases that are transferred to the Department of Government Services (DGS). This will continue to be disclosed by the department until an agreement is made to transfer the obligation to DGS.

8.4 Fair value determination

This note sets out information on how the department determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date.

The following assets are carried at fair value:

- financial assets at fair value through net result
- property, plant and equipment (excluding right-of-use assets)
- non-financial assets classified as held for sale

Fair value hierarchy

All assets that are measured at fair value are categorised within the following fair value hierarchy based on the lowest level input that is significant to their fair value measurement as a whole.

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets;
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. Changes in unobservable values will result in changes to the asset carrying values.

The department determines whether transfers have occurred between levels in the hierarchy by reassessing 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 department monitors changes in the fair value of each asset through relevant data sources to determine whether revaluation is required.

8.4.1 Fair value of financial assets and liabilities at amortised cost

The carrying amounts of the department's cash and deposits, receivables (excluding statutory receivables), and payables (excluding statutory payables) are reasonable approximations of their fair values as at 30 June 2026. Ravenhall Correctional Centre's service concession liability's carrying amount is $458.6 million (2025: $471.2 million) and fair value is $253.2 million (2025:$261.3 million) as at 30 June 2026. Other borrowing's carrying amount is $217.4 million (2025: $233.3 million) and fair value is $210.5million (2025: $226.4 million) as at 30 June 2026.

8.4.2 Fair value determination for property, plant and equipment

The department's property, plant and equipment are carried at their fair values.

Independent valuations in 2020–21

An independent valuation of the department's land, buildings, right of use buildings (that will be eventually owned by the department), service concession buildings and artwork was performed by the Valuer-General Victoria in 2020–21. The Valuer-General used in house valuers to perform the valuations of the department's land, and external independent valuers to perform the valuations of the department's buildings and artwork which was performed by Napier & Blakeley Proprietary Ltd and the Dominion Group Pty Ltd respectively. The effective date of the valuation was 30 June 2021.

Managerial assessment of the fair values of land and buildings in 2025–26

Each asset class must be valued with sufficient regularity to ensure that the carrying amount of an asset does not materially differ from its fair value at the reporting date. The department uses annual indices supplied by the Valuer-General's Office to determine the movements in its land and building values. Indices are based on post code. As a result of applying these indices if it is determined that a material (greater than 10%) movement in the department's land and building values has occurred, then a managerial revaluation will be put through to ensure that the land and building values reflects their fair values. As at 30 June 2026, the movement in the fair value of land and buildings was not more than 10%. Hence, no managerial revaluation has been applied. The movement in physical asset revaluation surplus is due to impairment of Dhurringile prison assets that are classified as held-for-sale.

The department has obtained an approval from DTF to defer the scheduled formal valuation of land and buildings from financial year 2025–26 to 2026–27 in accordance with paragraph 4.5 of Financial Reporting Direction FRD 103 *Non-financial physical assets*. This deferral is a one-off recalibration to help manage the disproportionately high workload for the Valuer-General Victoria (VGV) in financial year 2025–26.

Non-specialised land, non-specialised buildings and artworks

Non-specialised land, non-specialised buildings and artworks are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

For non-specialised land and non-specialised buildings, independent valuations are performed to determine the fair value using the market approach. Valuation of the assets are determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From this analysis, an appropriate rate per square metre is applied to the subject asset.

For artwork, valuation of the assets is determined by a comparison to similar assets sold throughout Australia on sales websites and auction catalogues.

To the extent that non-specialised land, non-specialised buildings and artwork do not contain significant unobservable adjustments, these assets are classified within level 2 of the fair value hierarchy.

The department held $7.695 million (2025: $7.695 million) of non-specialised land, no non-specialised buildings (2025: Nil), and $0.046 million (2025: $0.046 million) of artwork as at 30 June 2026.

Specialised land and specialised buildings

Specialised land is valued using the market approach, adjusted for a community service obligation (CSO) that reflects the specialised nature of the land being valued. 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. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified within level 3 of the fair value hierarchy. A significant increase or decrease in the CSO adjustment would result in a significantly higher or lower fair value.

Specialised buildings are valued using the current replacement cost method, adjusted for depreciation. As depreciation adjustments are considered as significant unobservable inputs in nature, specialised buildings are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

The department held $356.050 million (2025: $356.050 million) of specialised land, and $4,391.837 million (2025: $4,582.462 million) of specialised buildings as at 30 June 2026.

As part of significant reforms to the men's prison system to deliver the modern services and infrastructure needed

over the next decade for a safer system, Dhurringile Prison closed at the end of August 2024 and was degazetted on 3 December 2024. WPCC was formally opened by the Minister for Corrections on 26 June 2025. Malmsbury Youth Justice Precinct has been recommissioned from 30 April 2026. Separately, Port Phillip Prison's contract with private operator G4S ended in December 2025. These changes do not impact the Highest and Best Use of these Premises as at 30 June 2026, as outlined below:

Malmsbury Youth Justice Precinct has been recommissioned with 30 rooms opened on 30 April 2026. An additional 45 rooms are planned to be opened in 2026, taking the total capacity to 75 rooms. This is in response to the Victorian Government's community safety reforms to promote a safe and stable youth justice operating system. There is no impact to the Highest and Best use of the premises as at 30 June 2026.

Port Phillip Prison continued to be used as a prison location, with no economic, functional or physical obsolescence applicable. The St John's unit at Port Phillip is open following the cessation of the G4S Contract in December 2025 and the assets have been moved from service concession arrangement to DJCS owned assets. There is no impact to the Highest and Best use of the premises as at 30 June 2026.

The Dhurringile site had been declared as surplus government land and, as at 30 June 2025. As at 30 June 2026, the department had completed decommissioning activity on the Dhurringile site and will retain responsibility for site security and maintenance arrangements until the point of land sale. These assets are expected to be sold in the next one year and have been classified as held-for-sale as at 30 June 2026 after the impairment provision.

WPCC received practical completion in November 2022 and was gazetted as a prison in early 2023. However, due to reduced demand for prison beds the prison was not required to be operationalised. It was used as a training facility during this period and temporarily housed prisoners in response to critical incidents (including the February 2024 evacuation of men from Langi Kal Kal prison due to extreme fire danger, April 2025 decant of men from Olearia unit at Barwon Prison and June 2025 temporary relocation of men from Barwon Prison to allow for urgent and essential works to the Barwon Hoya Unit). Throughout 2024–25, WPCC ramped up recruitment, operational commissioning and other preparatory activity in the lead up to the prison receiving its first scheduled transfers on 30 June 2025. There is no impact to the Highest and Best use of the premises as at 30 June 2026. There are no indicators the facility is impaired and hence there is no impairment impact to the 2025–26 asset values.

Heritage buildings

Heritage buildings are valued using the current reproduction cost adjusted for depreciation. The reproduction cost includes those costs that replicate the existing building as closely as possible by using modern construction techniques and materials. As depreciation adjustments are considered as significant unobservable inputs in nature, heritage buildings are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

The department held $8.659 million (2025: $9.084 million) of heritage buildings as at 30 June 2026.

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 current replacement cost method, adjusted for depreciation. As depreciation adjustments are considered as significant unobservable inputs in nature, plant and equipment are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

There were no changes in valuation techniques throughout the period to 30 June 2026.

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

8.4.3 Fair value determination for non-financial assets classified as held for sale

The department's non-financial assets classified as held for sale are carried at their fair values which is the lower of the carrying amount or fair value less costs to sell. Assets held for sale were valued using the techniques referred to in note 8.4.2 for plant and equipment, and are classified within level 3 of the fair value hierarchy.

9. Other disclosures

9.1 Introduction

This note includes additional material disclosures required by accounting standards or otherwise for the understanding of this financial report.

9.2 Ex-gratia expenses

		($ thousand)
	2026	**2025**
Compensation for economic loss	116	20
Forgiveness or waiver of debt	297,477	386,866
Total ex-gratia expenses [(i)]	**297,593**	**386,886**

(i) The compensation for economic loss component of the ex-gratia expenses fall under other supplies and services in note 3.4. Additional disclosure on the forgiveness or waiver of debt has been added to this note to disclose the bad debts written off for administered fines and pecuniary penalty order debts.

9.3 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

		($ thousand)
	2026	**2025**
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	2,783	8,939
Total net gain/(loss) on non-financial assets	**2,783**	**8,939**
Net gain/(loss) on financial instruments		
Impairment of contractual receivables [(i)]	(4,143)	283
Bad debts written off unilaterally	(217)	(22)
Total net gain/(loss) on financial instruments	**(4,360)**	**261**
Other gains/(losses) from other economic flows		
Net gain/(loss) from revaluation of long service leave liability [(ii)]	4,221	(1,160)
Net gain/(loss) from revaluation of other provisions [(iii)]	46	(2,563)
Total other gains/(losses) from other economic flows	**4,267**	**(3,723)**

(i) Includes (increase)/decrease in provision for bad and doubtful debts.
(ii) Revaluation gain/(loss) due to changes in bond rates.
(iii) Revaluation gain/(loss) due to changes in bond rates and actuarial assumptions.

9.4 Physical asset revaluation surplus [(i)]

		($ thousand)
	2026	**2025**
Land		
Balance at beginning of financial year	210,463	210,463
Balance at end of financial year	**210,463**	**210,463**
Buildings		
Balance at beginning of financial year	1,125,763	1,125,763
Revaluation increment/(decrement)	(54,984)	0
Balance at end of financial year	**1,070,779**	**1,125,763**
Artwork		
Balance at beginning of financial year	6	6
Balance at end of financial year	**6**	**6**
Total balance at beginning of financial year	**1,336,232**	**1,336,232**
Total balance at end of financial year	**1,281,248**	**1,336,232**
Net change	**(54,984)**	**0**

(i) The physical asset revaluation surplus arises from the revaluation of land, buildings and artwork.

9.5 Changes in accounting policy

Right-of-use assets

The department has made a change in accounting policy to change the measurement basis from the revaluation model to the cost model for the subsequent measurement of right-of-use assets arising from market leases, in accordance with the updated requirements under FRD 104.

Previously, the department had measured all right-of-use assets arising from market leases using the revaluation model under AASB 13. Following the change in accounting policy, the department will measure all right-of-use assets using the

cost model. Right-of-use assets measured using the cost model are held at cost less accumulated depreciation and impairment and any adjustments for remeasurement of lease liability. Periodic revaluations are not required; however, the cost model requires annual impairment assessments in accordance with AASB 136.

Upon the adoption of the cost model, the department has applied a modified retrospective approach. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

Accordingly, the comparative information presented is not restated and is reported at the previously determined fair value.

Right-of-use assets arising from significantly below-market leases

The department is not required to make any adjustments to right-of-use assets arising from significantly below-market leases, including peppercorn leases, as the department already measures these right-of-use assets using the cost model in accordance with AASB 16 and FRD 104, and are thus not impacted as a result of this accounting policy change.

Impacts on financial statements

On transition to the cost model, there was no impact on the department's financial statements. No impairment was identified by the department for the right-of-use asset held as at 30 June 2026.

9.6 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The people who held the positions of Ministers and Accountable Officers in the department (from 1 July 2025 to 30 June 2026 unless otherwise stated) were as follows.

Attorney-General	The Hon. Sonya Kilkenny, MP	1 July 2025	to	30 June 2026
Acting Attorney-General	The Hon Enver Erdogan MP	20 September 2025	to	28 September 2025
		28 December 2025	to	11 January 2026
Minister for Corrections, Youth Justice	The Hon. Enver Erdogan, MP	1 July 2025	to	15 April 2026
Acting Minister for Corrections	The Hon Vicki Ward MP	12 January 2026	to	18 January 2026
Acting Minister for Youth Justice	The Hon Anthony Carbines MP	4 April 2026	to	13 April 2026
Minister for Casino, Gaming and Liquor Regulation	The Hon. Enver Erdogan, MP	1 July 2025	to	30 June 2026
Acting Minister for Casino, Gaming and Liquor Regulation	The Hon Paul Hamer MP	29 June 2026	to	30 June 2026
Minister for Corrections and Youth Justice	The Hon Paul Hamer MP	15 April 2026	to	30 June 2026
Minister for Police, Racing, Community Safety, and Victims	The Hon Anthony Carbines MP	1 July 2025	to	30 June 2026
Acting Minister for Police	The Hon Enver Erdogan MP	1 July 2025	to	13 July 2025
	The Hon Enver Erdogan MP	26 December 2025	to	11 January 2026
	The Hon Vicki Ward MP	12 January 2026	to	26 January 2026
	The Hon Enver Erdogan MP	5 March 2026	to	9 March 2026
	The Hon Vicki Ward MP	20 June 2026	to	28 June 2026
Acting Minister for Racing	The Hon Enver Erdogan MP	1 July 2025	to	13 July 2025
	The Hon Enver Erdogan MP	26 December 2025	to	11 January 2026
	The Hon Vicki Ward MP	12 January 2026	to	26 January 2026
	The Hon Enver Erdogan MP	5 March 2026	to	9 March 2026
	The Hon Vicki Ward MP	20 June 2026	to	28 June 2026
Acting Minister for Community Safety	The Hon Enver Erdogan MP	1 July 2025	to	13 July 2025
	The Hon Enver Erdogan MP	26 December 2025	to	11 January 2026
	The Hon Vicki Ward MP	12 January 2026	to	26 January 2026
	The Hon Enver Erdogan MP	5 March 2026	to	9 March 2026
	The Hon Vicki Ward MP	20 June 2026	to	28 June 2026
Acting Minister for Victims	The Hon Enver Erdogan MP	1 July 2025	to	13 July 2025
	The Hon Enver Erdogan MP	26 December 2025	to	11 January 2026
	The Hon Vicki Ward MP	12 January 2026	to	26 January 2026
	The Hon Enver Erdogan MP	5 March 2026	to	9 March 2026
	The Hon Vicki Ward MP	20 June 2026	to	28 June 2026
Minister for Emergency Services, Natural Disaster Recovery	The Hon Vicki Ward MP	1 July 2025	to	30 June 2026
Acting Minister for Emergency Services	The Hon Enver Erdogan MP	1 November 2025	to	4 November 2025
	The Hon Anthony Carbines MP	3 April 2026	to	18 April 2026
	The Hon Anthony Carbines MP	2 June 2026	to	7 June 2026
	The Hon Paul Hamer MP	8 June 2026	to	8 June 2026

Acting Minister for Natural Disaster Recovery	The Hon Enver Erdogan MP	1 November 2025	to	4 November 2025
	The Hon Anthony Carbines MP	3 April 2026	to	18 April 2026
	The Hon Anthony Carbines MP	2 June 2026	to	8 June 2026
	The Hon Paul Hamer MP	8 June 2026	to	8 June 2026
Special Minister of State	The Hon Ingrid Stitt MP	15 April 2026	to	30 June 2026
Secretary	Kate Houghton	1 July 2025	to	3 October 2025
Secretary	Emma Cassar	14 October 2025	to	30 June 2026
Acting Secretary	Nicola Quin	26 September 2025	to	19 October 2025
	Emma Catford	1 July 2025	to	20 July 2025
		29 December 2025	to	31 December 2025

Remuneration

Remuneration received or receivable by the Accountable Officer (Secretary) in connection with the management of the department during the reporting period was in the range: $960,000–969,999 ($740,000 – $749,999 in 2024–25). This balance includes a recognition of leave entitlements carried over from the current Secretary's previous role as well as remuneration paid to staff acting during that period. The remuneration is reported in line with accounting standards rather than actual remuneration paid.

9.7 Remuneration of executives

The number of executive officers, other than Ministers and the Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave, sick leave and non-monetary benefits such as motor vehicle allowances.

Post-employment benefits include superannuation entitlements.

Other long-term benefits include long service leave and other long term benefits.

Termination benefits include termination of employment payments, such as severance packages.

The department is closely managing its workforce, including its executive officer profile, to ensure it is financially sustainable while remaining capable of responding to changing service delivery demands resulting from new government priorities.

Several factors have affected total remuneration payable to executives over the year including the renegotiation or conclusion of some employment contracts. Other variations have been driven by executive officers retiring, resigning, or having their employment contract ceased by the department.

($ thousand)

Remuneration of executive officers [(i)(ii)]	**2026**	**2025**
Short-term employee benefits	39,267	39,702
Post-employment benefits	4,161	4,030
Other long-term benefits	3,491	1,753
Termination benefits	4,070	787
Total remuneration	**50,989**	**46,273**
Total number of executives	**179**	**168**
Total annualised employee equivalents [(iii)]	**147.3**	**145.2**

(i) Includes 8 active executives from the VGSO and 3 from the VEOHRC. These are entities which have been aggregated with the department's numbers under Section 53 of the Financial Management Act or because they are administrative offices.
(ii) Includes key management personnel (KMP) disclosed in note 9.8, who also meet the definition of executives under FRD21 Disclosures of responsible persons and executive officers in the financial report.
(iii) The total annualised employee equivalent is based on the time fraction worked over the reporting period.

A reconciliation is provided in the report of operations between the number of executive officers disclosed in the above table and the number of executive officers disclosed in the report of operations.

9.8 Related parties

Related parties of the department include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel

The people who held, or acted for more than three months in, key management positions in the department (from 1 July 2025 to 30 June 2026 unless otherwise stated) were as follows.

Portfolio Ministers (refer to note 9.6)

Secretary (refer to note 9.6)

Chief Financial Officer	Julio Labrin	23 March 2026	to	30 June 2026
Chief Financial Officer	Samuel Ho	1 July 2025	to	20 March 2026
Chief Operating Officer	Nicola Quin	11 August 2025	to	30 June 2026
Chairperson, Post Sentence Authority	Felicity Hampel	1 July 2025	to	30 June 2026
Commissioner	Larissa Strong	1 July 2025	to	30 June 2026
Commissioner	John Larkins	1 July 2025	to	30 June 2026
Commissioner, VEOHRC	Ro Allen	1 July 2025	to	31 May 2026
Commissioner, Youth Justice	Andrea Davidson	1 July 2025	to	6 March 2026
Deputy Commissioner, Custodial Operations	Melissa Westin	1 July 2025	to	30 June 2026
Deputy Secretary and Chief Executive, Emergency Management Victoria	Dean Tighe	2 February 2026	to	30 June 2026
Deputy Secretary, Aboriginal Justice	Adrian Sculthorpe	1 July 2025	to	30 June 2026
Deputy Secretary, Corporate Services and Infrastructure	Corinne Cadilhac	1 July 2025	to	14 November 2025
Deputy Secretary, Corrections and Justice Services	Emma Catford	1 July 2025	to	30 June 2026
Deputy Secretary, Courts, Civil and Criminal Law	Marian Chapman	1 July 2025	to	29 November 2025
Deputy Secretary, Emergency Management	Kate Fitzgerald	1 July 2025	to	31 December 2025
Deputy Secretary, Integrity Regulation and Legal Services	Kathryn Bannon	1 July 2025	to	30 June 2026
Deputy Secretary, People, Safety, Culture and Communications	Nicola Brown	1 July 2025	to	30 January 2026
Deputy Secretary, Police, Racing, Victims and Coordination	Bill Kyriakopoulos	1 July 2025	to	30 June 2026
Deputy Secretary, Youth Justice	Jodi Henderson	1 July 2025	to	30 June 2026
Emergency Management Commissioner	Tim Wiebusch	1 July 2025	to	30 June 2026
Executive Director, North Area	Chris Corbell	16 September 2025	to	20 March 2026
Executive Director, North West Metropolitan Area	Taryn Escreet	1 July 2025	to	26 June 2026
Executive Director, South Area	Albert Bentincontri	1 July 2025	to	30 June 2026
Executive Director, West Area	Michelle Wood	1 July 2025	to	30 June 2026
Information Commissioner	Sean Morrison	1 July 2025	to	30 June 2026
Road Safety Camera Commissioner	Neville Taylor	1 July 2025	to	31 October 2025

The compensation detailed below excludes the salaries and benefits of Portfolio Ministers. Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and have been disclosed within the 2025–26 Financial Report for the State of Victoria.

($ thousand)

Compensation of KMPs [(i)]	**2026**	**2025**
Short-term employee benefits	8,225	9,033
Post-employment benefits	628	754
Other long-term benefits	1,168	197
Termination benefits	890	225
Total	**10,911**	**10,209**

(i) KMPs of the department, excluding the Ministers and Accountable Officer, that also meet the definition of executive officers under FRD21 are reported in the disclosures in note 9.7.

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. The employment processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the department, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

The department receives income from government such as the appropriations shown in note 2.2, and income from government-related-entities such as grant income as shown in note 2.5, other income as shown in note 2.6, and amounts receivable from government agencies as shown in note 6.2. The department pays government-related-entities grants as shown in note 3.3, for some of the technology services as shown in note 3.4, for payments into the consolidated fund as shown in note 4.3, and amounts payable to government agencies in note 6.3.

9.9 Remuneration of auditors

($ thousand)

	2026	2025
Victorian Auditor-General's Office		
Audit of the financial statements	823	700
Total remuneration of auditors	**823**	**700**

9.10 Subsequent Events

On 28 July 2026, the Hon Ben Carroll MP was sworn in as Premier of Victoria. Following his appointment, changes to the Victorian Cabinet and DJCS ministerial portfolios were made on 4 August 2026, including:

The Hon. Paul Edbrooke appointed as:
- Minister for Police, Emergency Services and Crime Prevention

The Hon. Ros Spence appointed as:
- Minister for Corrections, Youth Justice and Victim Support

There are no other subsequent events to disclose.

9.11 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2025–26 reporting period. These accounting standards have not been applied to these financial statements. The department is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- ***AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities***

  AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities amended AASB 13 by adding Appendix F Australian implementation guidance for not-for-profit public sector entities. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation (whichever is earlier).

  In accordance with FRD 103, the department will apply Appendix F of AASB 13 in its next scheduled formal revaluation or interim revaluation process (whichever is earlier). The department has assessed the amendments and it has not resulted in any material change to the way the fair value is assessed for assets within the department.

  In addition to the new standard and amendment above, the AASB has issued a list of other amending standards that are not effective for the 2025–26 reporting period.

- ***AASB 17 Insurance Contracts, AASB 2022-8 Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments and AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector***

  AASB 17 replaces AASB 4 Insurance Contracts, AASB 1023 General Insurance Contracts and AASB 1038 Life Insurance Contracts for not-for-profit public sector entities for annual reporting periods beginning on or after 1 July 2026.

  AASB 2022-9 amends AASB 17 to make public sector-related modifications (e.g. it specifies the pre-requisites, indicators and other considerations in identifying arrangements that fall within the scope of AASB 17 in a public sector context). This Standard applies for annual reporting periods beginning on or after 1 July 2026.

  AASB 2022-8 makes consequential amendments to other Australian Accounting Standards so that public sector entities are permitted to continue to apply AASB 4 and AASB 1023 to annual periods before 1 July 2026.

- ***AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments***

  AASB 2024-2 amends AASB 7 Financial Instruments: Disclosures and AASB 9 Financial Instruments.

  AASB 2024-2 amends requirements relating to:

  » settling financial liabilities using an electronic payment system
  » assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features
  » disclosure requirements for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

  This amendment applies to annual reporting periods beginning on or after 1 January 2026.

- ***AASB 18 Presentation and Disclosure of Financial Statements***

  AASB 18 replaces AASB 101 *Presentation of Financial Statements* to improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss.

  The key presentation and disclosure requirements established by AASB 18 is the presentation of newly defined subtotals in the statement of profit or loss.

  AASB 18 applies to annual reporting periods beginning on or after 1 January 2027 for for-profit entities and applies to annual reporting periods beginning on or after 1 January 2028 for not-for-profit entities. The one year deferral allows the AASB to consult with stakeholders and consider potential modifications for not-for-profit public sector entities. On 30 October 2025, the AASB released Exposure Draft ED 338 *Application of AASB 18 and AASB 17 by Superannuation and Not-for-Profit Entities and Operating Cash Flow Reconciliation*, proposing its public sector modifications to AASB 18 for public comments by 27 February 2026.

  The Department is currently in the process of assessing the potential impact of these standards and amendments.

  A few other standards and amendments have also been issued that apply to future reporting periods; however they are not expected to have any significant impact on the financial statements in the period *of* initial application.

9.12 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Administered item generally refers to a department lacking the capacity to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Amortisation is the expense that results from the consumption, extraction or use over time of a non-produced intangible asset.

Borrowings refers to interest bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities, service concession arrangements and other interest bearing arrangements. Borrowings also include non interest bearing advances from government that are acquired for policy purposes.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners.

Controlled item generally refers to the capacity of a department to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Current grants are amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical asset. This expense is classified as a 'transaction' and so reduces the 'net result from transactions'.

Effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or liability, or, where appropriate, a shorter period.

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

Ex-gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Financial asset is any asset that is:

- cash;
- an equity instrument of another entity;
- a contractual 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; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

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 liability is any liability that is:

- a contractual obligation: to deliver cash or another financial asset to another entity; or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements comprises:

- a comprehensive operating statement for the period;
- a balance sheet as at the end of the period;
- a cash flow statement for the period;
- a statement of changes in equity for the period;
- notes, comprising a summary of significant accounting policies and other explanatory information;
- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grant expenses and other transfers are 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 be either 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.

Grants for on-passing are grants paid to one institutional sector (e.g. a State general government entity) to be passed on to another institutional sector (e.g. local government or a private non-profit institution).

Interest expense represents costs incurred in connection with borrowings and includes the interest components of lease liabilities and service concession financial liabilities.

Interest income includes interest received on bank term deposits, interest from investments, and other interest received.

Leases are rights conveyed in a contract, or part of a contract, for the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

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 economic flows – other comprehensive income'.

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 is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, plant and equipment, cultural and heritage assets and intangible assets.

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets such as patents.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market remeasurements. They include gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets; and fair value changes of financial instruments.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus.

Payables include short and long-term trade debt and accounts payable, grants and interest payable.

Produced assets include buildings, plant and equipment, inventories, cultivated assets and certain intangible assets. Intangible produced assets may include computer software, and research and development costs (which does not include the start-up costs associated with capital projects).

Receivables include 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. User charges includes sale of goods and services income.

Service concession arrangement is a contract effective during the reporting period between a grantor and an operator in which:

- the operator has the right of access to the service concession asset (or assets) to provide public services on behalf of the grantor for a specified period of time;
- the operator is responsible for at least some of the management of the public services provided through the asset and does not act merely as an agent on behalf of the grantor; and
- the operator is compensated for its services over the period of the service concession arrangement.

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the department.

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.

9.13 Style conventions

Figures in the tables and text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

(xxx.x)	negative numbers
201x	year period
201x-1x	year period

The financial statements and notes are presented based on the illustration for a government department in the 2025–26 *Model Report for Victorian Government Departments*.

1. Disclosure index

The annual report of the department is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of the department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	5–6
FRD 22	Purpose, functions, powers and duties	5
FRD 8	Departmental objectives, indicators and outputs	15
FRD 22	Key initiatives and projects	17–19, 25-27, 31–34, 38–40, 43–50, 59–61, 65–70
FRD 22	Nature and range of services provided	9–10
Management and structure		
FRD 22	Organisational structure	9
Financial and other information		
FRD 8	Performance against output performance measures	20–24, 28–30, 35–37, 40–42, 50–58, 61–64
FRD 8	Budget portfolio outcomes	130–135
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FRD 22	Occupational health and safety policy	152
FRD 22	Summary of the financial results for the year	136
FRD 22	Significant changes in financial position during the year	136
FRD 22	Major changes or factors affecting performance	11
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FRD 22	Application and operation of *Freedom of Information Act 1982*	183
FRD 22	Compliance with building and maintenance provisions of *Building Act 1993*	182
FRD 22	Statement on National Competition Policy	167
FRD 22	Application and operation of the *Public Interest Disclosures Act 2012*	184
FRD 22	Application and operation of the *Carers Recognition Act 2012*	184
FRD 22	Details of consultancies over $10 000	168–169
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SD 5.2	Specific requirements under Standing Direction 5.2	ii
Compliance attestation and declaration		
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Other requirements under Standing Directions 5.2

SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	72
SD 5.2.1(a)	Compliance with Standing Directions	72
SD 5.2.1(b)	Compliance with Model Financial Report	72

Other disclosures as required by FRDs in notes to the financial statements (a)

FRD 9	Departmental Disclosure of Administered Assets and Liabilities by Activity	93
FRD 11	Disclosure of Ex gratia Expenses	120
FRD 13	Disclosure of Parliamentary Appropriations	82
FRD 21	Disclosures of responsible persons and executive officers in the financial report	121
FRD 103	Non-Financial Physical Assets	118
FRD 110	Cash Flow Statements	79
FRD 112	Defined Benefit Superannuation Obligations	88
FRD 114	Financial Instruments – general government entities and public non-financial corporations	113

Note:
(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

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Disability Act 2006 184
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Financial Management Act 1994 166
Police Informants Royal Commission Implementation Monitor Act 2021 187–190
Victims Charter Act 2006 185
Terrorism (Community Protection) Act 2003 185–187

2. Budget Portfolio Outcomes

The budget portfolio outcomes provide comparisons between the actual financial statements of all general government sector entities within the Justice and Community Safety portfolio and the forecast financial information (initial budget estimates) published in Budget Paper No.5 *Statement of Finances* (BP5). The budget portfolio outcomes comprise the comprehensive operating statements, balance sheets, cash flow statements, statements of changes in equity, and administered item statements.

The budget portfolio outcomes have been prepared on a consolidated basis and include all general government sector entities within the portfolio. Financial transactions and balances are classified into either controlled or administered categories consistent with the published statements in BP5.

The following budget portfolio outcomes statements are not subject to audit by the Victorian Auditor-General's Office and are not prepared on the same basis as the department's financial statements as these include the financial information of the following entities:

- Department of Justice and Community Safety
- Office of Public Prosecutions
- Sentencing Advisory Council
- Victoria Police
- Victoria State Emergency Services
- Victorian Gambling and Casino Control Commission
- Victorian Institute of Forensic Medicine
- Victorian Law Reform Commission.

Comprehensive operating statement for the year ended 30 June 2026

($ million)

	2025–26 Actual	2025–26 Published budget (i)	Variance	Notes
Income from transactions				
Output appropriations	10,778	9,844	934	(ii)
Special appropriations	149	127	22	(iii)
Interest	3	0	3	
Sale of goods and services	43	0	43	(iv)
Grants	166	81	85	(v)
Fair value of assets and services received free of charge or for nominal consideration	54	54	0	
Other income	18	62	(44)	
Total income from transactions	**11,212**	**10,168**	**1,044**	
Expenses from transactions				
Employee benefits	5,756	5,368	388	(vi)
Depreciation	488	606	(118)	(vii)
Interest expense	120	130	(10)	
Grants and other transfers	2,375	1,992	383	(viii)
Other operating expenses	2,696	2,106	590	(ix)
Total expenses from transactions	**11,434**	**10,202**	**1,232**	
Net result from transactions (net operating balance)	**(223)**	**(34)**	**(189)**	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	6	13	(7)	
Net gain/(loss) on financial instruments and statutory receivables/payables	0	0	0	
Other gains/(losses) from economic flows	31	0	31	(x)
Total other economic flows included in net result	**37**	**13**	**24**	
Net result	**(185)**	**(21)**	**(164)**	
Other economic flows – other comprehensive income				
Changes in non-financial assets revaluation surplus	152	0	152	(xi)
Other	4	0	4	
Total other economic flows – other comprehensive income	**157**	**0**	**158**	
Comprehensive result	**(29)**	**(21)**	**(7)**	

(i) Figures published in the 2025–26 Victorian Budget, BP5.

(ii) Output appropriations were higher than the published budget mainly due to budget supplementation and budget release post the 2025–26 Budget to support Emergency Service Organisations, the implementation of the government-announced initiatives including the Community Safety Package and the Supporting a safe and effective Youth Justice system. In addition, there was a funding increase to support Victoria Police operations and resources.

(iii) Special appropriations were higher than the published budget mainly due to additional revenue relating to award payments for the Financial Assistance Scheme and increased revenue generated from the prison industries within Corrections Victoria.

(iv) Sale of goods and services was higher than the published budget mainly due to additional funding received relating to the implementation of the Emergency Management Operational Communication (EMOC) program and increased revenue generated in the Victorian Institute of Forensic Medicine Trust from the provision of expert opinion and the Donor Tissue Bank of Victoria relating to the distribution of tissues.

(v) Grants revenue was higher than the published budget mainly due to funding received from the Community Support Fund for grants to the Department of Health to facilitate the coordination of the Gambling Harm Prevention and Response across government, and funding receipt from the Public Purpose Fund from the Victorian Legal Services Board and Commissioner for the implementation of various programs across the department post the 2025–26 Budget. In addition, Victoria Police also received additional grant revenue for a number of programs including illicit tobacco enforcement, road safety related and family violence programs.

(vi) Employee benefits were higher than the published budget mainly due to the increased employee expenses and higher Workcover costs resulting from increased premium rates for Victoria Police, funding supplementation and budget release for the implementation of the Community safety Package initiative.

(vii) Depreciation expenses were lower than the published budget due to a reduction in depreciation expense to align with budget variations relating to capital projects across youth justice centres and prisons in current and future years in line with the revised project timelines.

(viii) Grants and other transfers were higher than the published budget mainly due to budget supplementation to support Emergency Service Organisations post the 2025–26 Budget.

(ix) Operating expenses were higher than published budget mainly due to higher costs for the implementation of the EMOC and the implementation of the government-announced initiatives including the Community Safety Package and the Supporting a safe and effective Youth Justice system.

(x) Other gains from economic flows were higher than the published budget mainly due to the revaluation of the long service leave provision during the 2025–26 financial year across the department including Victoria Police post the 2025–26 Budget.

(xi) Changes in non-financial assets revaluation surplus were higher than the published budget due to asset revaluation including the upward revaluation of the buildings owned by Victoria Police post the 2025–26 managerial review.

Balance sheet as at 30 June 2026

($ million)

	2025–26 Actual	2025–26 Published budget (i)	Variance	Notes
Assets				
Financial assets				
Cash and deposits	491	450	41	(ii)
Receivables and other assets	2,671	3,129	(458)	(iii)
Total financial assets	**3,162**	**3,580**	**(417)**	
Non-financial assets				
Inventories	29	25	4	
Non-financial assets classified as held for sale including disposal group assets	19	5	14	(iv)
Property, plant and equipment	9,615	9,406	209	(v)
Intangible assets	261	222	39	(vi)
Other	95	97	(2)	
Total non-financial assets	**10,018**	**9,755**	**263**	
Total assets	**13,180**	**13,335**	**(154)**	
Liabilities				
Payables	803	701	102	(vii)
Borrowings	2,547	2,489	58	(viii)
Provisions	2,066	1,582	484	(ix)
Total liabilities	**5,416**	**4,772**	**644**	
Net assets	**7,765**	**8,563**	**(798)**	
Equity				
Accumulated surplus/(deficit)	1,276	1,681	(405)	(x)
Reserves	2,406	2,267	139	(xi)
Contributed capital	4,083	4,615	(532)	(xii)
Total equity	**7,765**	**8,563**	**(798)**	

(i) Figures published in the 2025–26 Victorian Budget, BP5.

(ii) Cash and deposits were higher than the published budget mainly due to an increase in the Emergency Services Infrastructure Authority (ESIA) trust account balance for the construction of assets on behalf of Emergency Services Organisations which the associated payments forecasted to occur in later financial years.

(iii) Receivables from Government were lower than the published budget mainly due to timing of receipts, payments and provisions across the department including Victoria Police.

(iv) Non-financial assets classified as held for sale including disposal group assets were higher than the published budget mainly due to the former Dhurringile Prison facilities being reclassified as held for sale following the closure in August 2024.

(v) Property, Plant and Equipment was higher than published budget due to the recognition of asset revaluation and increased asset capitalisation for Victoria Police. This was partially offset with the reduction in asset mainly due to rephasing of capital funding post 2025–26 Budget, primarily in the Corrections and Youth Justice portfolios, into 2026-27 and future years to align with expected deliverables and the reclassification of the former Dhurringile Prison facilities as held for sale following the closure in August 2024.

(vi) Intangible assets were higher than the published budget mainly due to higher expenditure on software development in the 2025–26 financial year, mainly for the Technology and resources to support Victoria's fines system initiative.

(vii) Payables were higher than published budget due to higher accrued salaries and expected liability registered due to timing of invoices and payments and unearned revenue for the ESIA trust with the associated revenue recognition forecasted to occur in later financial years.

(viii) Borrowings were higher than the published budget mainly due to higher than anticipated right of use building assets and motor vehicle lease liability for the Victoria Police to meet operational needs.

(ix) Provisions were higher than the published budget mainly due to the higher provisional requirements for redress schemes across the department including the FAS for victims of crime.

(x) Accumulated surplus was lower than the published budget mainly due to increase in provision for the FAS award payments in the 2025–26 financial year.

(xi) Reserves were higher than the published budget mainly due to asset revaluation for Victoria Police.

(xii) Contributed capital was lower than published budget mainly due to the rephasing and carryover of capital funding post the 2025–26 Budget for major capital projects across prisons and youth justice facilities to align capital budget with revised project timelines for the department and lower funding required for Victoria Police.

Statement of cash flows for the year ended 30 June 2026

($ million)

	2025–26 Actual	2025–26 Published budget (i)	Variance	Notes
Cash flows from operating activities				
Receipts				
Receipts from Government	10,793	9,605	1,188	(ii)
Receipts from other entities	205	78	127	(iii)
Interest received	3	0	3	
Other receipts	68	25	43	(iv)
Total receipts	**11,070**	**9,708**	**1,362**	
Payments				
Payments of grants and other transfers	(2,375)	(1,955)	(420)	(v)
Payments to suppliers and employees	(8,149)	(7,444)	(705)	(vi)
Interest and other costs of finance paid	(121)	(130)	9	(vii)
Total payments	**(10,645)**	**(9,529)**	**(1,116)**	
Net cash flows from/(used in) operating activities	**424**	**179**	**245**	
Cash flows from investing activities				
Net investment	(1)	0	(1)	
Payments for non-financial assets	(365)	(388)	23	(viii)
Proceeds from sale of non-financial assets	32	41	(9)	(ix)
Net loans to other parties	(0)	0	(0)	
Net cash flows from/(used in) investing activities	**(335)**	**(347)**	**13**	
Cash flows from financing activities				
Owner contributions by State Government	2	256	(254)	(x)
Repayment of leases and service concession liabilities	(62)	(97)	35	(xi)
Net borrowings	(17)	(16)	(1)	
Net cash flows from/(used in) financing activities	**(77)**	**143**	**(221)**	
Net increase/(decrease) in cash and cash equivalents	**12**	**(25)**	**37**	
Cash and cash equivalents at the beginning of the financial year	438	475	(37)	
Cash and cash equivalents at the end of the financial year	**450**	**450**	**(2)**	

(i) Figures published in the 2025–26 Victorian Budget, BP5.

(ii) Receipts from Government were higher than the published budget mainly due to budget supplementation and budget release post the 2025–26 Budget to support Emergency Service Organisations, the implementation of the government-announced initiatives including the Community Safety Package and the Supporting a safe and effective Youth Justice system. In addition, there was a funding increase to support Victoria Police operations and resources.

(iii) Receipts from other entities were higher than the published budget mainly due to funding from the Community Support Fund for the Preventing and addressing gambling harm initiative. Additionally, the increase in funding contribution for the EMOC program and the Emergency Services Infrastructure Authority trust accounts also contributed to the increase.

(iv) Other receipts were higher than the published budget mainly due to reimbursements from the Department of Government Services to the department for GST credits and from the Victorian Managed Insurance Authority for legal settlements.

(v) Payments of grants and other transfers were higher that the published budget mainly due to budget supplementation to support Emergency Service Organisations.

(vi) Payments to suppliers and employees was higher than the published budget due to increased employee expenses and higher WorkCover costs resulting from increased premium rates for Victoria Police. In addition, higher costs for the implementation of the EMOC and the implementation of the government-announced initiatives including the Community Safety Package and the Supporting a safe and effective Youth Justice system.

(vii) Interest and other costs of finance paid were lower than the published budget mainly due to less than anticipated service concession liability interest expense for the Ravenhall Correctional Centre.

(viii) Payments for non-financial assets were lower than the published budget mainly due to lower capital spend in the 2025–26 due to approved capital rephases during the financial year for major projects across prisons and youth justice facilities to align capital budget with revised project timelines. This was offset by higher than anticipated investments in asset programs for Victoria Police.

(ix) Proceeds from sale of non-financial assets was lower than the published budget mainly due to increased proceeds from the sale of plant, equipment and motor vehicles by Victoria Police.

(x) Owner contributions by the State Government was lower than the published budget mainly due to a decrease in Additions to the Net Assets Base (ATNAB) relating to the budget rephase and carryover of capital funding post 2025–26 Budget for major capital projects across prisons and youth justice facilities to align capital budget with revised project timelines.

(xi) Repayment of leases and service concession liabilities were lower than published budget mainly due to less than anticipated repayment of motor vehicle leases across the department and right of use lease repayments for Victoria Police.

Statement of changes in equity for the year ended 30 June 2026

($ million)

	Accumulated surplus/(deficit)	Contributions by owner	Revaluation surplus	Other reserves	Total equity
2025–26 Actual					
Opening balance 1 July 2025	**1,461**	**4,103**	**2,258**	**(7)**	**7,815**
Comprehensive result	(185)	0	152	4	(29)
Transactions with owners in their capacity as owners	0	(21)	0	0	(21)
Closing balance 30 June 2026	**1,276**	**4,083**	**2,411**	**(3)**	**7,766**
2025–26 Published budget (i)					
Opening balance 1 July 2025	**1,701**	**4,359**	**2,271**	**(4)**	**8,327**
Comprehensive result	(21)				(21)
Transactions with owners in their capacity as owners		256			256
Closing balance 30 June 2026	**1,680**	**4,615**	**2,271**	**(4)**	**8,562**
Variance					
Opening balance 1 July 2025	**(240)**	**(256)**	**(13)**	**(3)**	**(513)**
Comprehensive result	(164)	0	152	4	(8)
Transactions with owners in their capacity as owners	0	(277)	0	0	(277)
Closing balance 30 June 2026	**(405)**	**(532)**	**140**	**1**	**(798)**

(i) Figures published in the 2025–26 Victorian Budget, BP5.

Administered items statement for the year ended 30 June 2026

($ million)

	2025–26 Actual	2025–26 Published budget (i)	Variance	Notes
Administered income				
Appropriations - payments made on behalf of the State	233	63	170	(ii)
Special appropriations	119	13	106	(iii)
Sale of goods and services	596	677	(81)	(iv)
Grants	4	7	(3)	
Interest	32	13	19	(v)
Other income	2,831	3,277	(446)	(vi)
Total administered income	**3,815**	**4,049**	**(235)**	
Administered expenses				
Other Operating Expenses	250	9	241	(vii)
Grants and other transfers	65	16	49	(viii)
Employee benefits	8	4	4	
Payments into the Consolidated Fund	3,513	3,630	(117)	(ix)
Total administered expenses	**3,836**	**3,659**	**177**	
Income less expenses	**(20)**	**390**	**(412)**	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	0	0	0	
Net gain/(loss) on financial instruments and statutory receivables/payables	(102)	(327)	225	(x)
Other gains/(losses) from economic flows	(0)	0	(0)	
Total other economic flows included in net result	**(102)**	**(327)**	**225**	
Net result	**(122)**	**64**	**(187)**	
Other economic flows – other comprehensive income				
Asset revaluation reserve	0	0	0	
Other	(0)	0	(0)	
Total other economic flows – other comprehensive income	**(0)**	**0**	**(0)**	
Comprehensive result	**(122)**	**64**	**(187)**	
Administered assets				
Cash and deposits	506	570	(64)	(xi)
Receivables	1,061	948	113	(xii)
Other Assets	24	43	(19)	(xiii)
Total administered assets	**1,591**	**1,562**	**30**	
Administered liabilities				
Payables	1,581	1,247	334	(xiv)
Provisions	380	183	197	(xv)
Total administered liabilities	**1,961**	**1,430**	**531**	
Net assets	**(370)**	**132**	**(501)**	

(i) Figures published in the 2025–26 Victorian Budget, BP5.

(ii) Appropriations - payments made on behalf of the State were higher than published budget due to additional funding supplementation for Victorian bushfires and the budget release for COVID-19 Quarantine Victoria claim payments.

(iii) Special appropriations were higher than the published budget mainly due to an additional special appropriation warrant for court ordered litigation costs under the Crown Proceedings Act 1958, and increased provision for National Redress Scheme for Institutional Child Abuse post 2025–26 Budget.

(iv) Sale of goods and services was lower than the published budget mainly due to lower than expected regulatory fees collected.

(v) Interest was higher than the published budget mainly due to increased interest revenue received by the Victorian Gambling and Casino Control Commission (VGCCC) related to deferred revenue/contract liabilities associated with the Electronic Gaming Machine venue instalment plans.

(vi) Other income was lower than the published budget mainly due to the one-off recognition of revenue cancelations in relation to fines issued to companies that are no longer registered.

(vii) Grants and other transfers were higher than the published budget mainly due to the additional grant payments made by the Natural disaster relief trust to support the Western Victoria bushfires recovery efforts.

(viii) Other operating expenses were higher than published budget mainly due to higher legal settlements under the Crown Proceedings Act 1958 and COVID-19 Quarantine Victoria claim payments post the 2025–26 Budget.

(ix) Payments into the Consolidated Fund was lower than the published budget mainly due to lower than expected cash collections during the financial year.

(x) Net gain/(loss) on financial instruments and statutory receivables/payables was lower than the published budget mainly due to a reduction in doubtful and bad debts for fines and regulatory fees resulting from higher than expected collection rates.

(xi) Cash and deposits were lower than the published budget mainly due to the reduction in the funding held in the Victorian government solicitor's trust for the Victorian Government Solicitors Office and the Natural disaster relief trust for the receipt and disbursement of funds in relation to natural disasters in Victoria.

(xii) Receivables were higher than the published budget mainly due to the higher than expected gambling tax receivables from the VGCCC and a reduction in fines and regulatory fees receivables resulting from the one-off recognition of revenue cancelations in relation to fines issued to companies that are no longer registered.

(xiii) Other assets were lower than the published budget mainly due to the reduction in prepayments for grant payments to councils from the Victorian Natural Disasters Relief Account.

(xiv) Payables were higher than published budget primarily due to the recognition of unearned revenue for advance payments received from venue operators by VGCCC post the 2025–26 Budget.

(xv) Provisions were higher than the published budget mainly due to an increase in the provision for the Natural Disaster Relief Assistance program for council claims and the delivery of grant programs, together with an increase in the provisions for the National Redress Scheme for Institutional Child Sexual Abuse.

Five-year financial summary and review of financial conditions

($ thousand)

	2026	2025	2024	2023	2022
Income from government [(i)]	10,926,995	10,415,020	10,031,224	9,871,382	10,492,255
Total income from transactions	11,153,380	10,537,015	10,205,541	10,077,619	10,804,540
Total expenses from transactions	(11,342,954)	(10,774,651)	(10,143,370)	(9,948,299)	(10,765,269)
Net result from transactions	(189,574)	(237,636)	62,171	129,320	39,271
Net result for the period	(186,884)	(232,159)	75,440	140,525	43,992
Net cash flow from operating activities	209,482	225,904	280,550	388,381	197,221
Total assets	8,812,665	8,811,969	8,771,240	8,075,890	7,737,702
Total liabilities	**3,865,189**	**3,576,919**	**3,295,141**	**3,147,412**	**3,007,843**

(i) Income from government includes both output and special appropriations.

Departmental current year financial review

Income from government and total income from transactions increased in 2025–26 due to:

- additional funding for resources provided to support Victoria Police's operations
- additional funding for the Western Plains Correctional Centre
- additional funding for Corrections Custodial, Program and Enabling Support, Road Safety, First Law Officer and Youth Justice Custodial functions
- new funding related to the Victorian racing industry.

Total expenses from transactions have increased in 2025–26 due to:

- increases related to movements in the redress scheme provisions
- increases in employee costs including salary increases of 3% as per the Victorian Public Service Enterprise Bargaining Agreement 2024 (EBA) effective from 1 May 2026, voluntary departure payments, targeted separation payments and superannuation costs
- increases in grant expenses to Victoria Police mainly associated with additional funding for resources provided to support Victoria Police operations.

Net result from transactions has decreased in 2025–26 due to the increase in expenses as mentioned above.

Net result for the period has also decreased in 2025–26 due to the increase in expenses as mentioned above.

Total assets have slightly increased in 2025–26 due to:

- increases in receivables due to an increase in amounts owing from the Victorian Government related to the State Administered Unit receivables for Victoria Police and the department
- increases in intangible assets due to the capitalisation of the Financial Assistance Scheme (FAS) Management System

These above increases are offset by decreases in property, plant and equipment due to net additions and depreciation.

Total liabilities have increased in 2025–26 due to:

- an increase in other provisions, specifically in relation to the provision of the FAS
- an increase in payables, driven by an increase in amounts payable to government agencies
- an increase in employee benefit provisions due to the increase in the number of employees, the progression movements and the 3% pay rise effective from 1 May 2026 as per the EBA.

The above increases are partially offset by the following decreases in 2025–26:

- a decrease in borrowings due to the winding down of the contract for the Hopkins Correctional Centre; lower service concession liabilities associated with the Ravenhall Correctional Centre; and lower right-of-use liabilities associated with Metropolitan Remand Centre and Marngoneet facility contracts.

Detailed financial information about the performance of each of the department's output activities is contained in note 4 of the financial statements.

Disclosure of grants and other transfers (other than contributions by owners)

The department has provided assistance to certain companies and organisations. Financial assistance provided in 2025–26 was as follows:

Organisation	Nature of grant	($ thousand)
A fair and accessible justice system where Victorians are protected with equal opportunities, rights and information freedoms		
Victoria Legal Aid	Grants to support the Victoria Legal Aid operations	252,569
Office of Public Prosecutions	Grants to support Office of Public Prosecutions operations	105,991
State funded Community Service Organisations	Grants to support community and legal assistance services from State fundings	92,977
Victorian Institute of Forensic Medicine	Grants to support Victorian Institute of Forensic Medicine operations	51,508
Commonwealth funded Community Service Organisations	Grants to support community and legal assistance services from Commonwealth fundings	16,194
Victoria Police	Grants to support Victoria Police operations	2,133
Sentencing Advisory Council	Grants to support Sentencing Advisory Council operations	1,576
Department of Families, Fairness, and Housing	Grants for State Administration Costs and Family Law National Information Sharing	3,490
Department of Education	Grants for State Administration Costs	492
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for family and legal assistance	333
Other Sectors Within Portfolio	Grants for Victoria's Anti-Vilification Reforms	330
State Funded Community Legal Centres	Grants to support State Funded Community Legal Centres administered by Victoria Legal Aid	272
Court Services Victoria	Grants for National Information Sharing Framework	75
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	14
Sub total		**527,954**
Ensuring community safety through policing, law enforcement and crime prevention activities		
Victoria Police	Grants to support Victoria Police operations	4,818,894
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for community safety	5,756
State funded Community Service Organisations	Grants to support community and legal assistance services from State fundings	5,589
Department of Families, Fairness, and Housing	Grants for Machete Ban Reform	27
Other State Governments	Grants for Machete Ban Reform	21
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	5
Benefits to Households and Persons	Grants for government and social benefits to households and persons	5
Sub total		**4,830,297**
Promoting responsible liquor, tobacco and gambling industries and supporting a safe and sustainable racing sector		
Private Organisations	Grants to support the Racing Industry	112,345
Victorian Gambling and Casino Control Commission	Grants to support Victorian Gambling and Casino Control Commission operations	40,062
Department of Health	Grants for Gambling Harm Prevention and Response Program	29,969
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for gaming assistance	328
Other Sectors Within Portfolio	Grant payments to other entities under Department of Justice and Community Safety	70
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	2
Sub total		**182,777**

Organisation	Nature of grant	($ thousand)
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation		
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for family and legal assistance	28,226
State funded Community Service Organisations	Grants to support community and legal assistance services from State fundings	2,064
Benefits to Households and Persons	Grants for government and social benefits to households and persons	596
Department of Families, Fairness, and Housing	Grants for Multiple and Complex Needs Initiative	400
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	40
Other Sectors Within Portfolio	Grants to support Office of the Public Advocate operations	15
Sub total		**31,341**
Reduce the impact of natural disasters and emergencies on people, infrastructure, the economy and environment		
Fire Rescue Victoria	Grants to support Fire Rescue Victoria operations	1,037,927
Country Fire Authority	Grants to support Country Fire Authority operations	370,299
Triple Zero Victoria	Grants to support Triple Zero Victoria operations	263,698
Victoria State Emergency Service	Grants to support Victoria State Emergency Service operations	85,998
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for family and legal assistance	52,334
Ambulance Victoria	Grants to support Ambulance Victoria operations	14,710
Local Government	Grants for emergency and disaster ready management	10,245
Department of Energy, Environment, and Climate Action	Grants for disaster ready management and bush fire recovery	6,917
Department of Transport and Planning	Grants for emergency and disaster ready management	1,949
Private Organisations	Grants for flood, bushfire recovery and other emergency management	782
Victoria Police	Grants to support Victoria Police operations	55
Department of Treasury and Finance	Grants to state emergency services	20
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	18
Other Sectors Within Portfolio	Grants for Victorian Emergency Management Inclusion and Diversity Leadership Group	2
Sub total		**1,844,955**
Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation		
State funded Community Service Organisations	Grants to support community and legal assistance services from State funding	40,379
Department of Health	Grants for Custodial Forensic Youth Mental Health Services	9,580
Benefits to Households and Persons	Grants for government and social benefits to households and persons	1,133
Victoria Legal Aid	Grants to support the Victoria Legal Aid operations	665
Department of Families, Fairness, and Housing	Grants for Expert Working Group Project	166
Private and Other Non-Profit Organisations	Grants to support multiple Non-Profit Organisations for family and legal assistance	135
Victoria Police	Grants to support Ambulance Victoria operations	79
Department of Premier and Cabinet	Grants for contribution for the First Peoples Workforce Development Framework	6
Commonwealth Government	Grants for Centrelink payments	5
Sub total		**52,148**
Grand Total		**7,469,472**

Capital projects/asset investment programs

The department and its related portfolio entities manage a range of capital projects to deliver services for government.

Information on the new and existing capital projects for departments and the broader Victorian public sector is contained in the most recent budget, which is available on the Department of Treasury and Finance's website.

There was one capital project with a total estimated investment (TEI) of $10 million or greater that reached practical completion in 2025–26.

Capital projects reaching practical completion during the financial year ended 30 June 2026

Project name	Original completion date	Latest approved completion date	Practical completion date	Reason for variance in completion dates	Original approved TEI budget ($ million)	Latest approved TEI budget ($ million)	Actual TEI cost ($ million)	Variation between actual cost and latest approved TEI budget	Reason for variance from latest approved TEI Budget
Supporting the State's Forensic Capability (Statewide)	April 2022	June 2023	July 2025	The variance relates to contract and delivery delays resulting from additional scope and latent conditions	29.866	50.810	50.761	0.049	The variance relates to increases in scope to address urgent issues with mortuary cool rooms, latent conditions and contractual delays.

Capital projects reaching financial completion during the financial year ended 30 June 2026

There were no capital projects with a total estimated investment (TEI) of $10 million or greater that reached financial completion in 2025–26.

3. People management

Comparative workforce data – DJCS

		June 2026							June 2025						
		All employees		Ongoing[a]			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data	**Gender**[b]														
	Women	6,075	5,808	4,737	668	5,220	670	588	5,663	5,369	4,313	658	4,783	692	586
	Men	5,130	5,035	4,597	74	4,657	459	378	4,677	4,591	4,099	73	4,155	505	436
	Self-described	42	41	34	3	36	5	5	43	40	28	3	30	12	10
	Age														
	15–24	515	498	413	5	416	97	82	428	411	315	6	320	107	91
	25–34	3,096	3,028	2,582	152	2,693	362	335	2,819	2,746	2,278	141	2,376	400	370
	35–44	3,271	3,141	2,640	360	2,908	271	233	3,019	2,886	2,360	355	2,621	304	265
	45–54	2,496	2,425	2,147	136	2,246	213	179	2,376	2,297	2,043	139	2,141	194	156
	55–64	1,590	1,544	1,379	67	1,429	144	115	1,493	1,435	1,263	70	1,314	160	121
	65+	279	248	207	25	221	47	27	248	225	181	23	196	44	29
Classification data	**VPS 1–6 grades**	**4,564**	**4,403**	**3,469**	**459**	**3,805**	**636**	**598**	**4,502**	**4,331**	**3,399**	**469**	**3,737**	**634**	**594**
	VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	VPS 2	417	387	331	37	355	49	32	441	416	343	37	367	61	49
	VPS 3	895	855	684	84	740	127	115	844	801	647	83	701	114	100
	VPS 4	1,144	1,120	914	85	977	145	143	1,104	1,069	861	112	942	131	127
	VPS 5	1,316	1,273	940	153	1,056	223	217	1,253	1,209	900	144	1,007	209	202
	VPS 6	792	768	600	100	677	92	91	860	836	648	93	720	119	116
	Senior Employees	**159**	**158**	**142**	**6**	**147**	**11**	**11**	**182**	**180**	**162**	**10**	**170**	**10**	**10**
	STS	30	30	19	1	20	10	10	36	36	27	0	27	9	9
	Executives	129	128	123	5	127	1	1	146	144	135	10	143	1	1
	Allied Health	**214**	**200**	**148**	**51**	**186**	**15**	**14**	**158**	**148**	**114**	**41**	**145**	**3**	**3**
	Allied Health 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Allied Health 2	1	1	0	0	0	1	1	0	0	0	0	0	0	0
	Allied Health 3	8	7	2	3	4	3	3	11	9	4	6	8	1	1
	Allied Health 4	205	192	146	48	182	11	10	147	139	110	35	137	2	2

		June 2026							June 2025						
		All employees		Ongoing[a]			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Classification data	**Community Corrections Practitioner**	**935**	**889**	**731**	**97**	**799**	**107**	**90**	**910**	**866**	**727**	**94**	**795**	**89**	**71**
	CCP Grade 1	51	36	11	3	13	37	23	44	31	10	3	12	31	19
	CCP Grade 2	82	78	56	9	62	17	16	86	80	53	7	58	26	22
	CCP Grade 3	312	302	249	23	264	40	38	312	304	269	21	284	22	20
	CCP Grade 4	377	364	316	48	351	13	13	361	348	300	51	338	10	10
	CCP Grade 5	101	97	87	14	97	0	0	93	89	81	12	89	0	0
	CCP Grade 6	12	12	12	0	12	0	0	14	14	14	0	14	0	0
	Custodial Officers	**3,924**	**3,822**	**3,627**	**49**	**3,658**	**248**	**164**	**3,509**	**3,405**	**3,126**	**45**	**3,153**	**338**	**252**
	COG 1	48	48	0	0	0	48	48	128	128	1	0	1	127	127
	COG 2a	2,675	2,577	2450	34	2,470	191	107	2,322	2,221	2,081	36	2,102	205	119
	COG 2b	803	800	787	12	796	4	4	709	706	697	8	702	4	4
	COG 3	302	301	298	2	299	2	2	269	269	268	1	269	0	0
	COG 4	64	64	63	0	63	1	1	55	55	55	0	55	0	0
	COG 5	13	13	12	1	13	0	0	10	10	10	0	10	0	0
	COG 6	14	14	13	0	13	1	1	11	11	10	0	10	1	1
	COG 7	5	5	4	0	4	1	1	5	5	4	0	4	1	1
	Sheriff's Officers	**140**	**138**	**135**	**5**	**138**	**0**	**0**	**137**	**136**	**134**	**3**	**136**	**0**	**0**
	Trainee Sherriff's Officers	20	20	20	0	20	0	0	0	0	0	0	0	0	0
	Sheriff's Officer	30	30	29	1	30	0	0	57	57	57	0	57	0	0
	Senior Sheriff's Officer	58	56	54	4	56	0	0	55	54	52	3	54	0	0
	Supervisor	19	19	19	0	19	0	0	15	15	15	0	15	0	0
	Regional Manager	10	10	10	0	10	0	0	7	7	7	0	7	0	0
	Deputy Sheriff	3	3	3	0	3	0	0	3	3	3	0	3	0	0
	Children Youth and Family Workers	**282**	**271**	**199**	**49**	**237**	**34**	**34**	**267**	**254**	**189**	**52**	**228**	**26**	**26**
	CYF Grade 1	3	3	2	0	2	1	1	7	7	3	0	3	4	4
	CYF Grade 2	71	70	45	3	47	23	23	58	58	46	1	47	11	11
	CYF Grade 3	124	119	94	24	113	6	6	121	115	87	26	107	8	8
	CYF Grade 4	36	33	21	12	30	3	3	36	32	22	13	31	1	1
	CYF Grade 5	29	28	22	6	27	1	1	26	24	17	8	23	1	1
	CYF Grade 6	19	18	15	4	18	0	0	19	18	14	4	17	1	1

		June 2026							June 2025						
		All employees		Ongoing[a]			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Classification data	**Youth Justice Workers**	**1,026**	**1,000**	**916**	**29**	**942**	**81**	**58**	**699**	**675**	**588**	**20**	**603**	**91**	**72**
	YJW Grade 1	188	183	172	2	173	14	10	130	127	112	3	114	15	13
	YJW Grade 2	746	725	653	26	677	67	48	502	482	411	16	424	75	58
	YJW Grade 3	35	35	34	1	35	0	0	33	33	33	0	33	0	0
	YJW Grade 4	41	41	41	0	41	0	0	24	23	22	1	22	1	1
	YJW Grade 5	11	11	11	0	11	0	0	7	7	7	0	7	0	0
	YJW Grade 6	5	5	5	0	5	0	0	3	3	3	0	3	0	0
	Other	**3**	**3**	**1**	**0**	**1**	**2**	**2**	**19**	**5**	**1**	**0**	**1**	**18**	**4**
	Legal Officers	3	3	1	0	1	2	2	3	3	1	0	1	2	2
	Forensic Nurse Examiner	0	0	0	0	0	0	0	13	1	0	0	0	13	1
	Forensic Nurse (Bio Specimens)	0	0	0	0	0	0	0	3	1	0	0	0	3	1
	Total employees	**11,247**	**10,884**	**9,368**	**745**	**9,913**	**1,134**	**971**	**10,383**	**10,000**	**8,440**	**734**	**8,968**	**1,209**	**1,032**

Notes:

(a) 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.

(b) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

This data includes public service employee numbers for discrete agencies that are serviced by staff employed by the department's Secretary including for the Office of the Public Advocate (OPA) and the Victorian Law Reform Commission (VLRC). These employees have been reported in both the DJCS annual report and the annual report prepared by OPA and the VLRC.

The following agencies are discrete agencies within the justice and community safety portfolio. The heads of these agencies are public service body heads who employ public servants independent of the departmental Secretary. These agencies are required to produce their own annual reports. Employee numbers for the following agencies are published in their annual reports:

- *Office of Public Prosecutions*
- *Victoria Police*
- *Victorian Electoral Commission*
- *Victorian Equal Opportunity and Human Rights Commission*
- *Victorian Gambling and Casino Control Commission*
- *Victorian Institute of Forensic Medicine, which became a separate agency on 1 July 2025.*

During the financial year, the number of employees increased due to the receipt of Community Safety Package funding, preparations to reopen Malmsbury Youth Justice Precinct and increased staffing of Tobacco Licensing Victoria. The department also transferred the Community Safety Building Authority to Victorian Infrastructure Delivery Authority (VIDA), via a machinery of government transfer in April 2026.

Workforce data: Local Government Inspectorate

The Local Government Inspectorate is an administrative office established under section 11 of the *Public Administration Act 2004* (PAA) within the justice and community safety portfolio. The head of this agency is an administrative office head who employs public servants independent of the departmental Secretary. As this agency does not produce its own financial annual report, employee numbers are reported below.

		June 2026							June 2025						
		All employees		Ongoing(a)			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data	**Gender**[(b)]														
	Women	4	3	3	1	3	0	0	6	7	4	1	5	2	2
	Men	3	3	3	0	3	0	0	4	5	5	0	5	0	0
	Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Age														
	15–24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	25–34	0	0	0	0	0	0	0	2	3	1	0	1	2	2
	35–44	3	2	2	1	2	0	0	3	4	3	1	4	0	0
	45–54	2	2	2	0	2	0	0	2	1	1	0	1	0	0
	55–64	2	2	2	0	2	0	0	3	4	4	0	4	0	0
	65+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Classification data	**VPS 1–6 grades**	**6**	**5**	**5**	**1**	**5**	**0**	**0**	**9**	**11**	**8**	**1**	**9**	**2**	**2**
	VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	VPS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	VPS 3	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	VPS 4	3	2	2	1	2	0	0	4	5	3	1	4	1	1
	VPS 5	2	2	2	0	2	0	0	3	4	3	0	3	1	1
	VPS 6	1	1	1	0	1	0	0	1	2	2	0	2	0	0
	Senior Employees	**1**	**1**	**1**	**0**	**1**	**0**	**0**	**1**	**1**	**1**	**0**	**1**	**0**	**0**
	STS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Executives	1	1	1	0	1	0	0	1	1	1	0	1	0	0
	Total employees	**7**	**6**	**6**	**1**	**6**	**0**	**0**	**10**	**12**	**9**	**1**	**10**	**2**	**2**

Notes:

(a) 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.

(b) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Workforce data: Victorian Government Solicitor's Office

The Victorian Government Solicitor's Office is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. As this agency does not produce its own annual report, employee numbers are reported below.

		June 2026							June 2025						
		All employees		Ongoing[a]			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data	**Gender**[b]														
	Women	288	268	204	68	252	16	16	280	260	205	62	248	13	12
	Men	70	68	59	7	64	4	4	82	81	71	6	76	5	5
	Self-described	1	1	1	0	1	0	0	1	1	1	0	1	0	0
	Age														
	15–24	20	18	12	5	5	3	3	15	13	9	4	11	2	2
	25–34	142	140	121	7	126	14	14	155	151	135	13	144	7	7
	35–44	115	101	67	48	101	0	0	108	97	66	39	94	3	3
	45–54	61	58	47	11	55	3	3	63	60	48	9	55	6	5
	55–64	17	16	14	3	16	0	0	20	19	17	3	19	0	0
	65+	4	4	3	1	4	0	0	2	2	2	0	2	0	0
Classification data	**VPS 1–6 grades**	**198**	**187**	**142**	**39**	**170**	**17**	**17**	**214**	**203**	**164**	**37**	**190**	**13**	**13**
	VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	VPS 2	52	50	31	7	36	14	14	60	58	44	7	49	9	9
	VPS 3	54	51	45	9	51	0	0	61	57	50	11	57	0	0
	VPS 4	28	27	22	4	25	2	2	30	29	24	4	27	2	2
	VPS 5	29	28	24	5	28	0	0	30	30	27	2	29	1	1
	VPS 6	35	31	20	14	30	1	1	33	29	19	13	28	1	1
	Senior Employees	**34**	**32**	**26**	**7**	**31**	**1**	**1**	**38**	**36**	**30**	**5**	**34**	**3**	**2**
	STS	28	27	21	7	26	1	1	30	28	22	5	26	3	2
	Executives	5	5	5	0	5	0	0	8	8	8	0	8	0	0
	Legal Officers	**127**	**118**	**96**	**29**	**116**	**2**	**2**	**111**	**103**	**83**	**26**	**101**	**2**	**2**
	Solicitor 1	6	6	5	1	6	0	0	0	0	0	0	0	0	0
	Solicitor 2	24	24	22	2	24	0	0	15	15	14	1	15	0	0
	Solicitor 3	13	13	12	0	12	1	1	14	14	12	2	14	0	0
	Senior Solicitor	33	30	25	7	29	1	1	32	29	24	7	28	1	1
	Principal Solicitor	51	45	32	19	45	0	0	50	45	33	16	44	1	1
	Total employees	**359**	**337**	**264**	**75**	**317**	**20**	**20**	**363**	**342**	**277**	**68**	**325**	**18**	**17**

Notes:
(a) 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
(b) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.
All figures reflect active public service employees in the department, employed in the last full pay period in June each year.
The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Workforce data: Office of the Road Safety Camera Commissioner

The Office of the Road Safety Camera Commissioner was an administrative office established under section 11 of the *Public Administration Act 2004* (PAA) within the justice and community safety portfolio. The head of this agency is an administrative office head who employs public servants independent of the departmental Secretary.

In March 2026, legislation was passed by the Victorian Parliament repealing the *Road Safety Camera Commissioner Act 2011* and abolishing the role of the Road Safety Camera Commissioner. As a result, there are no 30 June 2026 figures to include for comparison.

		June 2026						June 2025					
		All employees		Ongoing[a]		Fixed term and casual		All employees		Ongoing			Fixed term and casual
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data	**Gender** [b]														
	Women							1	1	1	0	1		0	0
	Men							1	1	1	0	1		0	0
	Self-described							0	0	0	0	0		0	0
	Age														
	15–24							0	0	0	0	0		0	0
	25–34							1	1	1	0	1		0	0
	35–44							0	0	0	0	0		0	0
	45–54							0	0	0	0	0		0	0
	55–64							1	1	1	0	1		0	0
	65+							0	0	0	0	0		0	0
Classification data	**VPS 1–6 grades**														
	VPS 1							0	0	0	0	0		0	0
	VPS 2							0	0	0	0	0		0	0
	VPS 3							0	0	0	0	0		0	0
	VPS 4							0	0	0	0	0		0	0
	VPS 5							1	1	1	0	1		0	0
	VPS 6							1	1	1	0	1		0	0
	Total employees							**2**	**2**	**2**	**0**	**2**		**0**	**0**

Notes:

(a) 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.

(b) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Reconciliation of executive numbers at 30 June 2026

Executive numbers at 30 June 2026

For departmental purposes, a Senior Executive Service (SES) officer is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004*. For a public body, a SES officer is defined as an executive under Part 3 of the *Public Administration Act 2004* or a person to whom the Victorian Government's policy on Executive Remuneration in public entities applies. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

The definition of a SES officer does not include a statutory office holder or an accountable officer.

The following tables show the SES officers of the department and its portfolio agencies as at 30 June 2026:

- Table 1a shows the total number of SES officers for the department by gender
- Table 1b shows the total number of SES officers for the Local Government Inspectorate by gender
- Table 1c shows the total number of SES officers for the Victorian Government Solicitor's Office by gender
- Table 2 provides a reconciliation of executive numbers presented between the Report of Operations and Note 9.6 'Remuneration of executives' in the Financial Statement
- Table 3 provides the total executive numbers for all the department's portfolio agencies.
- Tables 1 to 3 also show the variations, denoted by 'var', between the current and previous reporting periods.

Information included in these tables is prepared in accordance with FRD 15 (Executive officer (EO) disclosures in the Report of Operations) and, in accordance with FRD 22 is made available on request to the relevant Minister, Members of Parliament or the public.

Table 1a: Total number of EOs for the department broken down by gender

	All		Woman		Man		Self-described[(a)]	
Classification	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Secretary	1	0	1	0	0	0	0	0
SES-3	8	-3	5	-3	3	0	0	0
SES-2	43	-8	30	-6	13	-2	0	0
SES-1	77	-6	43	-1	34	-4	0	-1
Total	**129**	**-17**	**79**	**-10**	**50**	**-6**	**0**	**-1**

Notes:

(a) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

The number of executives in the Report of Operations is based on the number of executive positions that are occupied at the end of the financial year. Note 9.6 'Remuneration of executives' in the Financial Statement lists the actual number of executive officers and the total remuneration paid to executive officers over the course of the reporting period. The Financial Statement note does not include the Accountable Officer (Secretary) and does not distinguish between executive levels or disclosure separations. Separations are executive officers who have left the department during the relevant reporting period. To assist readers these two disclosures are reconciled below.

Table 1b: Total number of EOs for the Local Government Inspectorate broken down by gender

	All		Woman		Man		Self-described[(a)]	
Classification	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3	0	0	0	0	0	0	0	0
SES-2	1	0	0	0	1	0	0	0
SES-1	0	0	0	0	0	0	0	0
Total	**1**	**0**	**0**	**0**	**1**	**0**	**0**	**0**

Notes:

(a) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 1c: Total number of EOs for the Victorian Government Solicitor's Office broken down by gender

	All		Woman		Man		Self-described[a]	
Classification	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3	1	0	0	0	1	0	0	0
SES-2	4	-3	3	-2	1	-1	0	0
SES-1	0	0	0	0	0	0	0	0
Total	**5**	**-3**	**3**	**-2**	**2**	**-1**	**0**	**0**

Notes:

(a) From 2017–18, FRD 29 requires that disclosure of gender include 3 categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 2: Reconciliation of executive numbers

	2025–26	2024–25
Executives (Financial Statement note 9.6)[a]	179	168
ADD:		
Accountable Officer (Secretary)	1	1
Chief Executive Officer, Victorian Law Reform Commission		1
Active executives of the Victorian Institute of Forensic Medicine[c]		2
LESS:		
Separations	-34	-13
Right of return	-2	
Inactive executive officers	-2	-1
Machinery of Government	-5	
Active executives of the Victorian Government Solicitor's Office[b]	-5	-8
Active executives of Local Government Inspectorate[b]	-1	-1
Active executives of Victorian Equal Opportunity and Human Rights Commission[b]	-2	-3
Total	**129**	**146**

Notes:

(a) Includes executives on secondment or paid after the last pay period of the financial year, however they are still part of note 9.6 in the department's financial statements.

(b) Executives of the VGSO, Local Government Inspectorate and VEOHRC are not included in the department's executive numbers but are included in note 9.6 of the department's financial statement.

(c) The VIFM became a separate agency on 1 July 2025 and is no longer included in the department's workforce data.

Table 3: Number of SES officers for the department's portfolio agencies

	Total		Woman		Man		Self-described	
Organisation Name	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Country Fire Authority	28	0	12	1	16	-1	0	0
Court Services Victoria	16	-6	10	-4	6	-2	0	0
Fire Rescue Victoria	17	3	8	1	9	2	0	0
Greyhound Racing Victoria	4	1	0	-1	4	2	0	0
Harness Racing Victoria	3	0	1	0	2	0	0	0
Legal Practitioners Liability Committee	5	2	3	2	2	0	0	0
Local Government Inspectorate	0	0	0	0	0	0	0	0
Office of Public Prosecutions	5	0	1	0	4	0	0	0
Office of the Legal Services Commissioner	10	-1	4	-1	6	0	0	0
Office of the Road Safety Camera Commissioner	0	0	0	0	0	0	0	0
Office of the Victorian Information Commissioner	0	0	0	0	0	0	0	0
Triple Zero Victoria	17	1	8	0	9	1	0	0
Victoria Law Foundation	0	0	0	0	0	0	0	0
Victoria Legal Aid	16	-2	12	0	4	-2	0	0
Victoria Police	23	-7	11	-5	12	-2	0	0
Victoria State Emergency Service	9	1	5	-1	4	2	0	0
Victorian Equal Opportunity and Human Rights Commission	1	-1	1	-1	0	0	0	0
Victorian Gambling and Casino Control Commission	6	-1	2	-1	4	0	0	0
Victorian Government Solicitor's Office	4	-3	3	-2	1	-1	0	0
Victorian Institute of Forensic Medicine	3	2	2	2	1	0	0	0
Total	**167**	**-11**	**83**	**-10**	**84**	**-1**	**0**	**0**

Notes:

This table is provided for publication by the Victorian Public Sector Commission. Validation of this data is still in progress at the time of publication and is subject to change.

All figures reflect executive employment levels as at the last pay in June 2026 compared to the levels at June 2025.

Included in this dataset are all executives working at an organisation in the department's portfolio who:

- *were employed as an executive under:*
  - *Part 3 of the Public Administration Act 2004,*
  - *The Victorian Government's Public Entity Executive Remuneration (PEER) Policy, or*
  - *The Health Entity Executive Remuneration Policy*
- *were being actively employed and paid by the organisation at the final full pay period in June, or*
- *were on paid leave, secondment or sabbatical at the end of the final full pay period in June.*

The figures exclude:

- *the Accountable Officer of each organisation. The Commission has identified the likely Accountable Officer of each organisation based on the Executive role function and Role title they were reported with.*
- *any executives who were on leave without pay for the entire final pay period of June or had separated from their organisation or returned to a non-executive role during the collection period.*

Comparative workforce data

Annualised total salary, by $20,000 bands, for executives and other senior non-executive staff of the department

Income band (salary)	Executives	STS
< $160,000	0	0
$160,000 – 179,999	0	0
$180,000 – 199,999	2	1
$200,000 – 219,999	42	16
$220,000 – 239,999	18	6
$240,000 – 259,999	7	2
$260,000 – 279,999	25	5
$280,000 – 299,999	9	0
$300,000 – 319,999	7	0
$320,000 – 339,999	3	0
$340,000 – 359,999	3	0
$360,000 – 379,999	2	0
$380,000 – 399,999	2	0
$400,000 – 419,999	4	0
$420,000 – 439,999	2	0
$440,000 – 459,999	0	0
$460,000 – 479,999	2	0
$480,000 – 499,999	0	0
$500,000 – 519,999	0	0
$520,000 – 539,999	0	0
$540,000 – 559,999	0	0
$560,000 – 579,999	0	0
$580,000 – 599,999	0	0
$600,000 – 619,999	0	0
$620,000 – 639,999	0	0
$640,000 – 659,999	1	0
Total	**129**	**30**

Notes:
The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Annualised total salary, by $20,000 bands, for executives and other senior non-executive staff of the Local Government Inspectorate

Income band (salary)	Executives	STS
< $160,000	0	0
$160,000 – 179,999	0	0
$180,000 – 199,999	0	0
$200,000 – 219,999	0	0
$220,000 – 239,999	0	0
$240,000 – 259,999	0	0
$260,000 – 279,999	0	0
$280,000 – 299,999	0	0
$300,000 – 319,999	0	0
$320,000 – 339,999	0	0
$340,000 – 359,999	1	0
Total	**1**	**0**

Notes:
The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Annualised total salary, by $20,000 bands, for executives and other senior non-executive staff of the Victorian Government Solicitor's Office

Income band (salary)	Executives	STS
< $160,000	0	0
$160,000 – 179,999	0	0
$180,000 – 199,999	0	3
$200,000 – 219,999	0	14
$220,000 – 239,999	0	5
$240,000 – 259,999	0	5
$260,000 – 279,999	0	2
$280,000 – 299,999	1	0
$300,000 – 319,999	1	0
$320,000 – 339,999	1	0
$340,000 – 359,999	0	0
$360,000 – 379,999	1	0
$380,000 – 399,999	0	0
$400,000 – 419,999	1	0
Total	**5**	**29**

Notes:
The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Workforce inclusion policy

The department continued work to foster an inclusive working environment where equal opportunity and diversity are valued, and which reflects the communities it serves.

Consistent with this commitment and the *Gender Equality Act 2020*, in 2025–26 the department undertook development to inform its second *Gender Equality Action Plan* (GEAP) for 2026–2030. This included consultation with the department's staff networks, and a survey open to all staff.

This will be the department's second GEAP and will set out the actions the department will take to address gender inequality in the workplace and in the design and delivery of policies, programs and services. It will focus on improving outcomes for women and trans and gender diverse people, while promoting fair, inclusive and flexible ways of working that benefit all staff.

The GEAP is expected for release in 2026–27, following review by the Commission for Gender Equality in the Public Sector.

The following table outlines the department's executive gender equality profile in 2025–26.

Workforce inclusion policy initiative	Profile in 2023–24	Profile in 2024–25	Profile in 2025–26
Gender profile at executive levels	Executive Officers: 59% women; 40% men; 1% self-described	Executive Officers: 61% women; 38% men; 1% self-described	Executive Officers: 61% women; 39% men; 0% self-described

Aboriginal inclusion and employment

The department is committed to building its Aboriginal and Torres Strait Islander workforce by supporting employment pathways for Aboriginal people across all business areas in both identified and non-identified roles. With the assistance of the department's Aboriginal Workforce Unit, business units are supported to access various Aboriginal employment programs, networks and pathways.

Employment opportunities are promoted to the Aboriginal community with Aboriginal applicants supported throughout the recruitment process.

The department prioritises and embeds self-determination within its *Strategic Direction 2025–2029* to build a fair and accessible justice system for Aboriginal people, and it aligns to the VPS *Barring Djinang Aboriginal Employment Strategy*, the *Victorian Aboriginal Affairs Framework*, and the Commonwealth's *Indigenous Procurement Policy* and *Closing the Gap* targets. The department's *Aboriginal Workforce Strategy 2024–2027* focuses on the employment of Aboriginal talent, and retention and development of Aboriginal staff. The Strategy aims to strengthen the department as a place of cultural diversity, inclusion and an employer of choice for Aboriginal people.

Aboriginal Employment

Under the *Aboriginal Workforce Strategy 2024–2027*, the department continued to invest in the development and advancement of Aboriginal staff and students through a range of initiatives. This included funding and supporting placements for Aboriginal graduates and interns, providing tertiary scholarships with paid placements, and sponsoring participation in leadership and career development programs through a suite of programs offered by the Australia and New Zealand School of Government and other non-tertiary qualifications.

Improving Aboriginal Cultural Safety

Aboriginal Cultural Capability remains a key priority for the department. During the reporting period, the department significantly expanded its range of Aboriginal cultural learning offerings, introducing the mandatory e-learning module: Introduction to DJCS's Commitment to Aboriginal Justice and Partnerships alongside voluntary programs including *Foundations of Cultural Awareness*, *Cultural Safety*, *White Privilege*, *Aboriginal Mental Health*, *Understanding Treaty Micro certificate* and other targeted learning opportunities.

These programs strengthen staff capability to work in culturally safe and responsive ways, support a culturally safe workforce for Aboriginal staff, and influence policy and practice across the department.

The Aboriginal Cultural Awareness Training (ACAT) remains a cornerstone of this learning journey, building staff knowledge and confidence to contribute to improved Aboriginal justice outcomes.

ACAT is mandatory for staff in nominated frontline roles including Prison Officer recruits, Youth Justice Workers, Sheriffs and Bailiffs. ACAT and the broader suite of Aboriginal cultural learning programs are available to all staff through the department's Learning Management System to support ongoing professional and practice development.

Building our Aboriginal workforce and cultural capabilities

The department's commitment to expand, retain and develop Aboriginal employees is demonstrated by exceeding the 2% workforce target set by the Victorian Public Sector Commission's Aboriginal employment target and the 2.5% target by the *Aboriginal Workforce Strategy 2024–27* for the 2025–26 reporting year.

As of 30 June 2026, the department has 282 Aboriginal employees, equating to 2.51% of the total workforce.

Aboriginal Staff Network

The Aboriginal Staff Network supported Aboriginal staff through the provision of opportunities for peer connection, cultural affirmation, and professional development. The network hosts events, shares information about internal and external opportunities and programs, and builds a strong sense of community and support among Aboriginal employees.

Equity and participation

LGBTIQA+ inclusion

The department continued delivery of its commitments under *Pride in our future: Victoria's LGBTIQA+ Strategy 2022–32*. The department leads 8 actions under the strategy and contributes to several whole-of-Victorian-government actions. Of the 8 actions led by the department, 5 have been completed and the remaining actions are on track.

The department marked the first year of implementation of its *LGBTIQA+ Action Plan 2025–28*, released in February 2025. The Action Plan, which supports a more inclusive and safer workplace and a more equitable justice and community safety system for LGBTIQA+ communities, was recognised at the 2026 VPS Pride Awards. The plan won Workplace Pride Initiative of the Year.

A key initiative under the Action Plan was a suite of operational resources for the Youth Justice workforce, including an operating policy, a gender affirmation support plan and guide, factsheets, and forms relating to change of name and sex descriptor requests. These resources supported operational staff to work together to strengthen trauma-informed and affirming supports for LGBTIQA+ young people.

Responding to Victoria's multicultural and multifaith communities

The department continued implementation of the *Multicultural and Multifaith Action Plan 2023–2027* (MMAP), in line with its obligations under the *Multicultural Victoria Act 2011*. The MMAP aims to ensure people from multicultural and multifaith communities experience safety, respect and inclusion, both within the department's workforce and in their interactions with the justice and community safety system. This included workforce inclusion initiatives such as the establishment of a People of Colour staff network.

In 2025–26, the department also progressed work to improve inclusion and culturally responsive service delivery for multicultural and multifaith communities across the justice system. In Corrections Victoria, this included delivery of the African Visitation and Mentoring Program, the Indo-Chinese Prisoner Support Program, Muslim Connect, and chaplaincy services for multiple faiths. These initiatives recognise that people from diverse cultural and faith backgrounds may experience the justice system differently and provide more tailored support.

The *Multicultural Victoria Act 2011* requires that the department report on activities undertaken to engage with multicultural and multifaith communities. The department reports these activities as part of a whole of Victorian Government Report on Multicultural Affairs, which is tabled in Parliament annually.

Diversity training and education for staff

The department continued to deliver diversity training and education to support inclusive workplaces, including ongoing Disability Awareness, Respect in the Workplace and Sexual Harassment Prevention training. Staff also have access to 'The Charter of Human Rights in Victoria online education program', which is a curriculum of 6 eLearn modules that provide a baseline awareness of rights and obligations under the Charter.

In May 2026, a new Victorian Equal Opportunity and Human Rights Commission e-learning module, 'Preventing and responding to workplace race discrimination: a guide for people leaders', was introduced on the learning management system (Nexus). Supporting the department's MMAP, the module builds people leaders' capability to recognise, prevent and respond to workplace race discrimination and foster respectful, inclusive and culturally responsive workplaces. In 2025–26, since its launch on 1 June 2026, the course has had 34 enrolments and 12 completions.

Staff can also access classroom training sessions 'Supporting Neurodiversity in the Public Sector' and 'Building Inclusive LGBTIQA+ Workplaces in the Victorian Public Purpose Sector'. In late June 2026, the department introduced a new e-learning module, 'LGBTIQA+ 101 Online Course', accessible to all staff on Nexus.

Embedding Child Safe Standards and the Reportable Conduct Scheme

Child Safe Standards are compulsory for all entities providing services or facilities to children and young people. They are designed to embed a culture of child safety across organisations, by developing policies and practices that assist in preventing child abuse, encourage reporting, and strengthen organisational responses to allegations.

The Reportable Conduct Scheme requires the department to respond to and investigate allegations of child abuse and harm made against employees, contractors and volunteers. The department must also notify the Social Services Regulator of the allegations and the investigation outcome. The scheme enhances accountability by ensuring allegations are investigated and measures are taken to prevent further harm.

In 2025–26, the department continued to strengthen its compliance with the Victorian Child Safe Standards with a focus on Youth Justice. Procurement processes and contracts were reviewed and updated to support third party organisations and grant recipients to meet child safety requirements when engaging with the department. Bespoke training for specific business areas also continued, reflecting the department's ongoing commitment to delivering high-quality learning and development programs for staff.

Improvements to internal communication systems helped ensure staff had access to up-to-date and relevant information and resources to support the department's work as a child safe organisation. In addition, investment in a new IT system, alongside a review of processes and improved guidance materials, contributed to a fair and transparent approach to assessing and investigating allegations of reportable conduct.

Health, safety and wellbeing

The health, safety and wellbeing of our employees remain a strategic priority and is integral to achieving our objectives. During the reporting period, we continued to strengthen our approach through a proactive, risk-based framework focused on preventing harm, supporting employee wellbeing and ensuring compliance with legislative and regulatory obligations.

Guided by the *Health, Safety and Wellbeing Strategy 2026–28*, the department's *Corporate Plan 2024–28* and *Strategic Direction 2024–28*, the department maintains a focus on promoting safe, healthy and supportive workplaces for its employees.

Effective consultation remains central to this approach, supported by a network of 81 Designated Work Groups, 350 Health and Safety Representatives (HSRs), including deputy HSRs, and 54 Nominated Management Representatives (NMRs). During 2025–26, 127 HSRs were elected or re-elected, while formal issue resolution processes provided employees with a clear pathway to raise and address health, safety and wellbeing concerns. This collaborative approach has supported informed decision making, strengthened employee participation in health and safety matters, and reinforced our commitment to fostering a positive and proactive safety culture.

Ongoing improvements to the Occupational Health and Safety Management System (OHSMS) included updating guidance documentation for the *Health, Safety and Wellbeing Strategy 2026–28* and employee Suicide Response Framework and supporting the Workplace Behaviour Framework consultation process. These updates ensured employees had access to current guidance and resources to manage workplace health and safety risks, while maintaining compliance with the *Occupational Health and Safety Act 2004*, Occupational Health and Safety Regulations 2017, Occupational Health and Safety (Psychological Health) Regulations 2025 and relevant compliance codes. Changes were informed through consultation with subject matter experts, HSRs, NMRs and other stakeholders.

Employee engagement with health and safety resources continues to grow, with visits to OHSMS webpages increasing by 9% to almost 57,000 and membership of the Health, Safety and Wellbeing Community rising by 23% to nearly 650 employees, reflecting increased awareness, greater workforce engagement and active participation across the department in health, safety and wellbeing materials and initiatives. This increased engagement was complemented by the publication of 11 safety and wellbeing alerts, to raise awareness of emerging risks, share lessons learned and reinforce safe work practices.

Health, Safety and Wellbeing Strategy

A significant milestone in strengthening the department's approach to managing health, safety and wellbeing was the launch of the Health, Safety and Wellbeing Strategy 2026–28. The strategy recognises the strong connection between physical and psychological health and focuses on 4 key priorities:

1. Support employee wellbeing and protect from harm.
2. Build a culture of risk-based reporting.
3. Use information reported to reduce incidents and injuries.
4. Department systems and information to support safety decisions.

Throughout 2025–26, the department introduced several initiatives aimed at improving the health and safety of employees, including:

- Launching the Suicide Response Framework to provide employees with a structured approach for recognising, responding to and supporting colleagues experiencing suicide vulnerability.
- The introduction of the CV Psychosocial Safety Implementation pilot program at 4 custodial sites, designed to empower leaders to identify psychosocial risks, implement targeted controls, and build local capability to manage workplace risks.
- Appointing a Mental Health Education Manager to deliver targeted wellbeing training to equip employees and leaders with practical strategies to navigate organisational change, manage vicarious trauma, and foster wellbeing at work.
- Embedding Safety and Assurance Managers, Safety Coordinators and Senior Onsite Clinicians across 5 maximum security prisons to provide proactive and responsive guidance and assist employees affected by workplace challenges and critical incidents.
- Promoting National Health and Safety Month by hosting sessions to expand our employees' understanding of the new OHS psychological health regulations and to increase awareness of available services such as the Employee Wellbeing and Support service and Early Injury Intervention Service.

Health and safety

The department's frontline health and safety services advocate a culture of safety, accountability and continuous improvement across custodial and non-custodial operations. Through practical support, specialist advice and capability-building initiatives, the team reinforced the application of the OHSMS, improved incident investigation practices, and promoted better health, safety and wellbeing outcomes.

Support for major operational initiatives included the transition of Port Phillip Prison to public operations and the recommissioning of the Malmsbury Youth Justice Precinct, including the development of safety procedures and risk assessments. Partnerships with

managers, HSRs and employees drove the launch of the Health, Safety and Wellbeing Strategy through forums, working groups, action plans and safety walk-and-talk sessions.

Across the year, the frontline safety operations team:

- Supported more than 200 WorkSafe Victoria visits.
- Facilitated or reviewed at least 50 risk assessments.
- Conducted 230 incident reviews.
- Provided investigation guidance to 280 employees.
- Responded to over 700 safety management requests.
- Delivered OHS responsibilities training to 45 newly appointed managers.
- Provided safety presentations to upwards of 150 leaders.

This work helped strengthen capability in incident investigation, hazard identification and proactive risk management across the department.

Employee Wellbeing Support

Converge International (Converge) continued as the department's wellbeing services provider in 2025–26, offering confidential counselling and a broad range of tailored support services through face-to-face, phone and virtual appointments. Services included general counselling as well as specialist support for managers, career coaching, legal support, financial coaching, conflict support, nutrition support, immediate family members counselling and, from December 2025, neurodiversity support.

Specialist helplines remained available for LGBTIQA+ employees, First Nations employees, as well as services for aged care support, disability and carers, family and domestic violence, and spiritual and pastoral care.

Demand for these services increased over the year. Converge reported 1,540 new cases in 2025–26, or 13.7 new cases per 100 FTE, up from 1,311 cases or 12.7 per 100 FTE in 2024–25. Converge also delivered 2,104 onsite support sessions across 18 locations, helping employees access support early and informally when they needed it.

Health and wellbeing

The whole of Victorian Government Mental Health and Wellbeing Charter commits to creating a mentally healthy and safe workplace, promoting positive mental health through proactive programs and leadership. The department upholds this commitment by offering pathways to appropriate support, recovery, and return-to-work provisions. In 2025–26, the department delivered mental health and wellbeing training to over 1,200 employees and managers to build and foster psychologically safe workplaces, including:

- psychosocial risk
- vicarious trauma
- incivility awareness
- reflective practice
- wellbeing during organisational change
- wellbeing at work.

Mental health first aid training and peer support network

Nearly 300 employees across Youth Justice, CV and corporate areas participate in the department's Peer Support Network. The network includes Youth Justice Peer Support Workers, the CV Staff Support Team and corporate Mental Health First Aiders.

These roles are supported by targeted training. Youth Justice Peer Support Workers and corporate Mental Health First Aiders are trained in Mental Health First Aid, while the CV Staff Support Team is trained in psychological first aid.

Together, they provide practical and empathetic support to colleagues experiencing mental health concerns or emotional distress, including following potentially traumatic incidents, and help connect employees with appropriate professional support services when needed.

Vaccination program

The department's annual influenza vaccination program resulted in more than 2,000 onsite vaccinations between April and June 2026. The program was complemented by voucher and reimbursement options, improving access to vaccinations for over 600 additional employees.

Compliance reporting

In the past 12 months, WorkSafe Victoria inspectors conducted 284 enquiries (either on-site or virtually) and issued 13 improvement notices and one prohibition notice to the department. Of these entries and notices, 72% occurred in the custodial operations of the department.

Incident management

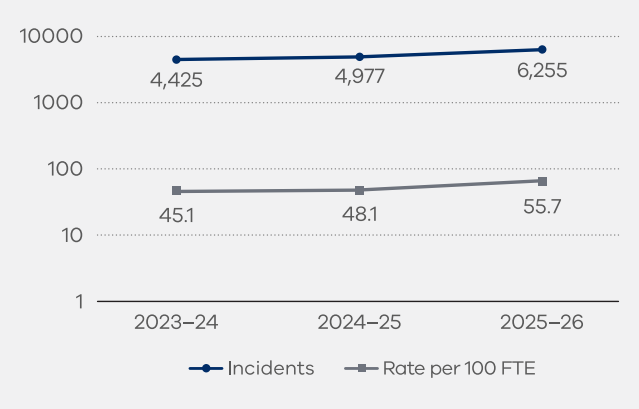
All health, safety and wellbeing hazards, near misses and injuries are recorded in the department's online incident management system and investigated, as appropriate. In 2025–26, the department and its portfolio entities recorded 6,255 employee related incidents.

Incident reporting increased in 2025–26, with incidents per 100 FTE rising by 8%. This represented an additional 1,280 reported incidents compared with 2024–25 and coincided with growth in the workforce, along with the people in our care and offender population. The number of incidents which resulted in injury also increased from 2,570 reports in 2024–25 to 3,479 reports in 2025–26. Of all incidents reported in 2025–26, 27% (1,712) were recorded as a hazard, 17% (1,064) as a near miss and 56% (3,479) as an injury. A 15% increase in hazard and near miss reporting from the prior year reflects a stronger improvement in identifying risks before harm could occur.

Among injuries reported during 2025–26, 58% of reports indicated no treatment, 33% needed first aid care and 9% required medical treatment. Over the same period, the department's workforce increased by 8%, from 10,352 FTE in 2024–25 to 11,223 FTE in

2025–26, partly reflecting the impact of Victoria's bail reforms. This figure includes all core departmental business groups and statutory entities that do not produce an annual report.

Figure 1: Number of incidents and rate per 100 FTE



Claims management

The department actively manages workers compensation, rehabilitation and return to work (RTW) cases to help employees to remain at work or RTW safely following an injury. This includes working closely with employees, treating practitioners and business areas to develop safe and sustainable RTW plans and monitor progress throughout recovery.

Over the past 12 months, the department has seen measurable improvement in RTW rates for psychological injuries. At the 26-week mark of a claim, the RTW rate increased from 52.24% to 57.75% and reflects the department's focus on early intervention and effective injury management.

To support this work, the department delivered 9 WorkCover awareness training sessions to approximately 100 frontline managers across CV and Youth Justice environments. This training strengthened managers' understanding of WorkCover requirements, policies and RTW procedures, while building effective strategies to support injured employees and facilitate positive work outcomes.

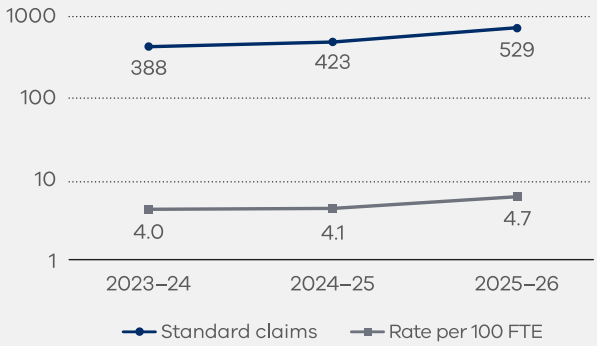
Standard claims

A standard workers compensation claim is where an employee has either received compensation for 10 or more days off work due to an injury or incurred medical and related expenses above the insurer's excess threshold ($876 in 2025–26).

The total number of standard WorkCover claims lodged increased from 423 in 2024–25 to 529 in 2025–26, with the rate of standard claims per 100 FTE also rising from 4.1 to 4.7, as shown in Figure 2. This indicates an increase in standard claim volumes across the department during the reporting period.

This increase was driven largely by higher numbers of manual handling and occupational violence claims. The rate of standard manual handling claims per 100 FTE increased from 1.3 to 1.6, while the rate of standard occupational violence claims per 100 FTE increased from 0.9 to 1.2. The standard psychosocial claim rate remained stable at 0.9 claims per 100 FTE across both years.

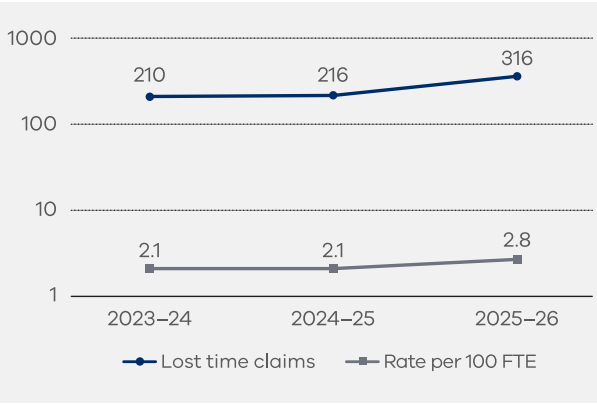
Figure 2: Number of standard claims and rate per 100 FTE



Lost time claims

A lost time injury claim describes a claim where one or more days of compensation is paid by the insurer. The number of lost time claims increased from 216 in 2024–25 to 316 in 2025–26. The rate of lost time injury claims per 100 FTE also increased from 2.1 to 2.8 over the same period.

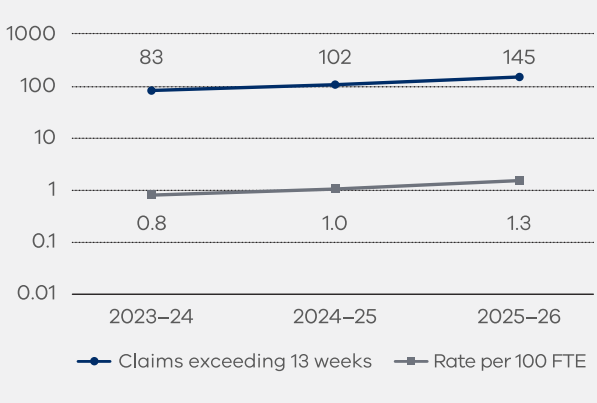
Figure 3: Lost time claims and rate per 100 FTE



13-week claims

A 13-week claim involves 13 weeks or more of weekly benefits paid and is a subset of all standard claims. Figure 4 shows 102 employees off work after 13 weeks of compensation in 2024–25, compared to 145 employees in 2025–26. The rate of 13-week claims per 100 FTE increased from 1.0 per 100 FTE in 2024–25 to 1.3 per 100 FTE in 2025–26.

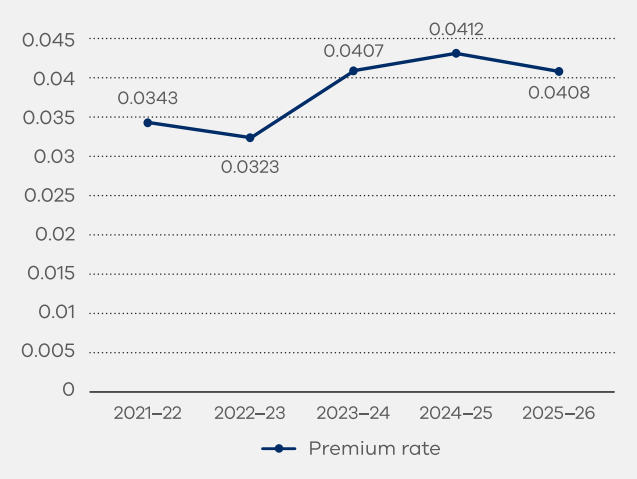
Figure 4: Claims exceeding 13 weeks and rate per 100 FTE



WorkCover premium

The WorkCover premium rate represents the department's workers compensation insurance cost and is calculated based on employee numbers, remuneration, industry risk, and claims experience. The figure below shows the department's premium rate over the past 5 financial years.

Figure 5: Department premium rate from 2021–22 to 2025–26



Performance against OHS management measures

Measure	Key Performance Indicator	2023–24	2024–25	2025–26
Incidents	No. of incidents (total lead and lag incidents)	4,425	4,977	6,255
	Rate per 100 FTE	45.1	48.1	55.7
	No. of lead incidents (hazards and near misses)	2,124	2,407	2,776
	Rate per 100 FTE	21.6	23.3	24.7
	No. of lag incidents (injuries)	2,301	2,570	3,479
	Rate per 100 FTE	23.4	24.8	31.0
	Number of incidents requiring first aid and/or further medical treatment	889	1,012	1,474
Claims	Number of standard claims [a]	388	423	529
	Rate per 100 FTE	4.0	4.1	4.7
	Number of lost time claims [a]	210	216	316
	Rate per 100 FTE	2.1	2.1	2.8
	Number of claims exceeding 13 weeks [a]	83	102	145
	Rate per 100 FTE	0.8	1.0	1.3
Fatalities	Fatality claims	0	0	0
Claims costs	Average cost per standard claim [a]	$87,779	$90,820	$84,080
Return to Work	Percentage of claims with Return to Work plan less than 30 days	100%	100%	100%
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).	Completed	Completed	Completed
	Evidence of OHS criteria(s) in purchasing guidelines (including goods, services and personnel).	Completed	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups, health and safety representatives, and issue resolution procedures.	Completed	Completed	Completed
	Compliance with agreed structure on designated workgroups, health and safety representatives, and issue resolution procedures.	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings.[b]	1	5	2

Measure	Key Performance Indicator	2023–24	2024–25	2025–26
Risk management	Percentage of internal audits/inspections conducted as planned.	100%	100%	100%
	Percentage of reported incidents investigated.	86%	89%	89%
	No. of Improvement Notices issued across the department by WorkSafe Inspector.	15	10	14 [(c)]
	Percentage of issues identified and actioned arising from:			
	Internal audits	22%	Not planned	Not available
	HSR provisional improvement notices	0%	33%	100%
	WorkSafe notices	91%	86%	75% [(d)]
Training	**Percentage of managers and employees that have received OHS training**			
	induction	81%	77% [(e)]	74% [(e)]
	management training [(f)]	62%	42%	44%
	contractors and temps [(g)]	95%	100%	92%
	Percentage of HSRs trained:			
	upon acceptance of role (initial training) [(h)]	15%	42%	41%
	retraining (annual refresher) [(h)]	2%	7%	2%
Minimum Data Set – Lead Indicators	Rate of absenteeism – days lost per 100 FTE	1,105	1,105	1,173
	Rate of turnover – employees per 100 FTE	12.6	10.9	9.1
	Employee Assistance Program access – employees per 100 FTE	12.6	12.6	13.7
	Reported matters [(i)] per 100 FTE	13.4	15.9	22.4
	Investigated reported matters [(i)]	81%	86%	90%
	Training in Mental Health and Wellbeing – Senior Leaders [(j)]	26%	22%	33%
	Training in Mental Health and Wellbeing – People Leaders [(j)]	23%	14%	17%
	Training in Mental Health and Wellbeing – employee [(j)]	30%	24%	28%
	Peer support program – per 100 FTE	0.039	0.027	0.025
	Calendar of mental health and wellbeing activities	18	20	25

Notes:

(a) Data sourced from Victorian WorkCover Authority.
(b) Includes internal audit items tabled at Audit and Risk Management Committee meetings.
(c) Includes one prohibition notice issued by WorkSafe Victoria.
(d) Two improvement notices pending hearing with the Victorian Civil and Administrative Tribunal.
(e) Includes mandatory Sexual harassment prevention eLearn module.
(f) Indicates the percentage of managers who received OHS training in the relevant financial year. All employees are required to complete 4 mandatory OHS eLearn modules when they first commence with the department. There is no specific ongoing mandatory OHS base training for managers.
(g) Indicates the completion rate of contractor's assigned relevant online module in the relevant financial year.
(h) HSR training is recorded as self-reported to the department.
(i) Defined as incidents relating to occupational violence, exposure to a traumatic event or harassment/bullying.
(j) Includes mandatory Mental health matters for employee and managers eLearn modules (commenced in May 2023).

4. Environmental performance and targets

Environmental performance and targets

The department is committed to environmental performance and sustainability and aligns its operations with whole-of-government environmental policy and strategy.

This appendix presents the department's achievement on environmental performance and targets in accordance with *Financial Reporting Direction 24 – Reporting of environmental data by government entities*.

The department has included non-mandatory data and evidence that demonstrates its commitment to fulfil directives under the *Climate Action Act 2017*, the General Environmental Duty under the *Environment Protection Act 2017* and other environmental legislation and policy.

Reporting boundary for environmental data

The departmental environmental data in this report covers the period 1 April 2025 to 31 March 2026.

The department's environmental reporting has 2 categories:

- office
- non-office (correctional facilities, youth justice facilities and warehouses).

Where departmental operations are co-located with other Victorian Government entities, the entity who owns or leases the building is responsible for the environmental reporting of that building.

The environmental data presented in this report excludes data from broader portfolio entities that separately report on their own emissions, including:

- Country Fire Authority (and brigades)
- Court Services Victoria
- Triple Zero Victoria
- Fire Rescue Victoria
- Victorian Legal Aid
- Victoria State Emergency Service (and units)
- The Victorian Institute of Forensic Medicine.

Environmental Management System

The department's Environmental Management System aligns with the *International Organisation for Standardisation 14001:2016 Environmental Management Systems* to manage and reduce its environmental impact and meet legislated requirements, including requirements under the *Commissioner for Environmental Sustainability Act 2003*. The department's Environmental Management System includes:

- Environment and Climate Change Policy
- Environment and Climate Change Strategy
- Environmental Management Plan
- Register of services and operations that impact our environment, and risk assessment.

Under the department's audit plan, the next Environmental Management System audit is scheduled for 2027–28.

Climate-related risk disclosure statement

Climate change presents significant risks to the operation of the Victorian justice system including to its assets, workforce, services, and policy outcomes. The department actively manages climate-related risks and continues to identify opportunities to transition assets, operations and service delivery towards net zero emissions.

This disclosure statement aligns to the recommended pillars of the international G-20 Task Force on Climate-related Financial Disclosures: Governance, Strategy, Risk Management, Metrics and Targets.

Climate-related risk governance

The department's Risk Management Framework aligns with the *Victorian Government Risk Management Framework* and provides guidance for designing, implementing, monitoring, reviewing and continually improving risk management across the department. The Board of Management and the Audit and Risk Management Committee oversee monitoring and mitigation of strategic risks, including climate-related risk. Executive accountability has been assigned to the Infrastructure, Property and Accommodation business unit within the Corporate Strategy and Delivery Group.

Climate-related risk management and assessment

The department has a Climate Risk Management Plan that builds a foundation for climate adaptation and resilience. The plan is structured around 4 outcome areas: decision making, asset preparedness, safety, wellbeing and continuity, and research and evidence. The department has set 3 objectives that it is required to meet:

- Short term objective: Climate adaptation is considered across the department.
- Medium term objective: Climate adaptation is part of how the department plans and delivers services.
- Long term objective: The department is climate resilient.

The department collaborates with the broader portfolio on climate risk through a cross-portfolio community of practice forum to uplift climate risk knowledge. Climate adaptation plans are embedded into the department's capital works program, including new fire stations and emergency services facilities.

In April 2026, the department conducted a climate risk assessment of physical assets at correctional and youth justice facilities which validated 8 previously identified risks and identified 2 additional risks.

The department will continue to engage with facilities across the portfolio to embed climate resilience and uplift climate risk knowledge and management.

Emissions Reduction Plan

In 2025, the department prepared an *Emissions Reduction Plan 2025–29* for its correctional and youth justice facilities to support the Victorian Government's emissions reduction target of net zero by 2045.

Targets within the plan align with the targets set out within the *Climate Action Act 2017*. The Act sets interim reduction targets for Victoria culminating in net zero emissions by 2045. The 2 interim targets are a 45–50% reduction by 2030 and 75–80% reduction by 2035.

The baseline emissions for the department's plan were based on Scope 1 and Scope 2 emissions within the 2024–25 reporting period. For 2024–25 the combined Scope 1 and Scope 2 emissions were 57,292 tonnes CO2 (additional data was included once received, as a result the 2024–25 emissions are higher than what was reported in the 2024–25 DJCS Annual Report).

The focus in the plan is on enabling gradual reduction via transitioning gas assets to electric as they reach their end of life, leveraging the implementation of renewable electricity contracts for all correctional and youth justice facilities, and enabling actions to support future gas to electric transition.

In the 2025–26 reporting period, Scope 1 and Scope 2 emissions for the department reduced by 40% to 34,364 from the 2024–25 figure of 57,292. This is the result of the government's commitment to provide all large government sites with 100% renewable electricity through the State Electricity Commission retail contract.

Climate-related metrics and targets

The department collates climate-related metrics and reports annually. Departmental targets for climate-related policies, strategies and plans are tracked to ensure internal operations, and the broader portfolio, align with the Victorian Government's emissions reduction pledges.

Greenhouse gas emissions

Consistent with national reporting standards, the department reports on greenhouse emissions according to scope:

- Scope 1 – emissions are from sources that the department owns or controls, such as burning of fossil fuels in vehicles.
- Scope 2 – emissions are indirect emissions from the purchase of electricity, which uses coal and gas-fired power generation.
- Scope 3 – emissions are indirect emissions.

Indicator	2025–26	2024–25	2023–24
Total Scope 1 greenhouse gas emissions (Tonnes CO2-e)	18,753	16,002	15,550
Total Scope 2 greenhouse gas emissions (Tonnes CO2e)	15,611	37,577	66,488
Total Scope 3 greenhouse gas emissions from commercial air travel and waste disposal (Tonnes CO2-e)	5,270	4,422	2,596
Total greenhouse gas emissions (Tonnes CO2-e)	39,634	58,001[(a)]	84,634

(a) Note that the total greenhouse gas emissions for 2024–25 does not align with the Emissions Reduction Plan due to additional data being received after the annual report was completed.

Electricity production and consumption

Electricity consumed by the department increased by approximately 30% compared to the previous reporting period. Electricity is the primary energy source for operations including prison industries.

The increase in electricity usage is due to the commencement of operations of one new correctional facility and the inclusion of data from 3 correctional facilities that was not available for the 2024–25 reporting period.

Indicator	2025–26	2024–25	2023–24
Total electricity consumption (MWh)	76,648	52,874	74,860
Offices	9,911	12,703	11,735
Non-office[(a)]	62,896	36,098	50,850
On-site electricity generated (MWh)			
Consumption behind-the-meter[(b)]	3,841	4,073	3,275
Solar Electricity Exported	231	n/a	n/a
On-site installed generation capacity (MW)			
Solar PV	3.01	3.01	2.92
Total electricity offsets (MWh)			
Greenpower	366	733	760
Purchased Large-scale generation certificates	35,286	0	0

(a) All data was available or estimated based on seasonal adjustments for departmental locations, and a correctional facility commenced during the reporting period.

(b) Solar electricity exported data is available at some sites as of this reporting year.

Stationary fuel use

The department's stationary fuels include natural gas and bottled gas (Liquefied Petroleum Gas (LPG)), which are largely used for heating and cooling in non-office buildings (custodial and youth justice facilities).

Stationary fuel use increased by 17% from 2024–25 due to the inclusion of data for LPG, diesel, and petrol use in correctional facilities which was not previously reported, and one new correctional facility commencing operation during the reporting period.

	2025–26	2024–25	2023–24
Total Fuels used in buildings and machinery (MJ)	339,210,361	282,945,711	246,637,479
Natural gas			
Non-office	296,746,534	256,990,927	216,879,610
Office	12,116,106	9,731,239	9,330,606
LPG			
Non-office	27,824,416	16,184,400	20,427,262
Diesel[(a)]			
Non-office	1,949,682	n/a	n/a
Petrol[(a)]			
Non-office	573,622	n/a	n/a
Greenhouse gas emissions from stationary fuel consumption (Tonnes CO2-e)	17,777	14,727[(b)]	n/a

(a) Diesel and petrol for stationary fuel use were not previously reported and will be included in the annual report going forward.
(b) The number reported has reduced due to an incorrect number being reported in the 2024–25 Annual Report.

Transportation

Victorian Government and departmental pool vehicles are used by staff for travel between offices, correctional and youth justice facilities and community worksites. The department sets an emissions efficiency target for each vehicle and places a charge as part of the vehicle lease which contributes to the department's annual carbon offsetting program. In 2026, the department procured 1,173 tonnes of carbon offsets from GreenFleet's native reforestation projects in Victoria to cover both fleet and air travel emissions. Since 2019, the department has offset 14,617 tonnes of carbon via GreenFleet's native reforestations projects.

Energy used in transportation has decreased by 14% compared to the previous reporting period. This is due to the department's reduction in the number of operational vehicles.

To facilitate delivery of a zero-emission fleet, the department has installed electric vehicle charging infrastructure at 13 locations.

The department utilises air travel for staff to attend or present at conferences, meetings and deliver other operational requirements. The department has specific authorisation processes in place to ensure air travel is utilised only where justified and alternative options, including online options, have been considered.

Indicator	2025–26	(%)	2024–25	(%)	2023–24	(%)
Number and proportion of vehicles	1023	-	1,229	-	1,567	-
Passenger Vehicles[(a)]	**547**	**-**	**869**	**-**	**1,014**	**-**
Petrol	14	3	107	12.3	150	14.8
Diesel	28	5	46	5.3	231	22.8
Hybrid	459	84	684	78.7	604	59.6
Plug-in Hybrid Electric Vehicle	15	2	19	2.2	28	2.8
Electric Vehicle	31	6	13	1.5	1	0.1
LPG	0	-	0	-	0	-
Commercial and Executive Vehicles[(b)]	**476**	**-**	**360**	**-**	**553**	**-**
Petrol	12	3	15	4.2	277	50.1
Diesel	462	96	332	92.0	17	3.1
Hybrid	0	-	0	-	256	46.3
Plug-in Hybrid Electric Vehicle	0	-	0	-	1	0.2
Electric Vehicle	2	1	13	3.6	0	-
LPG	0	-	1	0.3	2	0.4

Indicator	2025–26	2024–25	2023–24
Total energy used in transportation (MJ)	**14,246,170**	**18,583,236**	**19,524,185**
Passenger Vehicles	547	869	1,014
Petrol	767,297	1,692,806	12,852,731
Diesel	509,577	734,577	690,776
Hybrid[(a)]	8,662,630	10,273,504	0
Commercial and Executive Vehicles			
Petrol	139,809	96,884	179,332
Diesel	4,166,854	5,775,711	5,788,832
LPG	0	9,755	22,514
E10		0	n/a
Greenhouse gas emissions from vehicle fleet (Tonnes CO2e)[(a)]	**976**	**1,275**	**1,338**
Passenger Vehicles			
Petrol	51	114	869
Diesel	35	52	49
Electricity	n/a	n/a	n/a
Commercial and Executive Vehicles[(b)]			
Petrol	9	7	12
Diesel	293	407	407
LPG[(b)]	0	1	n/a
Electricity	n/a	n/a	1
Total distance commercial air travel (by passengers) (km)	1,289,475	1,002,665	1,119,933

(a) Hybrid vehicles utilise petrol and E10 fuel sources.
(b) Data is not available for 2023–24 financial year.

Total energy use

Total energy used by the department has increased by 12% from 2024–25 to 2025–26 which is attributed to the commencement of one new correctional facility as well as more complete data being available for all facilities.

Indicator	2025–26	2024–25	2023–24
Total energy usage from fuels (stationary and transportation) (MJ)	353,456,532	301,528,947	266,161,664
Total energy used from electricity (MJ)	275,937,198	190,346,734	269,281,333
Total energy used segmented into renewable and non-renewable sources (MJ)			
Renewable	59,959,588	14,663,346	11,780,791
Non-renewable	569,434,141	477,212,335	523,662,205
Units of energy used normalised by headcount (MJ/hc) [(a)]	50,635	49,926	16,326

(a) Data normalised using headcount in operations. The headcount consists of FTE and average yearly occupancy rates in custodial facilities.

Sustainable buildings and infrastructure

In 2019, the department developed its own *Environmentally Sustainable Design – Guidelines for Capital Works* (the Guidelines) to ensure best-practice sustainability initiatives are embedded in all the department's facilities.

The Guidelines set benchmarks and targets for:

- Minimised construction waste (80% of waste must be diverted from landfill).
- Energy efficient heating, cooling and lighting including CO2 heat pump hot water systems.
- Solar and battery storage.
- Thermally improved building fabric (glazing, shading and insulation).
- Minimised potable water demand.
- Electric Vehicle charging infrastructure.
- Use of sustainable products that include recycled content, environmental certification or environmental product declarations.
- Improved indoor environmental quality by increasing lighting, acoustic and thermal comfort.
- Landscaping that reduces the heat island effects.
- Construction environmental management plans for all contractors.

During this reporting period, the Guidelines were applied to 7 capital projects delivered by the department, against a minimum compliance score of 60%. The projects collectively will deliver 38.5 kilowatts of solar and 199 kilolitres of rainwater capacity.

Name of building	Building type	Rating Scheme	Rating/score
Newborough CFA	Non-office	Minimum sustainable design standards	91%
Golden Square CFA	Non-office	Built Environment Sustainability Scorecard[(a)]	52%
Pyalong CFA	Non-office	Minimum sustainable design standards	86%
Metcalfe CFA	Non-office	Minimum sustainable design standards	91%
Serpentine CFA	Non-office	Minimum sustainable design standards	94%
Wyndham Vale	Non-office	Built Environment Sustainability Scorecard[(a)]	50%
VIFM	Non-office	DJCS ESD benchmarking tool	52/45[(b)]

(a) Minimum sustainable design standards did not apply to these projects as their design was progressed prior to the department taking carriage of them.

(b) This project exceeded the minimum score due to it being a refurbishment and not all credits applying.

Sustainable Procurement

The department delivers sustainable procurement objectives as part of the implementation of the Victorian Government's Social Procurement Framework.

As part of the application of this framework, the department's capital works applies additional environmental requirements for all contractors (architects, builders, sub-contractors). All contractors must have an environmental policy that aligns with *International Organisation for Standardisation 14001:2016 Environmental Management System* and building contractors must divert 80% of waste from landfill.

Water consumption

Water use at non-office facilities accounted for 94% of the department's total water consumption, primarily through prison industries, agriculture, kitchen operations and bathrooms in accommodation units. Water use for offices is largely used for cooling towers, kitchen operations and bathrooms.

Water consumption increased by over 13% compared to the previous reporting period. This increase is due to data becoming available at 5 large correctional facilities that was not available for the 2024–25 reporting period and one new correctional facility commencing operations.

Rainwater is captured and re-used at all custodial facilities, and water tanks or basins are included in all new capital works projects, to decrease the department's use of potable water. Capture and re-use basins were installed during the construction of both the Cherry Creek Youth Justice Facility (9,344m^3 capacity) and at the Western Plains Correctional Centre (26,080m^3 capacity).

The department also has 5 licences from relevant water corporations to take bore water.

Indicator	2025–26	2024–25	2023–24
Total water consumption (kilolitres)	2,092,012	1,829,966	492,779
Non-office[(a)]	1,970,975	1,807,441	466,491
Office	121,037	22,526	26,288
Units of metered water consumed normalised by headcount (kl/hc)[(b)]	172	186	30

(a) Data normalised using headcount in operations. The headcount consists of FTE staff and average yearly occupancy rates in custodial faculties.

Waste and recycling

Departmental operations generate general waste, recyclables (paper, cardboard, commingle, e-waste, printer cartridges) and organic waste. In addition, custodial facilities produce industrial and agricultural waste such as wood, concrete, steel, paint, farming and livestock-based waste.

Waste generated has increased by 16% compared to the previous reporting period. This is due to data being available for 5 correctional facilities during the entire reporting period compared to being available for 6 months of the 2024–25 reporting period and one new correctional facility commencing operations.

The department continues to investigate and implement waste reduction and diversion strategies, including:

- Select single use plastic items cannot be purchased.
- Custodial facilities running local container deposit collection and recycling programs from November 2023.
- Use of responsible (recycled) building materials in the capital works program implemented using sustainable design standards developed as part of the *Environmentally Sustainable Design – Guidelines for Capital Works*.

Indicator	2025–26	%	2024–25	%	2023–24	%
Total units of waste disposed (kg and %)[(a)]	3,770,150	100	3,179,163	100	3,127,639	100
Landfill (disposal)	3,259,918	80	2,627,149	83	2,426,150	78
Recycling/recovery (disposal)	483,746	16	552,014	17	701,489	22
Food and garden organics	38,328	1	1,865		940	
Cardboard	22,124	3	98,826		128,813	
Percentage of office sites which are covered by dedicated collection services for						
Printer cartridges	100			100		100
Batteries	3			3		4
E-waste	100			100		100
Soft plastics	0			0		0
Total units of waste disposed of normalised by (kg/headcount)	258		323		148	
Recycling Rate (%)				17		22
Greenhouse gas emissions associated with waste disposal (Tonnes CO_2-e)	5,070		4,203		22	
Landfill	5,070		4,203		3,154	

(a) Scope 3 – waste data was unavailable at four non-office locations for 6 months in 2023–24 reporting period due to a change in contract management.

Environmental Compliance

The department maintains a database of all approvals (i.e. permits, licences) issued under relevant state and federal legislation to ensure compliance with the:

- *Environment Protection Act 2017*
- *Flora and Fauna Guarantee Act 1988*
- *Planning and Environment Act 1987*
- *Water Act 1989*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Wildlife Act 1975*
- *Catchment and Land Protection Act 1994*.

This legislation provides a legal framework to ensure departmental operations mitigate impacts to the environment. The department received no fines or non-monetary sanctions related to environmental non-compliance in 2025–26.

The department undertook the following action to ensure compliance with environmental legislation:

- Conducted 49 environmental compliance inspections at construction sites and DJCS-operated custodial facilities, focusing on the *Environment Protection Act 2017*, including the General Environmental Duty.
- Implemented Sustainable Land Management Plans to control weeds and pest animals at 11 custodial facilities focusing on the *Catchment and Land Protection Act 1994*.
- Obtained, and complied with approvals issued under applicable environment and planning legislation, particularly the *Planning and Environment Act 1987*, for all capital projects delivered for the department and any new operational projects.
- Assisted the Commonwealth Department of Environment to undertake an audit on capital projects previously completed by the department which had required approval under the *Environment Protection and Biodiversity Conservation Act 1999*, including verifying ongoing payment to Parks Victoria for the protection and management of significant biodiversity (native grassland) at Ravenhall.
- Assisted the Environment Protection Authority to undertake an audit of the department's compliance with the EPA-issued Operational Licence issued under the *Environment Protection Act 2017*.

5. Assurance

Fire Services Implementation Monitor

The Fire Services Implementation Monitor (FSIM) is an independent statutory entity established under the *Fire Rescue Victoria Act 1958*. The FSIM provides independent assurance to government and the community on progress towards a modern fire service for a safer Victoria.

The FSIM is required to publish quarterly reports on the Country Fire Authority's (CFA) and Fire Rescue Victoria's (FRV) outcomes-based fire services performance measures. These reports include commentary on progress against the performance measures set out in each agency's Outcomes Framework and, where possible, informs observations about the impacts that the ongoing reform activity may be having on the fire services sector.

Legislation also requires the FSIM to prepare annual reports that are tabled in Parliament on its operations each financial year.

The government set a 10-year timeframe for fire services reform (FSR), with the conclusion of the Year 2–5 Implementation Plan on 30 June 2025 marking the halfway point. The legislated role of the FSIM remains ongoing and, in 2025–26, has continued to conduct the following functions:

- Monitor and assess ongoing efforts to improve the interaction between the CFA and FRV and other agencies.
- Provide independent and impartial monitoring of unresolved FSR issues.
- Remain available to meet with career firefighters and volunteers to listen to their concerns and experiences that are a result of FSR.
- Monitor all the implementation plan actions that have been moved to business as usual, especially the partially completed actions from the Year 2–5 Implementation Plan.
- Consult and engage with agencies in the performance of the FSIM's functions.
- Prepare quarterly and annual reports on the findings of the FSIM on performing its functions.

All FSIM reports are publicly available at https://www.vic.gov.au/fsim-publications.

Inspector-General for Emergency Management

The Inspector-General for Emergency Management (IGEM) is an independent statutory role and Governor in Council appointment. They assure the government and the community that Victoria's emergency management arrangements are effective and continually improving. The IGEM reports to the Minister for Emergency Services and is supported by an office provided by the department.

The IGEM works with emergency management sector partners toward the shared vision of safer and more resilient communities. The IGEM helps the sector identify what is working well and where improvements can be made and tracks the implementation of agreed improvements.

The IGEM also develops and maintains Victoria's Assurance Framework for Emergency Management and supports its application through a range of specific assurance activities. These include reviews, evaluations, investigations, and performance and implementation monitoring activities.

The IGEM conducts and reports on its full program of assurance activities in accordance with Part 7 of the *Emergency Management Act 2013*. Where published, these reports are available online at igem.vic.gov.au.

The IGEM's assurance activities contribute to better outcomes for Victorian communities before, during and after emergencies.

Justice Assurance and Review Office

The Justice Assurance and Review Office (JARO) reviews deaths and other serious incidents in Victorian adult prisons and youth justice facilities. The purpose of its work is to understand what happened and to identify whether any changes can be made to prevent similar incidents from occurring in the future. JARO assists the Secretary to fulfil their statutory obligation to monitor the performance of all youth justice and adult correctional services. JARO helps to make sure that all adult prisons and youth justice facilities are safe, secure and humane.

Reviews completed in 2025–26

Reviews of deaths

JARO and Justice Health conduct reviews in response to natural and unnatural deaths within a correctional facility. The deaths of adult offenders or young persons who were subject to supervision in the community by Youth Justice, Community Correctional Services or the Adult Parole Board, may also be reviewed in certain circumstances.

In 2025–26 JARO completed:

- 8 reviews into the deaths of adult prisoners.

JARO also finalised several community reviews including:

- 8 reviews into the deaths of adult offenders subject to a Community Correction Order
- one review into the passing of a youth offender subject to Youth Justice Supervision.

In 2025–26, JARO implemented a new approach to reviewing deaths of adult offenders and young people subject to community supervision. Under this approach, JARO now undertakes a summary analysis of each death in the community to identify any immediate risks, emerging issues or matters requiring further examination. Findings from these analyses inform annual thematic reviews that examine system-wide trends and opportunities for improvement.

Since the introduction of this approach, JARO has undertaken:

- 11 summary analyses of deaths of adult offenders subject to Community Corrections Orders
- 4 summary analyses of deaths of young people subject to Youth Justice supervision.

JARO may undertake a full review where a summary analysis identifies significant issues or risks that need immediate attention.

Reviews of incidents

JARO assesses and reviews serious incidents within youth justice precincts, youth justice community services, prisons, Community Correctional Services and other adult correctional services. JARO can then identify systemic risks, consider the adequacy of existing controls and the appropriateness of the response to the incident.

In 2025–26, JARO completed 6 assessments of significant incidents that occurred in adult prisons, with one progressing to a full review. For the same reporting period, JARO completed one incident review, and one thematic review into significant incidents that occurred within youth justice precincts.

Independent prison visitors

The Independent Prison Visitor Scheme was established in 1986. Independent Prison Visitors are volunteers appointed by the Minister for Corrections for a 5-year term. These volunteers attend prisons, speak to people in custody and staff, and provide the Minister for Corrections with independent and objective advice from a community perspective on the operation of Victoria's prisons.

In 2025–26, there were 37 Independent Prison Visitors engaged across all 17 adult correctional facilities. During this same period, there were 6 Aboriginal Independent Prison Visitors actively engaged across 8 locations. In 2025–26, Independent Prison Visitors provided 299 visits, including 28 Aboriginal visits.

The Aboriginal Independent Prison Visitor Scheme is currently engaged in a review and redesign process to enhance coverage and representation within this space. A targeted recruitment campaign is underway which aims to appoint an extra 9 Aboriginal Independent Prison Visitors, increasing the total to 15.

Post Sentence Authority

The Post Sentence Authority is a statutory body that is responsible for monitoring and reviewing the behaviour, risk, compliance and progress of people who are subject to supervision orders and detention orders. The Post Sentence Authority's functions are set out in the *Serious Offenders Act 2018*.

In 2025–26, the Post Sentence Authority:

- convened 196 hearings and considered 1,294 matters
- conducted 95 interviews with people on post sentence orders
- made 2,737 decisions and issued 1,097 directions to support the management and contain the risks of people on post sentence orders residing in the community
- issued one formal warning for contraventions of supervision order conditions.

The Post Sentence Authority also reviews the delivery of coordinated services to people on post sentence orders by a panel made up of representatives from the department (Corrections Victoria), Department of Families, Fairness and Housing, Department of Health and Victoria Police.

These services are contained in Coordinated Services Plans which detail the agreed services, tailored to the specific risks and behaviours of each person subject to a supervision order.

In 2025–26, the Post Sentence Authority convened 82 meetings to review 287 individual Coordinated Services Plans.

Office of the Road Safety Camera Commissioner

The *Road Safety Camera Commissioner Act 2011* was repealed following the passage of the Department of Treasury and Finance (DTF) led Entities Legislation Amendment (Consolidation and Other Matters) Bill 2025, which received Royal Assent on 31 March 2026. The repeal resulted in the abolition of the Road Safety Camera Commissioner (RSCC) role, the RSCC Reference Group and the Office of the RSCC from 1 April 2026.

In accordance with section 8B of the *Financial Management Act 1994*, the Minister for Police notified the Minister for Finance of the closure of the Office of the RSCC on 31 March 2026, and a Government Gazette notice was issued on 23 April 2026 to formally advise of its cessation.

The department was assigned responsibility under section 24(2)(a) of the *Financial Management Act 1994* to prepare the final RSCC Annual Report, formally documenting the cessation of the Office of the RSCC.

The repeal of the *Road Safety Camera Commissioner Act 2011* provided for the abolition of the Office of the RSCC and enabled transitional arrangements for the cessation of its functions.

Following Royal Assent of the Bill, administrative actions were undertaken to implement the closure, including stakeholder notification and formal communication of the abolition of the Office and the RSCC Reference Group to relevant parties.

Financial reporting for the Office of the RSCC has been consolidated within the department's Annual Report, and all residual matters are being managed through existing departmental governance and assurance frameworks, including records management and oversight arrangements and a commitment to ensure all existing RSCC recommendations are formally addressed and acquitted.

Several critical remaining functions, including complaints handling, system review and performance reporting, have transitioned to the department, supported by existing audit and assurance arrangements. To support complaints handling, a new portal has been established on the Cameras Save Lives website for community feedback, and the former RSCC website has been closed, with redirects to a Victorian Government landing page that includes a link to the portal.

Finally, the department confirms that all legislative and administrative requirements relating to the repeal have been complied with and acquitted.

Integrity

Local Government Inspectorate

The Local Government Inspectorate (LGI) is the dedicated integrity agency for local government in Victoria.

Led by the Chief Municipal Inspector, the LGI investigates complaints about potential breaches of the *Local Government Act 2020*. The LGI may examine, investigate, and prosecute matters within their jurisdiction about misuse of position by a councillor, conflict of interest by a councillor or senior council employees, disclosure of confidential information or electoral matters.

Additionally, the LGI conducted compliance audits and delivered educational fact sheets to improve governance across the sector. However, due to significant resource and budget constraints, these have been limited and will continue to be limited. The LGI continues to present to councils where possible in an effort to educate the sector on potential risks to avoid and to assist in adopting best practice.

Office of the Victorian Information Commissioner

The Office of the Victorian Information Commissioner (OVIC) is the primary integrity agency and source of independent advice to the community and the Victorian Government about how the public sector collects, uses, and shares information. The functions of OVIC are outlined in the *Freedom of Information Act 1982* and *Privacy and Data Protection Act 2014*. These functions include:

- promoting and overseeing the state's information privacy regime
- establishing and monitoring the Victorian protective data security framework
- conducting reviews, investigating complaints and monitoring compliance with the state's freedom of information legislation.

Public Interest Monitor

The Principal Public Interest Monitor and 2 Deputy Public Interest Monitors (PIM) are appointed under the *Public Interest Monitor Act 2011*. They are part of the law enforcement integrity framework established by the Victorian Parliament.

In exercising their functions, the PIM represent the public interest. Therefore, they provide an important check and balance on the use of significant law enforcement powers. This includes covert investigative and coercive powers, by Victorian law enforcement agencies. They do so by testing the content and sufficiency of the information relied on by law enforcement agencies seeking to use those powers as well as the circumstances of the application.

Some powers can only be used if an issuing authority, such as a nominated member of the Administrative Review Tribunal or the Supreme Court of Victoria, first issues a warrant to the law enforcement agency or makes an order authorising their use. Examples include:

- telecommunications interception warrants under the *Telecommunications (Interception and Access) Act 1979* (Cth) (when read with the *Telecommunications (Interception) (State Provisions) Act 1988*)
- surveillance device warrants under the *Surveillance Devices Act 1999*
- coercive powers orders under the *Major Crime (Investigative Powers) Act 2004*

Some Acts of the Victorian Parliament give officers of certain law enforcement agencies authority to make decisions to exercise powers in very limited and specific situations. Examples include:

- police detention decisions made by authorised police officers under the *Terrorism (Community Protection) Act 2003*
- decisions whether to include a person in the Victorian witness protection program or to provide alternative protection arrangements made by the Chief Commissioner of Police under the *Witness Protection Act 1991*.

In all matters, the applicant or decision-maker must give the PIM all information provided to the issuing authority or relied on by the decision-maker. The PIM may ask questions or request further documents or information. The issuing authority or decision-maker is obliged to have regard to any submissions or recommendations the PIM wishes to make about the appropriateness of granting the application or making the decision.

Once the PIM has made submissions or recommendations or indicated that none are to be made, the PIM's functions in relation to a particular application or decision are generally at an end. Under the *Human Source Management Act 2023*, however, the position is different when a decision on an application to register a person as a reportable human source or an emergency registration of a reportable human source has been made by a delegate of the Chief Commissioner of Police, rather than by the Chief Commission of Police directly. The PIM may refer the decision to the Chief Commissioner of Police for review.

6. Procurement

Procurement

Social Procurement Framework

The Social Procurement Framework (SPF) governs how the Victorian Government undertakes social procurement. The framework applies to the procurement of all goods, services and construction undertaken by, or on behalf of, entities subject to the Standing Directions 2018 under the *Financial Management Act 1994*.

Through the SPF, the department leverages its buying power to deliver social, economic and environmental outcomes benefiting the Victorian community, the economy and the environment — above and beyond the goods, services and construction works procured. Figures provided below all exclude GST.

Social procurement achievements

During 2025–26, the department engaged 78 social benefit suppliers with a total spend of $16.96 million with certified social enterprises, Aboriginal businesses and disability enterprises. This included:

- $3.62 million spent on 42 Aboriginal businesses
- $242,660 spent on 10 Australian disability enterprises
- $2,776 spent on 1 Victorian social enterprise led by a social mission for Victorian priority job seekers
- $13.29 million spent on 36 sustainable Victorian social enterprises

These outcomes align with the department's prioritisation of the following SPF objectives:

- Opportunities for Victorian Aboriginal people.
- Opportunities for Victorians with disability.
- Opportunities for Victorian priority jobseekers.
- Sustainable Victorian regions.
- Sustainable Victorian social enterprise and Aboriginal business sectors.

The department continues to integrate social and sustainable procurement principles across its procurement activities, delivering measurable social outcomes and broader community benefits for Victorians. For example, the Asset Maintenance Services Contract (AMSC) provider Ventia partners with genU Disability Support to deliver external grounds maintenance services at Barwon Prison and more recently at the Cherry Creek Youth Justice Precinct.

The partnership engages 15 to 20 support employees who undertake a range of landscaping activities including mowing, pruning, weed control, litter collection and garden maintenance. Through this partnership, Corrections Victoria and Youth Justice benefit from more than 3,700 hours of external grounds maintenance annually helping ensure the prison's outdoor areas remain safe, professional and welcoming.

In addition to achieving strong operational outcomes, the initiative contributes to the AMSC provider's social procurement commitments by developing workforce capability, creating pathways to employment and delivering meaningful community impact through inclusive participation.

Local Jobs First

The *Local Jobs First Act 2003* and associated policy applies to all departments and public sector bodies undertaking procurement activities valued at $3 million or more that are statewide or based in metropolitan Melbourne, or for procurement activities valued at $1 million or more based in regional Victoria.

The Act incorporates the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

The MPSG applies to all construction projects valued at $20 million or more.

The MPSG guidelines and the VIPP guidelines continued to apply to respective projects where contracts have been entered prior to 15 August 2018. All figures listed are excluding GST.

LJF Standard Projects

Projects commenced in 2025–26

During 2025–26, the department commenced 5 LJF Standard projects totalling $199.68 million. Of these projects:

- 1 was in regional Victoria. This had a commitment of 97% local content
- 4 were statewide projects with an average commitment of 98.3% local content.

The MPSG did not apply to these projects.

The commitments made as part of the LJF policy for these projects are as follows:

- An average of 97.65% of local content
- 64 jobs annualised employee equivalent (AEE) were committed, including the creation of 9.15 new jobs and the retention of 54.85 jobs (AEE)
- A total of 60 hours to be completed apprentices, trainees and cadets were committed
- 4 small to medium-sized businesses were engaged through the supply chain on commenced standard projects.

Projects completed in 2025–26

The department did not complete any standard projects in the 2025–26 financial year.

LJF Strategic Projects

Projects commenced in 2025–26

The department did not commence any strategic projects in the 2025–26 financial year.

Projects completed in 2025–26

The department did not complete any strategic projects in the 2025–26 financial year.

Reporting requirements – grants

For grants provided during 2025–26, no interaction reference numbers were required.

Disclosure of Emergency Procurement

In the 2025–26 financial year, the department activated emergency procurement once, from 11 January to 11 March 2026, covering the bushfire emergency in accordance with the requirements of government policy and accompanying guidelines. Two new contracts valued at $100,000 (GST inclusive) or more were awarded in connection with the bushfire emergency. Details of the department's emergency procurements are shown below.

Nature of Emergency	Date of activation	Summary of goods and services procured under new contracts	Total spend on goods and services in response to the emergency	Number of new contracts awarded valued at $100 000 (incl. GST) or more.
Bushfires	11 January 2026 – 11 March 2026	• ICT support, hardware and application licenses • Surge workforce for communications and recovery activities • Surveying, consultancy and legal services	$417,096.82	2

**Total spend on goods and services refers to all expenditure incurred in response to the emergency (excluding GST) within the emergency procurement activation period. This includes new procurements, variations and purchases made under pre-existing contractual arrangements. Ongoing expenditure incurred after the date of deactivation – primarily relating to clean-up/recovery activities – has not been included. Where emergency procurement activity is for goods or services that relate to response activities crossing multiple emergency events, this is declared above as spend against the initial event that prompted the emergency procurement activation.*

Disclosure of procurement complaints

Under the Governance Policy of the Victorian Government Purchasing Board, the department must disclose any formal complaints relating to the procurement of goods and services received through its procurement complaints management system. Where a complaint is received, it must be reviewed to confirm whether all procurement policies and processes have been adhered to before being resolved.

The department received no formal complaints through its procurement complaints management system in 2025–26.

National Competition Policy

The department continues to comply with the requirements of the National Competition Policy, including compliance with Victoria's Competitive Neutrality Policy. An exemption for Prison Industries was given by the Department of Premier and Cabinet as the primary focus of its activities is employing prisoners and undertaking vocational training.

Compliance with the DataVic Access Policy

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, the department made 74 datasets available on the DataVic website in 2025–26. Out of 74 datasets, 46 were published in 2026.

Disclosure of major contracts

The department has disclosed, in accordance with the requirements of government policy and accompanying guidelines, all contracts greater than $10 million in value entered into during the financial year ended 30 June 2026. Details of contracts that have been disclosed in the Victorian Government Contracts Publishing System can be viewed on the Buying for Victoria Tenders Portal.

Contractual details have not been disclosed for contracts where disclosure is exempted under the *Freedom of Information Act 1982* and/or government guidelines.

Specific contract information has not been disclosed for contracts where such information is withheld under the *Freedom of Information Act 1982* or other laws or government policies.

Details of consultancies

Details of consultancies (valued at $10,000 or greater)

In 2025–26, there were 43 consultancies where the total fees payable to the consultants were $10,000 or greater. The total expenditure incurred during 2025–26 in relation to these consultancies is $4.76 million (excluding GST). Details of individual consultancies are outlined below.

Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2025–26 (excl. GST)	Future expenditure (excl. GST)
Monash University	Evaluation of Justice-based Impacts of Public Intoxication Reform	$911,333.64	$165,742.73	$286,522.73
Scyne Advisory Pty Ltd	Review and provision of options on re-phased program approach for NextGen	$804,363.64	$617,859.60	$186,504.04
Deloitte Touche Tohmatsu	Development of Operational Communications and Digital Strategy 2025–35	$796,677.84	$617,286.20	$0.00
KPMG	Review of Youth Justice Community Support Programs and Aboriginal Youth Justice Programs	$562,042.22	$392,212.97	$17,795.82
Deakin University	Research addressing the needs of justice-involved African-Australian young people	$516,205.53	$209,260.50	$10,000.21
Deloitte Touche Tohmatsu	Development of Road Safety Camera-detected infringement forecast model	$449,799.36	$319,906.00	$0.36
Nous Group Pty Ltd	Delivery of the Independent Review of the Financial Assistance Scheme	$398,000.00	$119,400.00	$278,600.00
Cube Group Management Consulting Australia Pty Ltd	Provision of Emergency Management Group Strategy and Operating Model Project Plan	$314,675.00	$286,068.18	$28,606.82
Communicorp Group Pty Limited	Provision of Psychosocial Risk Project to prepare for upcoming health regulations	$275,059.10	$49,187.00	$0.00
Acil Allen Consulting Pty Ltd	Independent Evaluation of Community Legal Centre Programs	$264,596.30	$264,596.30	$0.00
PriceWaterhouseCoopers Indigenous Consulting Pty Ltd	Review of the Aboriginal Independent Prison Visitor Scheme	$227,030.00	$102,163.50	$124,866.50
Contact Centre Action	Advisory Services for Contact Centre Services project	$225,690.00	$5,203.13	$164,751.48
Victoria University	Provision of Structured Identification approach, guidelines and training	$221,916.58	$110,136.31	$111,780.27
Story Matters	Firearm Reform Rapid Review	$216,350.97	$216,350.97	$0.00
Nous Group Pty Ltd	Professional advisory services for the Court Fee Review 2025	$214,400.00	$107,200.00	$0.00
Nous Group Pty Ltd	Independent review of the Victorian Gambling and Casino Control Commission	$199,000.00	$199,000.00	$0.00
Alvarez & Marsal Australia	Financial analysis, document review and preparation of joint expert report	$172,372.98	$172,372.98	$0.00
Empact Group	Change management services for Trailer Projects	$162,240.00	$115,610.00	$46,630.00
Acil Allen Consulting Pty Ltd	Review of voluntary case management	$118,686.29	$23,737.26	$94,949.03
Kenneth Douglas Lay	Firearms Reform Rapid Review	$109,307.09	$109,307.09	$0.00
Lionheart Consulting Australia	Provision of final report for South Sudanese Australian Youth Justice Expert Working Group	$89,825.00	$89,825.00	$0.00

Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2025–26 (excl. GST)	Future expenditure (excl. GST)
Grosvenor Performance Group Pty Ltd	Evaluation of account-based play and facial recognition technology	$57,759.91	$57,759.91	$0.00
Catherine Zissermann	Provision of final report for South Sudanese Australian Youth Justice Expert Working Group	$44,800.00	$44,800.00	$0.00
Ybrik International Pty Ltd	Review of Melbourne Law School Juris Doctor Degree	$35,000.00	$33,168.45	$1,831.55
SHM Advisory Pty Ltd	Security Risk Profile Assessment in accordance with Victorian Protective Data Security Framework requirements	$30,800.00	$30,800.00	$0.00
Youngs List Pty Ltd	Provision of advice on Privacy and Artificial Intelligence in Government	$27,000.00	$27,000.00	$0.00
Christopher Roper	Review of RMIT University School of Law Juris Doctor and Bachelor of Laws Degrees	$25,000.00	$20,400.00	$4,600.00
Pamela O'Connor	Review of RMIT University School of Law Juris Doctor and Bachelor of Laws degrees	$25,000.00	$18,000.00	$7,000.00
Peta Spender	Review of La Trobe Law School Juris Doctor and Bachelor of Laws Degrees	$25,000.00	$22,100.00	$2,900.00
Stephen Bottomley	Review of La Trobe Law School's Juris Doctor and Bachelor of Laws law courses (including any combined degrees)	$25,000.00	$22,100.00	$2,900.00
Stephen Bottomley	Review of Victoria Law School Online Juris Doctor Degree Application	$25,000.00	$8,500.00	$16,500.00
List A Barristers	Provision of legal policy advice on Corrections Victoria Transgender Persons Policies	$24,545.45	$24,545.45	$0.00
Jo Farmer Consulting	Evaluation of Lived Experience Advisory Group	$24,000.00	$24,000.00	$0.00
Christopher Roper	Review of Melbourne Law School Juris Doctor Degree	$22,000.00	$19,500.00	$2,500.00
En Masse Pty Ltd	Review of Victims of Crime Commissioner complaint process and procedures	$19,800.00	$19,800.00	$0.00
SGS Economics and Planning Pty Ltd	Review of decarbonisation opportunities for DJCS	$18,695.00	$8,497.50	$10,197.50
List A Barristers	Advice on proposed reforms to the Youth Justice Act (Automatic Transfer)	$15,077.28	$15,077.28	$0.00
Fiona Collis Research & Consulting	Provision of report for the Mental Health Clarity Project Scoping Project	$14,560.68	$14,560.68	$0.00
List A Barristers	Provision of legal advice in relation to the amendments to the *Bail Act 1977*	$14,090.91	$14,090.91	$0.00
JBG Consulting Pty Ltd	Provision of advice and facilitation of Youth Justice priority work 2025–26	$12,000.00	$12,000.00	$0.00
The List G Barristers	Provision of legal advice on proposed legislative reform to the *Corrections Act 1986* to amend the 'open air' right	$11,909.10	$11,909.10	$0.00
Swinburne University of Technology	Review of Youth Justice Custodial Services Wellbeing Program	$11,662.23	$8,527.67	$3,134.56
Christopher Roper	Provision of the Swinburne Online Bachelor of Laws Redeveloped Units report	$11,220.00	$11,220.00	$0.00

Details of consultancies under $10,000

In 2025–26, there were 6 consultancies engaged during the year where the total fees payable to the individual consultancies were less than $10,000. The total expenditure incurred during 2025–26 in relation to these consultancies was $27,710.93 (excl. GST).

Reviews and studies expenditure

During 2025–26, there were 39 reviews and studies undertaken with the total cost of $4,321,000. Details of individual reviews and studies are outlined below[a].

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Aboriginal Engagement Advisor (AEA) Evaluation (Corrections)	To evaluate the AEA initiative and its efficiencies to allow for release of future funding for the initiative.	Evaluate the performance and impact of the AEA initiative.	Feb 2026 – Oct 2026	Validate State Budget investment and justify release of contingency funding to continue service delivery.	141	n/a	N, in progress
Nova System Review (Corrections)	To evaluate the current Corrections Victoria radio infrastructure.	Provide options to uplift and future proof statewide radio network.	Sep 2025 – Sep 2027	To inform prioritisation of radio infrastructure for best outcomes.	150	n/a	N, in progress
Duress Trial (Corrections)	To evaluate potential duress solution.	Identify suitable system to replace technology.	Oct 2025 – Dec 2026	Implement a new duress system for prisons to replace old.	40	n/a	N, in progress
Barrier Control Procurement (Corrections)	To assist the Security Standards Unit (SSU) with specifications.	Review SSU specifications for tender to make sure end products meet needs. Assist the SSU through tender process due to complexity and technical aspect.	May 2026 –Jan 2027	Consistent barrier control technology for prisons.	40	n/a	N, in progress
Women's Custodial Healthcare Evaluation (Corrections)	The evaluation aligns with the DTF guidelines for lapsing programs	Evaluate the operation of the primary health model in women's prisons and achievement of its intended outcomes.	Apr 2024 – Dec 2025	The evaluation findings will be used to inform government decisions regarding the future of primary health service delivery in the women's prisons beyond 30 June 2027.	215	426	TBC
Rapid evaluation of the Specialist Trauma Counselling (STC) Service (Corrections)	To assist Corrections in informing the future of service delivery.	Determine how the STC service delivery model can best support rehabilitation outcomes for women in custody.	Apr 2025 – Oct 2025	Identify opportunities for improvement.	13	53	N, service providers have been provided with an adapted report relevant to their organisational performance

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Rapid Evaluation of the Connect Expansion at WPCC (Corrections)	To assist Corrections in informing future service delivery.	Evaluate the implementation and outcomes of the expansion of Connect to WPCC.	Jul 2025 – Dec 2025	Inform future service delivery.	48	48	N, to inform operational environment only
Victorian Adult Custodial and Community Corrections Evaluation Framework (Corrections)	To develop a framework to support a holistic approach to evaluations to support best practice.	Development of an evaluation framework for the adult correctional system (including custodial and community-based services).	Mar 2025 – Jul 2026	Enhance evidence base.	33	n/a	N, in progress
Women's Justice Diversion Program (Corrections)	To assist Corrections in informing future service delivery.	Evaluate the operation and effectiveness of the program.	Oct 2025 – Aug 2026	Inform future service delivery.	103	n/a	N, in progress
Financial Assistance Scheme (FAS) Independent Review (Victims)	The *Victims of Crime (Financial Assistance Scheme) Act 2022* requires the Minister for Victims to cause an Independent Review of the Act's operation to be conducted within 2 years of FAS' commencement.	Assess if the FAS is fulfilling its statutory responsibilities and operating effectively, and make recommendations to improve efficiency, timeliness and user experience in a sustainable and cost-effective manner.	Dec 2025 – Oct 2026	Improve the efficiency, timeliness, and user experience for victims seeking assistance from the FAS.	279	n/a	N, in progress
Financial Assistance Scheme demand, awards and operational modelling report (Victims)	To update demand and operational modelling.	Update models based on data since FAS has been operational. Create a new model front-end to allow provision of new data and adjusted assumptions over time.	May 2025 – Oct 2025	Revised modelling to inform operations.	n/a	415	N, as this information was used to inform schemes operational requirements
Victims Legal Service (VLS) Pilot – Evaluation report (Victims)	To explore the implementation of the VLS pilot, and the achievement of any outcomes.	Understand the extent to which implementation of the initially intended pilot model has been successful, the strengths and challenges associated with its delivery, and any short and medium-term outcomes achieved to date.	Oct 2025 – Jun 2026	Inform improvements to the service model and any future expansion of the service. This evaluation is likely to inform the Australian Government's evaluation of pilots across all jurisdictions.	154	154	N, as this is to inform operational improvements. a high-level report will be available for relevant stakeholders
Evaluation of the public intoxication reform (Attorney-General and Police)	To evaluate the justice-based impacts of the reform.	Evaluate effectiveness of transitioning from a justice-based response to a health-based response.	Oct 2024 – Jun 2026	Inform future service delivery.	91	n/a	N, subject to process seeking ministerial approval for publication

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Intermediary Program Outcome Evaluation (Attorney-General)	To inform future program delivery.	Evaluate the extent to which the Intermediary Program has achieved its intended outcomes.	Feb 2024 – Jul 2025	Inform improvements to the operation of the Intermediary Program.	9	139[(b)]	N, due to limitations of methodology and concerns with data integrity
Family Violence Restorative Justice (FVRJ) Service Current State Assessment report (Victims)	To inform future program delivery.	Understand client engagement with the service, identify any issues or barriers to alignment with safety, risk and restorative justice, family violence and the Victims' Charter principles, and provide recommendations for service improvement.	Aug 2025 – Dec 2025	Inform improvements to the operation of the FVRJ service	100	100	N, designed to improve operational environment
Landmark Perpetrator Study (Attorney-General)	To radically shift the current knowledge, practice and system responses to people using family violence in Victoria.	The Landmark Perpetrator Study is co-led with Department of Families, Fairness and Housing and will explore the latest evidence on the behaviours and motivations of people using family violence. In 2027, it will deliver an implementation plan for an aligned, effective and evidence-based intervention system across community-based and justice responses.	Dec 2027	To deliver practical recommendations to inform future investment, policy and service responses to people using violence across Victoria.	778	n/a	N, the study is still in progress
Longitudinal Evaluation of MBCP 2 (Victims)	To evaluate the long-term effectiveness of Family Violence Perpetrator Programs (FVPP) and inform future investment in perpetrator intervention	The Longitudinal Evaluation of Men's Behaviour Change Programs aims to improve evidence of the effectiveness of these programs in driving long-term behaviour change, examining perpetrator attitudes, behaviour and police contact over a number of years.	Jun 2027	To inform future service design, practice and investment to enhance the effectiveness of Men's Behaviour Change Programs.	263	n/a	N, the study is still in progress
Translating research to practice for 1) far-right extremist recruitment; 2) combating racist mis/ disinformation; and 3) trust flows between communities and government (Police)	Strengthen early prevention through an evidence-based, whole-of-society approach.	Current work includes the development of online training on far-right extremist recruitment for government and community audiences, a gamified inoculation app to build public resilience to racist mis/disinformation, and in-person training to support trust-building between government and communities.	Jul 2025 – Dec 2026	The projects will support and enhance the continued delivery of Victoria's CVE initiatives, by providing CVE practitioners and policymakers with practical solutions and responses to current and emerging issues within the CVE cohort and wider Victoria.	340	340	Y https://www.crisconsortium.org/

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Voluntary Case Management Evaluation (Police)	Statutory review of the Voluntary Case Management scheme in accordance with section 22CF of the *Terrorism (Community Protection) Act 2003* (Vic).	The review will assess the effectiveness of the Voluntary Case Management scheme, including but not limited to, its efficacy in reducing the risk that participants are at risk of or vulnerable to violent extremism; achieving a therapeutic purpose; and obtaining informed consent.	Aug 2025 – Nov 2026	The review is expected to identify any improvements needed to strengthen the scheme's effectiveness, oversight and compliance.	83	119	Y, to be tabled in Parliament
Rapid evaluation of the Youth Crime Prevention Program (Community Safety)	To support the lapsing business case submitted in early 2026. This included a deeper understanding and evaluation of the current state of the program, as well as an uplifted YCPP through informing future program design and delivery.	Evaluate the need, delivery and effectiveness of the program and any efficiencies from 1 July 2023 to 30 June 2025. The evaluation employed a mixed-methods approach, drawing on quantitative data from YCPP 6-monthly progress reports and Early Intervention Investment Framework avoided costs analysis, qualitative data elicited through a survey, focus groups of YCPP service provider staff, and case studies.	Sep 2025 – Feb 2026	To articulate the need and service gap that the program fills and inform future service delivery design including understanding where there is unmet need or cohorts that require more attention and resourcing, and the model's governance.	n/a	63	N, as it was a lapsing evaluation it is not typically made public, but key findings have been shared with the Minister, service providers, and was an appendix to the 2026–27 Budget bid
Evaluation of Lived Experience Mentoring Project (Youth Justice)	To build the evidence base in Victoria about the effectiveness of novel community-led approaches utilising lived experience for overrepresented cohorts.	Evaluate the effectiveness of the lived experience models utilised by the programs funded through the Lived Experience Mentoring Project.	Oct 2024 – Jun 2027	To inform decision-making on future investment, to enhance the effectiveness of Youth Justice interventions for African and Pasifika Australian young people.	117	n/a	N, in progress
Research into the needs of justice-involved African Australian and Pasifika young people and their families (Youth Justice)	To advance the international and regional desistance literature on contemporary youth violence trends and interventions, and support culturally responsive interventions and training for staff.	Conduct systematic reviews of relevant literature and interviews with cohorts of young people with different degrees of contact with the criminal justice system; develop interventions for Youth Justice; and develop a training package.	Oct 2023 – Jun 2025	To inform decision making on future investment to enhance the effectiveness of Youth Justice interventions for African Australian and Pasifika young people.	0	546	N, awaiting approval for release
Review of Youth Justice Community Support Programs and Aboriginal Youth Justice Programs (Youth Justice)	To help ensure programs are fit for purpose, evidence based and cost effective.	Evaluate programs against best practice design principles.	Mar 2025 – Nov 2025	To inform decision making on future investment.	328	562	N, this is to inform program design and service recommissioning

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Evaluation of the Electronic Monitoring Trial (Youth Justice)	To assess the extent to which the Electronic Monitoring and Enhanced Bail Supervision and Support Trial has achieved its objectives.	Evaluate trial program that tested the adoption of new technology.	Oct 2024 – Dec 2026	To inform decision making on future investment.	131	n/a	N, in progress
Rapid Assessment of the South Sudanese Australian Youth Expert Working Group Grant Program (Youth Justice)	To inform future program delivery.	Assess the performance and outcomes of the program.	Oct 2025 – Dec 2025	To inform future service delivery.	35	35	TBC
Aboriginal Youth Justice Family Centred Program (Youth Justice)	To inform future program delivery.	Evaluate the effectiveness and efficiency of the program.	May 2025 – Nov 2026	To inform future service delivery.	82	n/a	N, in progress
Collateral damage: New insights into the experiences of family members and friends affected by gambling harm (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department	Secondary analysis of the Victorian Population Gambling and Health Study 2023.	Jun 2025 – Sep 2027	Advancement of gambling harm knowledge.	31	n/a	N, in progress
Inequality in gambling harms in Victoria (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department	Secondary analysis of the Victorian Population Gambling and Health Study 2023.	Jun 2025 – Mar 2027	Advancement of gambling harm knowledge.	17	n/a	N, in progress
Maximising the value of all previous Victorian prevalence surveys through consistent reanalysis and reporting, linking with third-party data, and an interactive visualisation (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Secondary analysis of the Victorian Population Gambling and Health Study 2023.	Jun 2025 – Sep 2027	Advancement of gambling harm knowledge.	43	n/a	N, in progress
Evaluation framework and process evaluations (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention priorities of the department.	Development of an evaluation framework to inform the evaluation of the landmark gambling reforms alongside process evaluations of an electronic gaming machine account-based play trial and a facial recognition technology trial supporting venue exclusion processes	Nov 2025 – Sep 2026	Inform decision-making regarding gambling harm reduction	94	n/a	N, in progress

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
2025 National Prisoner Health Data Collection (NPHDC), undertaken by the Australian Institute of Health and Welfare (AIHW) (Corrections)	The NPHDC presents information about the health experiences of people throughout the prison cycle – from entry, to time spent in prison, to discharge, and after release.	Collection of survey data and administrative data from each state and territory on the demographics, health status and determinants of health of people in prison, and on service delivery by custodial health systems. The NPHDC is overseen by a National Prisoner Health Information Committee, consisting of representatives from each jurisdiction, including Victoria. A financial contribution is sought from each jurisdiction by AIHW to fund the activity. Victoria's financial contribution is reported here.	Sep 2024 – Aug 2026	Contemporary, publicly available data on the health of people in prison to inform custodial health service delivery	105	105	Y https://www.aihw.gov.au/reports/prisoners/health-of-people-in-australias-prisons-2025/contents/about
Trends in gambling-related suicide (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Examine the National Coroners Information System to identify and analyse gambling-related suicides in Victoria between 2001–2024 including to determine how many suicides could be avoided if gambling difficulties were reduced.	May 2025 – Mar 2028	Advancement of gambling harm knowledge	30	n/a	N, in progress
Seeing the whole picture: Co-designing better identification and responses for co-occurring gambling harm and family violence (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Investigating the links between gambling harm and family violence	Jun 2026 – Feb 2028	Advancement of gambling harm knowledge	55	n/a	N, in progress
Economic abuse and co-occurring family violence linked to gambling: Characteristics, contributors and consequences (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Investigating the links between gambling harm and family violence	Jun 2026 – Jun 2028	Advancement of gambling harm knowledge	86	n/a	N, in progress

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Recovery, Relapse, Repeat: A weekly Ecological Momentary Assessment study of relapse trajectories as they occur in real-life and real-time (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Investigating experiences of gambling journeys	May 2023 – Sep 2026	Advancement of gambling harm knowledge	n/a	n/a	N, in progress
Journeys towards gambling harm: Exploring the personal, social and environmental context for young adults' sports and horse-race betting and their experiences of harm (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department.	Investigating experiences of gambling journeys	May 2023 – Nov 2025	Advancement of gambling harm knowledge	10	100	N, report publication is forthcoming
Journeys towards harm: A narrative study of gambling and gambling harm amongst young online sports bettors, from childhood to early adulthood (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department	Explores how young people who gamble on sports in Victoria come to experience gambling harm and how to prevent harm through 50 in-depth interviews with young people aged 18-25.	May 2023 – Mar 2025	Advancement of gambling harm knowledge	n/a[(c)]	79	Y https://www.justice.vic.gov.au/safer-communities/gambling/journeys-towards-harm-gambling-and-gambling-harm-among-young-online
My life in recovery: A photovoice study of people who have experienced gambling harm (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department	Provides visual and verbal narratives about the recovery from gambling harm in Victoria. An exhibition of photographs will also be held.	May 2023 – Jun 2025	Advancement of gambling harm knowledge	n/a[(c)]	50	Y https://www.justice.vic.gov.au/safer-communities/gambling/my-life-in-recovery
Casino Gambling Environment Study (Casino, Gaming and Liquor Regulation)	To deliver on the gambling harm prevention research priorities of the department	Survey of the attitudes and behaviours of casino gaming customers and staff. Involves in-venue survey of 400 EGM/table game customers and an online survey of gaming area staff.	Feb 2024 – Sep 2024	Advancement of gambling harm knowledge	n/a[(c)]	201	Y https://www.justice.vic.gov.au/safer-communities/gambling/the-casino-gambling-environment-study
State Control Centre – Operating Model Evaluation Framework (Emergency Services)	To support a future evaluation of the new operating model	Establish an evaluation framework for a process and outcome evaluation of the new operating model	May 2026 – Aug 2026	An evidence base to support implementation and operation	50	n/a	N, in progress

($ thousand)

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL. If no, why.
Review and Redesign of the Aboriginal Independent Prison Visitor Scheme (Attorney-General)	To understand and enhance the Aboriginal Independent Prison Visitor (AIPV) Scheme, which provides independent oversight of the Victorian corrections system by a network of volunteer Aboriginal Elders and respected persons.	Examine the Aboriginal Independent Prison Visitor Scheme AIPV's cultural relevance, operational effectiveness and structural foundations, including implementation of previous recommendations, governance arrangements, volunteer participation and retention. Examine the Scheme's effectiveness in influencing culturally safe and responsive prison practices. Develop a culturally safe and responsive redesign of the AIPVS, informed by the review findings, including a redesign framework, recommendations on resourcing requirements, and options to strengthen the Scheme's governance and delivery.	Apr 2026 – Aug 2026	A strengthened AIPV Scheme that is culturally safe, sustainable and effective, with improved governance, greater volunteer recruitment and participation Stronger oversight that contributes to improved outcomes for Aboriginal people in custody and more culturally responsive prison operations.	227	n/a	N, in progress
Aboriginal Justice Agreement Phase 4 Evaluation (Attorney-General)	To evaluate the strengths and weaknesses of the Aboriginal Justice Agreement (AJA) partnership and the AJA Phase 4 implementation. To inform future improvements to the AJA partnership and to inform development of AJA Phase 5.	Review the implementation of the AJA4 including the extent to which it has: • delivered improved justice outcomes for Aboriginal people in Victoria, • delivered culturally responsive initiatives, • delivered collaboration between government and community; and • met the needs of Aboriginal people in contact with the justice system.	Aug 2022 –Dec 2025	Continuous improvement opportunities and informed decision making to inform the development of AJA5.	Completed within existing staff resources	n/a	N, in progress

Note:

(a) Table does not include reviews or studies that may be Commercial-in-Confidence or commercially sensitive, or where the release may be detrimental to Government operations (e.g. by pre-empting the finalisation of policy decisions prior to their announcement by Government).

(b) The subsequent expenditure of $9,000 in 2025–26 following the publication of the 2024–25 Annual Report is due to the project timeline extending across 2 financial years.

(c) The study was completed in 2024–25 and no further costs were incurred. The studies are now available at the links within the table.

Government advertising expenditure

In 2025–26, there were 8 government advertising campaigns with total media spend of $100,000 or greater (excluding GST). The details of each campaign are outlined below.

Details of government advertising expenditure (campaigns with a media spend of $100,000 or greater) ($ thousand)

			2025-26						
Name of campaign	Campaign summary	Start/ end date	Advertising (media) expenditure (excl. GST)	Creative and campaign development expenditure (excl. GST)	Research expenditure (excl. GST)	Post-campaign evaluation expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Other campaign expenditure (excl. GST)	Total
VicEmergency Campaign 2025–26	The campaign was focused on increasing community safety by providing practical, simple information about how to use the VicEmergency app and how to understand the different warning levels.	Jan 25 – Mar 26	Approved:300 Actual: 269	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 50 Actual: 78	Planned: 350 Actual: 347
Water Safety Campaign 2025–26	The campaign plays a key role in raising awareness of water safety over summer and promotes actions and behaviours around water to increase safety and reduce the number of fatal and non-fatal drowning incidents in Victoria. The campaign is guided by the Victorian Water Safety Strategy and Life Saving Victoria's annual Aquatic Injury Prevention Agenda which identify key focus areas and priorities for attention.	Dec 25 – Apr 26	Approved: 800 Actual: 775	Planned: 115 Actual: 130[1]	Planned: 85 Actual: 88	Planned: 0 Actual:0	Planned: 0 Actual: 0	Planned: 0 Actual: 2	Planned: 1000 Actual: 995
Youth Justice Brand Recruitment Campaign 2025–26	The campaign raised awareness of Youth Justice Worker roles and attracted applications to meet system demand and increased workforce requirements.	Jan 26 – Jun 26	Approved: 1359 Actual: 1331	Planned: 800 Actual: 249[2]	Planned: 95 Actual: 46[3]	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 40 Actual: 29	Planned: 2294 Actual: 1655
Adult Time for Violent Crime Campaign	The campaign aimed to increase awareness and understanding in the Victorian community of the new *Adult Time for Violent Crime* laws.	May 26 –Oct 27	Approved: 198 Actual: 90[4]	Planned: 838 Actual: 850	Planned: 60 Actual: 60	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 0 Actual:0	Planned: 1096 Actual: 1000
Machete Ban Campaign 2025–26	The campaign aimed to raise awareness of the new legal changes and penalties for the possession of machetes. It encouraged the voluntary surrender of machetes during the designated amnesty period.	Aug 25 – Nov 25	Approved: 1800 Actual: 1800	Planned: 870 Actual: 515[5]	Planned: 112 Actual: 49[6]	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 15 Actual: 15	Planned: 2784 Actual: 2379

			2025-26						
Name of campaign	Campaign summary	Start/ end date	Advertising (media) expenditure (excl. GST)	Creative and campaign development expenditure (excl. GST)	Research expenditure (excl. GST)	Post-campaign evaluation expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Other campaign expenditure (excl. GST)	Total
Corrections Victoria Brand Recruitment Campaign	The campaign aims to shift the perception of what the role of a prison officer is and to advise people that the skills they already have from their existing work experience can be used in a new career in a Victorian prison.	Jul 25 – Apr 26	Approved: 2700 Actual: 2691	Planned: 100 Actual: 94	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 2800 Actual: 2785
Victorian Fire Season Campaign	The Victorian Fire Season Campaign is an annual awareness campaign that launched following the 2009 Victorian bushfires. The campaign supports the state's Bushfire Safety Policy Framework by increasing awareness of the threat of fire, preparation activities and actions to take in response to a fire emergency.	Oct 25 – Mar 26	Approved: 5700 Actual: 5184	Planned: 420 Actual: 839[7]	Planned: 157 Actual: 232[8]	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 556 Actual: 459	Planned: 6833 Actual: 6714
Bail Reforms Campaign (Community Safety Reforms)	The campaign aimed to inform Victorians of changes to Victoria's bail laws.	Jul 25 – Apr 26	Approved: 2860 Actual: 2830	Planned: 950 Actual: 0[9]	Planned: 216 Actual: 49[10]	Planned: 0 Actual: 0	Planned: 0 Actual: 0	Planned: 80 Actual: 43	Planned: 4106 Actual: 2922

Notes:

Approved 'Advertising (media) expenditure' is the amount approved for each campaign by the Advertising Approval Group (AAG).

Planned campaign expenditure amounts are the amounts included in the Campaign Strategy form submitted to the AAG for review.

1 *Reallocated underspend from media buy into creative and campaign development.*

2 *The Youth Justice Brand Recruitment Campaign was developed across 2024–25 and 2025–26. Some creative and campaign development expenditure for the Youth Justice Brand Recruitment Campaign was incurred in 2024–25 at a cost of $460,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

3 *Some market research expenditure for the Youth Justice Brand Recruitment Campaign was incurred in 2024–25, at a cost of $56,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

4 *The Adult Time for Violent Crime Campaign was planned across 2025–26 and 2026–27. Media budget was shifted to creative development to support implementation.*

5 *The Machete Ban Campaign was developed across 2024–25 and 2025–26. Some creative and campaign development expenditure for the Machete Ban Campaign was incurred in 2024–25, at a cost of $317,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

6 *Some market research costs for the Machete Ban Campaign were incurred in 2024–25 at a cost of $63,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

7 *Reallocated underspend from media buy into creative and campaign development.*

8 *Reallocated underspend from media buy into market research.*

9 *The Bail Reforms Campaign was developed across 2024–25 and 2025–26. Creative and campaign development expenditure for the Bail Reforms Campaign was incurred in 2024–25, at a cost of $900,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

10 *Some research costs for the Bail Reforms Campaign were incurred in 2024–25, totalling $136,000. This was not reported in the 2024–25 Annual Report as it did not meet the threshold for inclusion.*

Information and Communication Technology Expenditure

Information and communication technology (ICT) expenditure refers to the department's costs in providing business enabling ICT services. For the 2025–26 reporting period, the department had a total ICT expenditure of $641.055 million, with the details shown below.

($ thousand)

All Operational ICT expenditure	ICT expenditure related to projects to create or enhance ICT capabilities		
Business as Usual (BAU) ICT expenditure	Non-Business as Usual (non-BAU) ICT expenditure	Operational expenditure	Capital expenditure
327,585	313,470	283,028	30,442

ICT expenditure comprises BAU ICT expenditure and non-BAU ICT expenditure. Non-BAU ICT expenditure relates to extending or enhancing the department's current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure that primarily relates to ongoing activities to operate and maintain the current ICT capability.

The ICT expenditure amounts as disclosed in this note include additional expenses such as depreciation that are classified differently within the financial statements. Therefore, the ICT expenditure amounts in this note will not match the technology services expense amounts disclosed in note 3.4 of the financial statements.

7. Statutory Compliance

Financial Management Compliance Attestation 2025–26

Department of Justice and Community Safety

DEPARTMENT OF JUSTICE AND COMMUNITY SAFETY

Financial Management Compliance Attestation Statement 2025-26

I, Emma Cassar, Secretary of the Department of Justice and Community Safety (DJCS), on behalf of the Responsible Body, certify that the Department of Justice and Community Safety has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.

Signed



Emma Cassar
SECRETARY, DEPARTMENT OF JUSTICE AND COMMUNITY SAFETY
Date: 24 / 09 /2026

Attestation made pursuant to Direction 5.1.4 in the form set out in Instruction 5.1, Clause 2.2 (a)

Statement of compliance with the *Building Act 1993*

The Assistant Treasurer guidelines, pursuant to section 220 of the *Building Act 1993*, promote better standards for buildings owned by the Crown and public authorities, and require entities to report on achievements. The department was responsible for several properties used for legal, court, prison and emergency services. Other portfolio entities, such as the Country Fire Authority, Fire Rescue Victoria and Victoria Police, will report separately on building compliance issues.

New buildings conforming to standards

All works controlled by the department are required to be conducted in accordance with the provisions of the Building Act, relevant building regulations and other statutory requirements.

The department has established appropriate mechanisms to ensure compliance, including the issuing of building permits and occupancy certificates and inspection of works. Agencies of the department are exempt from lodging building plans with local councils.

Buildings maintained in a safe and serviceable condition

Mechanisms in place within the department to ensure buildings were maintained in a safe and serviceable condition include:

- a contract with an external service provider to manage all building essential safety measures maintenance, in accordance with legislative requirements
- the development of a departmental program targeting compliance with the Asset Management Accountability Framework
- collaboration with the Victorian Asbestos Eradication Agency in accordance with that agency's work plan and maintenance of the internal Asbestos Information Register System
- the development of a departmental works program forming part of the overall departmental investment strategy
- a program to monitor and review effectiveness of these mechanisms.

Existing buildings conforming to standards

All departmental buildings complied with the Assistant Treasurer guidelines. The mechanisms established by the department are intended to maintain compliance and the effectiveness of those mechanisms is continuously monitored.

Registered building practitioners

The department required building practitioners carrying out building works to be registered and for registration to be maintained throughout the course of the works.

Capital projects commenced and completed 2025–26

Capital project	Total project budget ($m)	Permits issued and works to be certified at end
COMMENCED		
Western Plains Correctional Centre – Franco Fence	1.5	Building permit issued
Malmsbury Youth Justice Precinct Recommissioning Project	17.6	Permits issued
COMPLETED		
Barwon Prison – K-Lock and Doors Replacement	4.04	Permit issued and works certified at end
Dhurringile Prison – Fire System Upgrade	0.8	Permit issued and works certified at end
Melbourne Assessment Prison – Intercom	2.1	Permit issued and works certified at end
Langi Kal Kal Prison – Generator	0.94	Permit issued and works certified at end
Judy Lazarus Transition Centre – Boiler and Generator	1.07	Permit issued and works certified at end
Judy Lazarus Transition Centre – Courtyard and Gym	1.44	Permit issued and works certified at end
Kareenga Prison – Kitchen Floor	0.21	Permit issued and works certified at end
Wulgunggo Ngalu Learning Place – Tennis Court	0.16	Permit issued and works certified at end
Melbourne Assessment Prison – Sewer Rectification	0.22	Permit issued and works certified at end
Victorian Institute of Forensic Medicine Capital Works Upgrade Program	42	Permits issued. Certificate of Occupancy issued.

Freedom of Information Act 1982

The purpose of the *Freedom of Information Act 1982* (Vic)

The *Freedom of Information Act 1982* (Vic) (the Act) allows the public a right of access to documents held by the Department. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by a department. This comprises documents both created by the department or supplied to the department by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by the department is available on the department's website under its Part II Information Statement.

The Act allows a department to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to a department in-confidence and information that is confidential under another Act.

Under the Act, the FOI processing time for requests received is 30 calendar days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, a 15-day automatic extension applies. Processing time may also be extended by periods of up to 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by the Department, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

FOI requests must be made in writing and can be lodged online at https://www.justice.vic.gov.au/freedom-of-information-online-portal, by post to the address below or by email to foi@justice.vic.gov.au.

Freedom of Information
Department of Justice and Community Safety
GPO Box 4356
Melbourne VIC 3001

During the 2025–26 financial year an application fee of $33.60 applied to requests. Access charges may also be payable for the search or creation of documents.

When making an FOI request, applicants should ensure requests are in writing, clearly identify what types of material/documents are being sought and be accompanied by the application fee to be a valid request.

Requests for documents held by the department's portfolio statutory bodies that are subject to the FOI Act should be submitted directly to the relevant statutory body. A list of the department's statutory bodies that are subject to the FOI Act is available at www.justice.vic.gov.au/freedom-of-information.

FOI statistics/timeliness

The FOI Unit processed requests for documents held by the department. The unit also managed requests relating to the department's ministerial portfolios and certain associated agencies. The statistics reported below reflect all requests managed and processed by the FOI Unit during the 2025–26 reporting period.

The department received 1,929 new valid FOI requests. This included 75 requests transferred from other agencies. The department also transferred 130 requests to other government departments and agencies. A total of 368 valid requests were carried over from the 2024–25 year as they had not been finalised.

Of the 1,929 new requests received, 35 were submitted by Members of Parliament and 46 by media representatives. The remainder were submitted by the public, including applicants in custody.

The department made 1,716 access decisions. Of these, 85 granted access in full, 1,434 granted access in part and 197 refused access in full, including those not processed because they were considered voluminous. No documents were located for 102 requests, and 26 requests were satisfied outside the FOI Act.

The remaining 126 outcomes comprised requests where the FOI Act did not apply, requests that did not proceed, requests not processed by the department and requests withdrawn by applicants.

In addition, the department received 248 requests that were not processed because they did not satisfy the requirements of section 17 of the FOI Act and were therefore not valid requests.

A total of 1,050 decisions were made by the statutory due date, 489 within 45 days after the due date, and 313 more than 45 days after the due date. The average time taken by the department to finalise a request, including approved extensions, was 15 days beyond the statutory due date.

OVIC received 30 applications for a review of the department's FOI decisions and 60 complaints regarding the handling of FOI requests. Ten requests were the subject of applications to the Victorian Civil and Administrative Tribunal (VCAT).

Further information

Further information regarding the operation and scope of FOI can be obtained from the Freedom of Information Act 1982, the Freedom of Information (Access Charges) Regulations 2025, the Freedom of Information Regulations 2019 or from OVIC at www.ovic.vic.gov.au.

Public Interest Disclosures Act 2012

The department has a zero-tolerance approach to improper or corrupt conduct by employees and any reprisal against those who report improper or corrupt conduct. The department encourages employees and the public to report known or suspected incidents of corrupt conduct.

The Act provides certain protections to people who make disclosures of improper conduct by public officers and/or bodies. It also establishes the process for the investigation of these matters.

Disclosures of improper or corrupt conduct by departmental staff or contractors can be made to the Secretary or a Public Interest Disclosures Coordinator.

Alternatively, disclosures can be made directly to the Independent Broad-based Anti-corruption Commission (IBAC).

IBAC
Level 1, North Tower, 459 Collins Street
MELBOURNE VIC 3000
Phone: 1300 735 135
Website: ibac.vic.gov.au

Further information about making and handling public interest disclosures is available at justice.vic.gov.au

In 2025–26, the department received 23 disclosures that were reportable to the IBAC under the Act. The increase in the number of disclosures received is attributed to the department's strong focus on integrity, including prevention and education sessions promoting a speak up culture where staff are encouraged to report improper conduct.

Public Interest disclosures

	2022–23	2023–24	2024–25	2025–26
The number of disclosures made to the department and notified to the Independent Broad-based Anti-corruption Commission	16	19	13	23

Carers Recognition Act 2012

The department has taken practical measures to meet its obligations under the *Carers Recognition Act 2012* and recognises the important role carers play in the community.

Employees with caring responsibilities are supported through workplace policies and practices that provide access to flexible work arrangements, leave entitlements and, where appropriate, workplace adjustments.

This includes support for employees to balance work and caring responsibilities through flexible working arrangements and access to relevant leave. The department also provides guidance and support for managers and employees on workplace arrangements that assist staff with family and caring responsibilities, consistent with the principles of the *Carers Recognition Act 2012*.

Disability Act 2006

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that this requires support across the government sector and within the community.

The department has complied with its obligations under the Act through implementation of the *Disability Action Plan 2022–2026*. The 4-year plan sets out how the department will reduce barriers experienced by people with disability when accessing justice services, interacting with the justice system, and working at the department.

Reducing barriers to people with disability accessing goods, services and facilities

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that this needs support across the government sector and within the community.

The department has met its obligations under the Act through implementation of the *Disability Action Plan 2022–2026*. The 4-year plan sets out how the department will reduce barriers experienced by people with disability when accessing justice services, interacting with the justice system, and working at the department.

Reducing barriers to people with disability accessing goods, services and facilities

The department supports people in the adult custodial system who show signs of cognitive disability to access specialist clinical assessment and appropriate disability services and supports. CV works with external providers to deliver specialist neuropsychological assessments for people in prison.

People who meet the diagnostic criteria, or who have an existing diagnosis, can then be supported to access appropriate disability services, including the National Disability Insurance Scheme. People with an existing diagnosis can also be supported to re-engage with disability services to promote continuity of supports in custody and on return to the community.

Reducing barriers to persons with a disability obtaining and maintaining employment

In 2025–26, the department strengthened inclusive recruitment practices to reduce barriers for people with disability obtaining employment. This included embedding the *Inclusive Interview Practice and Adjustment Tips* guide into the department's standard recruitment process to support more accessible and equitable interview practices.

The guide outlines practical actions for hiring managers across the recruitment process, and includes:

- using inclusive job advertisements
- asking candidates about adjustment needs
- confirming accessible interview arrangements
- allowing alternative response formats
- providing extra time where required
- maintaining confidentiality of personal information.

These measures support candidates with disability to demonstrate their capabilities fairly and contribute to a more inclusive workplace culture.

Promoting inclusion and participation in the community of people with disability

The department supports people in prison with identified reintegration support needs, including people with cognitive disability and neurodivergence, to prepare for release into the community through assessment, information and referral pathways. For example, people with identified housing needs are referred to housing assistance and provided with information about community housing and homelessness services as part of pre-release planning. Housing assessments show high levels of risk of homelessness among people leaving custody, highlighting the need for post-release housing support.

By supporting access to housing options on release, this work promotes reintegration and participation in the community.

Achieving tangible changes in attitudes and practices that discriminate against people with a disability

The department continued to strengthen Youth Justice staff capability to better support children and young people with disability in the justice system through the Youth Justice Disability Advisory team. The team provides specialist advice, consultation and training to help frontline staff understand the impact of disability and respond effectively to the needs of young people with known or suspected disability, including autism.

This included face-to-face induction training for new frontline staff, targeted training to support responses to individual young people, and secondary consultation for Youth Justice staff. The team also provided advice on culturally appropriate service responses for Aboriginal young people with disability and their families and support networks.

In 2025, demand for this support increased, with a 21% increase in induction training delivered to new staff compared with 2024 and a 227% increase in new referrals for tailored responses and staff guidance.

Compliance with other legislation

Victims' Charter Act 2006

The *Victims of Crime Commissioner Act 2015* (Vic) established the office of the Victims of Crime Commissioner (Commissioner). The Commissioner is independent of government, the justice system and victim services and plays a vital role in holding agencies in the justice system accountable for how they treat victims of crime. Under that Act, the Commissioner has powers to monitor and report on agency compliance with the *Victims' Charter Act 2006* (Victims' Charter) as well as the ability to investigate complaints about Victims' Charter compliance. To assess compliance, agencies are asked about the systems, policies and processes they have in place to comply with the Victims' Charter. Key agencies in scope of these powers include Victoria Police, the OPP, VLA, family violence and sexual assault services and victim support agencies. The Commissioner reports on agency compliance with the Victims' Charter in her Annual Report. This report is provided to the Attorney-General, who in turn tables the report in Parliament.

The Victims' Charter guides how criminal justice agencies and victims' services must uphold the rights and entitlements of victims.

Throughout 2024 and 2025, the Commissioner undertook a review of the Victims' Charter and its benefits for victims (Victims' Charter Review). The report of the Victims' Charter Review was tabled in the Victorian Parliament on 30 October 2025. The Victims' Charter review provided an opportunity to examine the benefits the Victims' Charter provides to victims and to identify improvements to better support victims to participate in the justice system. As part of the Victims' Charter review, the Commissioner also considered findings of the then Commissioner's systemic inquiry report of 2024: *Silenced and Sidelined: Systemic Inquiry into Victim Participation in the Justice System* (Systemic Inquiry).

Government is considering the recommendations, with many requiring detailed consultation, legislative amendment and funding to implement. The department consulted with key stakeholders including Victoria Police, OPP, the courts, family violence and sexual assault support services and victim support agencies on implementation considerations. Consultation commenced in May 2026 and concluded in July 2026.

To promote continued compliance with the Victims' Charter throughout this year, the department's Victims Redress and System Reform unit reviewed its Feedback, Complaints and Compliments Policy and Procedure, introduced in early 2022. The review resulted in simplifying how feedback was collected, clarifying roles and responsibilities, and improved reporting to better allow holistic analysis of feedback themes, trends and areas to improve.

In addition to ensuring frontline services delivered by the department comply with the Victims' Charter, the department promotes the Victims' Charter principles by advocating for the inclusion of victims' perspectives and consideration of barriers to access in the development of policy, legislation and service system reform. This includes providing secretariat support to the Victims of Crime Consultative Committee – a forum for victims of crime and relevant justice and victim service agencies to consider victim-related policies, practices and service delivery and to provide advice to the Minister for Victims and Attorney-General on the interests of victims in the administration of justice.

Terrorism (Community Protection) Act 2003

The department supports a whole-of-government approach to countering violent extremism and is responsible for delivering 2 early intervention schemes and an information sharing framework to support individuals vulnerable to violent extremism

within the Victorian community. These intervention schemes and the information sharing framework were operationalised in September 2022 under the Act.

The Act implements several recommendations arising from the 2017 Harper Lay Expert Panel Reports by creating 2 government-led therapeutic early intervention pathways – a Voluntary Case Management (VCM) scheme and a Support and Engagement Order (SEO) scheme to provide case management for persons who are vulnerable to, or radicalising towards, violent extremism in Victoria. The VCM scheme is designed to be a voluntary scheme that participants within the community can engage in. The SEO is also delivered in the community, however, is a court ordered intervention scheme applied for by Victoria Police.

The Act establishes a Countering Violent Extremism (CVE) Multi- Agency Panel (MAP), an independent information sharing scheme constituted by representatives from relevant departments and agencies. The CVE MAP is responsible for the oversight of clients on both case management schemes, which provides a multi-agency and coordinated approach.

The Terrorism Community Protection and Control of Weapons Amendment Bill was passed in March 2025, with several significant amendments that strengthen the VCM program and the CVE MAP and align them with best-practice case. Changes were made to the VCM by expanding eligibility criteria and capacity to provide informed consent, and information sharing to a parent or guardian. The Act enables key person/s of a participant, such as a participant's guardian, parent or sibling, to be eligible to receive services and programs under a participant's VCM plan if it is deemed that this will help achieve a therapeutic purpose for the participant.

The Act details reporting obligations in relation to the types of referrals that were received under the VCM and the number of applications that were made under the SEO schemes, including how each VCM referral or SEO applicant was subsequently managed and the outcomes. The required reporting criteria, updated by the Amendment Bill, are outlined in the table below.

Mandatory Reporting	Data
a. the number of referrals under section 22BH(1)—	
i that the Secretary received in that year; and	22
ii that were made in respect of children;	14
b. the number of referrals under section 22BH(1)—	
i that the Secretary received in that year; and	22
ii that were made in respect of adults;	8
c. the number of referrals in respect of children that the Secretary accepted in that year under section 22BJ;	12
d. the number of referrals in respect of adults that the Secretary accepted in that year under section 22BJ;	6
e. the number of referrals in respect of children that the Secretary refused in that year under section 22BJ(4);	1
f. the number of referrals in respect of adults that the Secretary refused in that year under section 22BJ(4);	2
g. the number of referrals in respect of children that the Secretary refused in that year under section 22BM(1);	N/A
h. the number of referrals in respect of adults that the Secretary refused in that year under section 22BM(1);	N/A
i. the number of prospective participants under 18 years of age who provided informed consent;	7
j. the number of prospective participants of or above 18 years of age who provided informed consent;	0
k. the number of prospective participants under 18 years of age who refused to provide informed consent;	1
l. the number of prospective participants of or above 18 years of age who refused to provide informed consent;	2
a) the number of voluntary case management plans developed for participants under 18 years of age;	5
b) the number of voluntary case management plans developed for participants of or above 18 years of age;	0
m. the number of occasions on which consent was withdrawn in accordance with section 22BX in that year in respect of participants who were children;	0
n. the number of occasions on which consent was withdrawn in accordance with section 22BX in that year in respect of participants who were adults;	0
a) the number of voluntary case management plans for participants under 18 years of age in operation for the whole or part of the year;	9
b) the number of voluntary case management plans for participants of or above 18 years of age in operation for the whole or part of the year;	2
c) the number of key persons who engaged in services or programs under the voluntary case management plan of a participant who is under 18 years of age;	6

Mandatory Reporting	Data
d) the number of key persons who engaged in services or programs under the voluntary case management plan of a participant who is of or above 18 years of age;	0
e) the number of voluntary case management plans for participants under 18 years of age that expired during the year;	0
f) the number of voluntary case management plans for participants of or above 18 years of age that expired during the year;	1
o. the number of voluntary case management plans in respect of children that the Secretary revoked under section 22CA in that year;	0
p. the number of voluntary case management plans in respect of adults that the Secretary revoked under section 22CA in that year;	0
q. the number of applications made under section 22CK for support and engagement orders in that year in respect of children;	0
r. the number of applications made under section 22CK for support and engagement orders in that year in respect of adults;	0
s. the number of support and engagement orders made in that year in respect of children;	0
t. the number of support and engagement orders made in that year in respect of adults;	0
u. the number of support and engagement orders revoked in that year in respect of children;	0
v. the number of support and engagement orders revoked in that year in respect of adults;	0
w. the number of appeals brought in that year under section 109 of the *Magistrates' Court Act 1989* in respect of an order specified in section 22DX(3);	0
x. the number of appeals brought in that year under section 329 of the *Children, Youth and Families Act 2005* in respect of an order specified in section 22DX(3);	0
y. to the extent that it is known or disclosed, the religion and ethnicity of the persons in respect of whom support and engagement orders are applied for, made, revoked or appealed.	0

Police Informants Royal Commission Implementation Monitor Act 2021

Compliance with the ***Police Informants Royal Commission Implementation Monitor Act 2021***

The Royal Commission into the Management of Police Informants (Commission) handed down its final report on 30 November 2020. The *Police Informants Royal Commission Implementation Monitor Act 2021* requires the Attorney-General to provide a progress report to Parliament by 30 November each year. As with last year, the Attorney-General's progress report has been included in the department's annual report, reflecting the progress made in delivering the Commission's recommendations. This is the Attorney-General's sixth progress report, covering the period from 1 July 2025 to 30 June 2026.

Of the 111 recommendations made by the Commission, 98 have been fully delivered, with a further 6 recommendations deemed to have been delivered to the extent possible, including recommendations with longer term delivery timeframes involving future reviews.

Ongoing implementation work following the conclusion of the Implementation Monitor

The independent Police Informants Royal Commission Implementation Monitor (IM), Sir David Carruthers, concluded his term on 15 November 2025. With support from the Secretariat, the IM developed constructive and collaborative relationships across government and worked closely with relevant agencies and responsible bodies to inform approaches to implementation. The IM's insights into the implementation processes and how best to achieve the spirit of the Commission's recommendations in a lasting manner has been invaluable, and the IM's reflections will continue to inform ongoing cultural and policy reforms arising from the Commission's findings.

The IM delivered a final report to the Attorney-General in September 2025 and wrote to the Attorney-General on 13 November 2025, ahead of the expiry of his term, to provide a final update on implementation of the Commission's recommendations. The IM noted in his reports that while a small number of recommendations remain outstanding, the vast majority were completed within his term as IM. For those recommendations not fully delivered, the IM emphasised that a number had been delivered to the greatest extent possible noting resource constraints and operational matters. For recommendations requiring further work, the IM noted that significant policy matters will need to be considered before they can be acquitted, and that these matters are unlikely to be resolved in the short-term, most notably in relation to establishing a mandatory reporting framework for suspected misconduct by lawyers.

The IM's final reporting also included observations arising from responses received in relation to the IM's 2025 review of the operation of reforms to the disclosure system in response to the Commission's recommendations, highlighting the IM's confidence that agencies are dedicated to working in concert to effectively facilitate proper disclosure in a changing landscape.

Table of recommendations

The following table lists all recommendations that were reported as outstanding or proportionally delivered pending future action as of the Implementation Monitor's final reporting to the Attorney-General.

Recommendation 43, and 111 are not included in the table as they substantially relate to ongoing reporting and funding.

Except where stated, the status updates below reflect the assessment of the IM on acquittal of recommendations.

Recommendation	Lead	Status
Recommendation 26 That Victoria Police, within 2 years, establishes an organisational model for the registration, use and management of human sources that provides for: a. the management of all human sources by dedicated source teams b. centralised internal oversight of the management of human sources by the Human Source Management Unit, the Central Source Registrar and the Assistant Commissioner, Intelligence and Covert Support Command.	Victoria Police	**Delivered** Victoria Police continued the phased implementation of the Centralised Human Source Operating Model. In addition to the High-Risk Source Team, Dedicated Source Management Teams (DSMTs) have been established to service 3 regions. The Human Source Management Registry and Intelligence Cell have also been established. Two Human Source Management Teams from Victoria Police that are currently outside of the Intelligence and Covert Services Command are being transitioned into the centralised Human Source model. The IM considers this recommendation to have been proportionately delivered, noting that concerted effort will be required over several years to fully realise the ambitions for the centralised model.
Recommendation 27 That Victoria Police, within 2 years, removes the roles of Officer in Charge and Local Source Registrar from its decision-making process and organisational model for the registration, use and management of human sources.	Victoria Police	**Delivered** Victoria Police has removed the roles of Officer in Charge and Local Source Registrar from the decision-making framework for human sources registered by DSMTs. The IM considers this recommendation to have been proportionately delivered on the basis that, while the centralised model is still being rolled out, the required policy change has been made and is being followed in practice.
Recommendation 28 That Victoria Police, within 2 years, introduces requirements limiting the maximum time that police officers can hold positions within dedicated source teams and the Human Source Management Unit to 5 years.	Victoria Police	**Delivered** Victoria Police has introduced a five-year Maximum Time in Position for the recently introduced DSMTs operating under the Centralised Human Source Model. The new position descriptions containing the MTIP requirements are being phased in as members move into the centralised roles. As with recommendation 27, the IM considers this recommendation to have been proportionately delivered on the basis that, while the centralised model is still being rolled out, the required policy change has been made and is being followed in practice.
Recommendation 29 That Victoria Police, within 2 years: a. develops a prevention and detection strategy to mitigate the risk of misconduct and corruption that may arise from the implementation of a centralised and dedicated human source management model, taking into account the Commission's findings and those of previous inquiries b. ensures that this strategy is regularly reviewed and refined as part of Victoria Police's strategic management of this high-risk area of policing.	Victoria Police	**Delivered** The Victoria Police strategy to mitigate misconduct and corruption risks in human source management was delivered by 30 November 2022. Outcomes of the successful implementation of prevention activities outlined in the strategy include: • Use of high-risk probity checks to identify unsuitable applicants within selection processes for positions within the DSMTs. • Specific position profiles to accompany new position descriptions that provide transparency in relation to workplace challenges and desired attributes. • Ensuring members in DSMT remain integrated and engaged with Victoria Police by considered selection of their physical working location. The IM considers this recommendation to have been proportionately delivered on the basis of activity completed under the strategy to date and in the knowledge that plans are in place for future review of the strategy, once the centralised model is more fully rolled out.

Recommendation	Lead	Status
Recommendation 72 That Victoria Police commissions 2 independent reviews of the measures implemented in Recommendation 71, to ensure that they adequately reflect any applicable changes to law and policy and are effective in improving police officers' understanding of their disclosure obligations. The reviews should be undertaken as follows: a. an initial independent external review within 2 years of implementation b. an additional independent external review within 5 years of the initial review.	Victoria Police	**Partially delivered** Victoria Police finalised the first review in May 2023. The second review is due to be conducted in 2028. The IM considers this recommendation to have been proportionately delivered as Victoria Police has done everything required of it to this point to progress the recommendation.
Recommendation 73 That Victoria Police commissions 2 independent reviews of the implementation of its dedicated disclosure officer initiative, to ensure that it is effective in improving disclosure processes and practices. The reviews should be undertaken as follows: a. an initial independent external review within 2 years of implementation b. an additional independent external review within 5 years of the initial review.	Victoria Police	**Partially delivered** Victoria Police finalised the first review in December 2022. The second review is due to be conducted in 2027. The IM considers this recommendation to have been proportionately delivered as Victoria Police has done everything required of it to this point to progress the recommendation.
Recommendation 78 That the Legal Services Council, Law Council of Australia and Australian Bar Association work together to, within 12 months, clarify and harmonise the duty of confidentiality and its exceptions, as contained in the Solicitors' Conduct Rules and the Barristers' Conduct Rules.	Law Council of Australia	**Outstanding** The underlying principle supporting the duty of confidentiality and its exceptions are consistent across both the solicitors and barristers conduct rules. The way the duty and exceptions are expressed in the respective rules reflects the distinct practice contexts in which they apply.
Recommendation 85 That the Legal Services Council, Law Council of Australia and Australian Bar Association to harmonise the powers held by local regulatory authorities through the Solicitors Continuing Professional Development (CPD) Rules, so that policies and requirements for CPD can be made for solicitors, as they can already for barristers. If this change has not been made within 12 months, the Victorian Government should, within a further 12 months, provide the Victorian Legal Services Board and Commissioner with the power to regulate solicitors' CPD, as it is currently about to do in respect of barristers.	Department of Justice and Community Safety	**Outstanding** As the Legal Services Council, Law Council of Australia and Australian Bar Association did not implement this recommendation within the stipulated timeframe, the second part of the recommendation has been triggered. The implementation of this recommendation has been delayed due to the complexities of implementing reforms in the Legal Profession Uniform Law scheme.
Recommendation 86 That the Victorian Government, within 12 months, pursue through the Council of Attorneys-General and the Legal Services Council, an amendment to the Legal Profession Uniform Law, introducing a mandatory requirement for lawyers to report the suspected misconduct of other lawyers. This recommendation also requires the Victorian Government to ensure that the Victorian Legal Services Board and Commissioner is appropriately resourced to implement this recommendation. If an amendment incorporating a mandatory reporting obligation has not been agreed within 12 months, the Victorian Government should, within a further 12 months, introduce a mandatory reporting requirement for Victorian lawyers to report the suspected misconduct of other lawyers.	Department of Justice and Community Safety	**Outstanding** The IM has consulted with key Victorian legal stakeholders on possible options for a mandatory reporting scheme and has provided his advice to the Attorney-General. The Implementation Monitor has expressed his disappointment that the recommendation has not been acquitted during his term of office. Government, in consultation with stakeholders, continues to consider the best way of progressing this recommendation.

Recommendation	Lead	Status
Recommendation 87 That the Victorian Legal Services Board and Commissioner, the Victorian Bar and the Law Institute of Victoria, in consultation with other relevant stakeholders and prior to the commencement of the mandatory reporting obligation proposed in Recommendation 86, prepare harmonised guidance and continuing professional development activities for the legal profession to accompany and support the introduction of a mandatory reporting requirement.	Victorian Legal Services Board and Commissioner, Victorian Bar, Law Institute of Victoria	**Outstanding** This recommendation is contingent on the implementation of recommendation 86.
Recommendation 91 That the Victorian Government, within 18 months, amends the *Inquiries Act 2014* to: a. remove the ability for a person to refuse to comply with a notice to give information to a royal commission on the basis that the information is the subject of public interest immunity b. insert a provision to make clear that it is not a reasonable excuse for a person to refuse or fail to comply with a requirement to give information (including answering a question) or produce a document or other thing to a royal commission on the basis that the information, document or other thing is the subject of public interest immunity c. specify that any such information or document or other thing does not cease to be the subject of public interest immunity only because it is given or produced to a royal commission in accordance with a requirement under the act.	Department of Premier and Cabinet	**Outstanding** Government has published whole-of-government administrative guidance on public interest immunity claims for inquiries and litigation more generally. This approach sought to address the intent of the recommendation by providing consistency and transparency in the management of public interest immunity claims across government. The IM considers this recommendation to have not been delivered on the basis that the implementation approach does not amend the *Inquiries Act 2014*.

8. Additional information

In compliance with the requirements of the Standing Directions under the *Financial Management Act 1994*, the following information has been provided in the Additional Information component of the department's Annual Report, found at justice.vic.gov.au:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the entity
- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.

Details of all contractors have been retained by the department and are available on request, subject to the provisions of the *Freedom of Information Act 1982*. This includes:

- contractors engaged
- services provided
- total expenditure.

Details of contractors can be provided upon request by contacting:

Executive Director, Strategic Communication
Department of Justice and Community Safety
GPO Box 4356
MELBOURNE VIC 3001
Internalcommunication@justice.vic.gov.au

9. Acronyms

AAG	Advertising Approval Group
AASB	Australian Accounting Standards Board
ACAT	Aboriginal Cultural Awareness Training
ACI	Australasian Correctional Investment Ltd
AEA	Aboriginal Engagement Advisor
AEE	Annual Employee Equivalent
AJ	Aboriginal Justice
AJA	Aboriginal Justice Agreement
AJG	Aboriginal Justice Group
AJC	Aboriginal Justice Caucus
AMSC	Asset Maintenance Services Contract
AOD	Alcohol and Other Drugs
ATNAB	Additions to net asset base
AWO	Aboriginal Wellbeing Officer
BAU	Business as usual
BP5	Budget Paper 5
CCP	Community Corrections Practitioner
CED	Conducted Energy Device
CERRO	Core Emergency Relief and Recovery Offering
CFA	Country Fire Authority
COG	Custodial Officers Grade
CPD	Continuing Professional Development
CSO	Community service obligation
CSA	Crime Statistics Agency
CSBA	Community Safety Building Authority
CSD	Corporate Strategy and Delivery
CSVR	Community Safety, Victims and Racing
CV	Corrections Victoria
CVE	Countering Violent Extremism
CYF	Children Youth and Family
DDS	Distracted Driver and Seatbelt
DGS	Department of Government Services
DPC	Department of Premier and Cabinet
DPP	Director of Public Prosecutions
DRF	Disaster Ready Fund
DRFA	Disaster Recovery Funding Arrangements
DSMT	Dedicated Source Management Team
DTF	Department of Treasury and Finance
EBA	Enterprise Bargaining Agreement
EM	Emergency Management
EMOC	Emergency Management Operating Communication
EMV	Emergency Management Victoria
ESIA	Emergency Services Infrastructure Authority
EO	Executive Officer
EWG	Expert Working Group
FAS	Financial Assistance Scheme
FOI	Freedom of Information
FPO	Firearm Prohibition Order
FRD	Financial Reporting Direction
FRT	Facial Recognition Technology
FRV	Fire Rescue Victoria
FSIM	Fire Services Implementation Monitor
FTE	Full Time Equivalent
FVIO	Family Violence Intervention Order
FVPP	Family Violence Perpetrator Programs
FVRJ	Family Violence Restorative Justice
GEO	GEO Group Australia
GEAP	Gender Equality Action Plan
GST	Goods and services tax
HSR	Health and Safety Representatives
IBAC	Independent Broad-based Anti-corruption Commission
ICT	Information and Communication Technology
IGEM	Inspector-General for Emergency Management
IM	Implementation Monitor
JARO	Justice Assurance and Review Office
JSCR	Justice System Coordination and Reform
JSR	Justice Services and Regulation
KMP	Key management personnel
LEAP	Law Enforcement Assistance Program
LCV	Liquor Control Victoria
LGBTIQA+	Lesbian, gay, bisexual, transgender, intersex, queer, asexual
LGI	Local Government Inspectorate
LJF	Local Jobs First
LPG	Liquid Petroleum Gas
LSEC	Local Site Executive Committee
MAP	Multi Agency Panel
MBCP	Men's Behaviour Change Programs
MCRF Facility	Maribyrnong Community Residential
MARAM	Multi-Agency Risk Assessment and Management
MMAP	*Multicultural and Multifaith Action Plan 2023–27*
MPSG	Major Projects and Skills Guarantee
MRC	Melbourne Remand Centre
MSAR	Marine Search and Rescue
NFR	National Firearms Register
NMR	Nominated Management Representative
NRS	National Redress Scheme
NPHD	National Prisoner Health Data Collection
OGC	Office of the General Counsel
OHS	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
OPA	Office of the Public Advocate

OPP	Office of Public Prosecutions
OVIC	Office of the Victorian Information Commissioner
PAA	*Public Administration Act 2004*
PIM	Public Interest Monitor
PPP	Public private partnership
RSCC	Road Safety Camera Commissioner
ROGS	Report on Government Services
RTW	Return to Work
SCA	Service Concession Asset
SEO	Support and Engagement Order
SES	Senior Executive Service
SCC	State Control Centre
SPF	Social Procurement Framework
STC	Specialist Trauma Counselling
STS	Senior Technical Specialist
TAC	Transport Accident Commissioner
TEI	Total estimated investment
TLV	Tobacco Licensing Victoria
TPAV	The Police Association of Victoria
VCAT	Victorian Civil and Administrative Tribunal
VCM	Voluntary Case Management
VEECU	Victorian Emergency Application and Emergency Management Common Operation Picture Upgrade Program
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VGCCC	Victorian Gambling and Casino Control Commission
VGSO	Victorian Government Solicitor's Office
VICSES	Victoria State Emergency Service
VIDA	Victorian Infrastructure Delivery Authority
VIFM	Victorian Institute of Forensic Medicine
VIPP	Victorian Industry Participation Policy
VISU	Vehicle Impound Support Unit
VLA	Victorian Legal Aid
VLRC	Victorian Law Reform Commission
VLS	Victims Legal Service
VOCAT	Victims of Crime Assistance Tribunal
VPS	Victorian Public Service
WPCC	Western Plains Correctional Centre
YCPP	Youth Crime Prevention Program
YJ	Youth Justice
YJW	Youth Justice Worker