



Judicial
College of
Victoria

Wisdom shared.



**2024/2025
Annual Report.**

The Judicial College of Victoria acknowledges the Wurundjeri Woi Wurrung people as the Traditional Custodians of the land on which the College is located and where we work and learn.

We pay our respect to the Wurundjeri Woi Wurrung people, to their Elders, past and present, and to all Aboriginal and Torres Strait Islander peoples.

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Judicial ephemera.

By vocation, members of the judiciary wrestle with the human condition. Laws, processes, and procedures are necessarily protagonists in a world defined by power, conflict, and loss. Cases are heard, orders are made, lives changed. The weight of responsibility is immense.

However, those that comprise the judiciary are not merely anonymous dispensers of justice. They are human beings at the heart of a fundamentally human system. Despite the institutional backdrop, their days also merge with more prosaic workplace concerns about locating a favourite pen, repairing a preferred pair of spectacles or attending to the companionable reminder on a post-it note.

Judicial officers have individual characteristics, personalities, idiosyncrasies and frailties. In the margins of their often isolated professional lives, there can be moments of satisfaction, solitary pleasures, and connection. These unique and transient human experiences symptomize in ephemera: the everyday artefacts we choose to keep.

Each year, the Judicial College of Victoria's Annual Report presents the College's statutory functions as an official documentary record of the year gone by. Here institutional mandate meets legal and financial obligations: the messages from office holders, the operational reports, tables, numbers and names, inventories and taxonomies, financial statements and disclosures, are all marshalled together into the year that was. Yet, the Report's formality belies the moments that give meaning to the days.

The Annual Report 2024/25 draws inspiration from those moments through the lens of judicial ephemera. We open the lid on a chest of treasures that tell other stories about judicial life and times. The traces of make-up on the Chief Judge's jabot (Page 40), an item traditionally used to conceal the collar of a man's shirt, subtly expresses the diversity found in the face of the modern judiciary. The feathers in the band of an inherited Akubra (Page 7) gifted by First Nations Native Title parties to a Federal Court judge, signify a relationship between the First Peoples and the judiciary that gives hope for the future. In both examples, the ephemera improbably demonstrates evolution and change at an institutional level.

Keep turning the pages, and there's a pencil tower repaired with sticky tape, doodles of a Court of Appeal judge and that of an accused, a piece of rose quartz, Pentridge 'pebbles' positioned alongside Sir Owen Dixon's shoes, a rock-band poster, a bouquet from a judge's garden, a barrister dog and a child's collage of a barrister in a skirt. Within the judicial ephemera presented, detail sometimes operates as a synecdoche for time and place; at other times, the fragment may be transient or impossible to fully tame.

The Judicial College of Victoria warmly thanks all judicial contributors to this ephemera project, which has only been limited by time and the space on these pages. The stories shared so far are full of wonder, poignancy and joy, and are small but meaningful insights at the intersection of the institutional and the human.

1. Feather-adorned Akubra

The Honourable Anthony North KC

Adorned with feathers presented by Indigenous parties over two decades of native title hearings, this Akubra carries both professional and personal meaning. Originally his late father's, it was first worn to a native title determination, beginning a tradition in which each community added its own feather.

2. Commonwealth Law Reports

Justice Stephen McLeish

This second-hand set once belonged to the Honourable William Crockett AO – a leading Victorian criminal jurist. The changing spine stamps trace Crockett's career, while volume 169, recording *Bugmy v The Queen* (1990), bears red annotations noting the High Court's endorsement of his dissent. The volumes now in his custody give Justice McLeish a sense of connection to a colleague he never met.

3. Sir Owen Dixon's buckled shoes

Supreme Court of Victoria

These ceremonial shoes, worn by Sir Owen Dixon OM GCMG PC QC – former Chief Justice of the High Court of Australia and a former judge of the Supreme Court of Victoria – on occasions such as the opening of the legal year, were presented to the Court after his death. A worn label inside appears to read 'Jeffries – Foot Costumier – Melbourne', suggesting a Melbourne provenance. The shoes reflect the once-elaborate judicial dress now replaced by simpler robes and the discontinuation of wigs. While the Supreme Court of Victoria does not maintain a formal 'ephemera' collection, items such as these are occasionally preserved for their historical significance. With thanks to Joanne Boyd, Archives and Records Manager, Supreme Court of Victoria, for sharing this item and its history.

4. Pebbles from Pentridge Prison

His Honour Anthony Howard AM KC

Collected from the dreaded H Division years after its closure, these small stones came from a pile of rocks that prisoners were once forced to break down as punishment. They recall his Honour's early prison visits as a young solicitor and serve as a quiet reminder of the 'fragility of freedom'.

5. Duty stamps

Acting Deputy President Reynah Tang AM

Green, brown and red duty stamps (kept in an old Corr & Corr envelope) once affixed to official documents and agreements to prove a tax had been paid. These modest slips of revenue now outlive the transactions they served. No longer in use, they linger as colourful reminders of a time when even the most routine dealings left a tangible trace.

6. International Association of LGBTQ+ Judges lapel pin

Justice Kristen Walker

A small metal badge from the global network of LGBTQ+ judges, this pin reflects the Association's commitment to visibility and equal treatment in the judiciary – a modest keepsake of an organisation devoted to inclusion and change.

7. Fresh flowers from the garden

Justice Lesley Taylor

Cut from her Honour's own garden, these flowers bring a touch of personal warmth to the formal setting of the court – a fleeting reminder of everyday life that accompanies judicial work.



Judicial ephemera.

1. Collected artefacts (also 6,7, 8 and 9)

His Honour Anthony Howard AM KC

A handwritten note from a client preparing an unsworn statement in their own defence forms part of a collection of keepsakes generously shared by his Honour. These include one of several Pentridge Prison pebbles – featured on the cover of this Report and described earlier (page 7) – a stone etched with Aristotle’s reminder, ‘We are what we repeatedly do’, celebrating the habits that build excellence, and two small legal figurines. Collected over a distinguished legal career, these artefacts capture moments of professional life and the symbols and objects that reflect personal meaning.

2. Japanese paper crane (Orizuru)

Magistrate Julie Grainger

Gifted by a young woman after one of Magistrate Grainger’s first family violence hearings, this delicately folded crane – a Japanese symbol of good luck and peace – serves as a reminder of the hope that judicial work can offer.

3. ‘Note to self’ sticky notes

Magistrate Michelle Hodgson

A simple yellow note fixed to Magistrate Hodgson’s screen – alternating between the reminders ‘shut up’ and ‘patience’ – offering a candid glimpse of self-discipline.

4. Court of Appeal chess set

Justice Kristen Walker

Represented here by a single piece, this well-used chess set has long hosted friendly battles in the chambers of the Court of Appeal, where Justices David Beach and Kristen Walker have played many ongoing games – continuing a tradition once shared by the late Honourable Robert Brooking AO KC, an avid player and former Melbourne Chess Club president. The full board and pieces appear on page 31 alongside other judicial ephemera.

5. ‘The Storyteller’ Navajo pottery

Professor the Honourable Marilyn Warren AC KC

This small piece of North American Navajo pottery, called ‘The Storyteller’, depicts a village woman sharing tribal tales with children. Purchased while travelling in the United States when her own children were young, it accompanied former Chief Justice, Professor the Honourable Marilyn Warren AC KC from barrister’s chambers to the Supreme Court – a reminder of family as a sustaining force amidst the demands of judicial work.

10. Miniature ‘prescription’ whiskey bottle

Senior Member Anita Smith

This sealed mini bottle of Johnnie Walker, bearing a mock prescription label, was given to Senior Member Smith in 1997 by disability advocate Associate Professor Christopher Newell AM – a strident advocate and informal mentor during her time working in a community legal centre as Tasmania’s Disability Discrimination Advocate. The playful ‘prescription’ for an invented ailment recalls a demanding client and reflects the sharp intellect and Monty-Pythonesque humour of Associate Professor Newell.

11. Red-framed spectacles

The Honourable Betty King KC

Instantly recognisable as the Honourable Betty King KC’s trademark, these striking red glasses – repaired many times over years of service – carry the marks of wear that speak to a long and distinguished career on the bench. It is notable that before being elevated to the Supreme Court and while serving on the County Court, her Honour preferred a pair of purple spectacles.

12. ‘Tate’ pencil

The Honourable Pamela Tate AM KC

One of the pencils purchased at London’s Tate Gallery which was kept in the black lacquer stationery box that her Honour used on the bench in the Court of Appeal. Each day the tipstaves set the box at her place on the bench stocked with pens, highlighters, post-it notes and coloured flags, amused by the coincidence of the ‘Tate’ name. The box itself is shown on page 29.



About the Judicial College of Victoria.

The Judicial College of Victoria is where the Victorian judiciary come for ongoing education and professional development. The College also publishes a suite of highly valuable legal resources.

The College exists to inform and enrich. Everything we do, whether in-person, online or in digital formats, is designed to impart knowledge and insight. We support judges, magistrates, coroners and VCAT members to stay up to date and to develop the skills they need to perform at their best.

Consistent with our collegiate foundations, we also bring judicial officers together to share their experiences and collective wisdom with each other. We connect them with leaders from other disciplines who can offer different perspectives.

Governance.

The College was established by the *Judicial College of Victoria Act 2001 (Vic)*.

The College's strategic direction is set by a Board chaired by the Chief Justice, and which consists of the heads of the six Victorian jurisdictions and up to four Governor-in-Council appointees.

COLLEGE BOARD

The Honourable Chief Justice Anne Ferguson (Chair)

Chief Justice of the Supreme Court of Victoria (until 2 February 2025)

The Honourable Chief Justice Richard Niall (Chair)

Chief Justice of the Supreme Court of Victoria (from 3 February 2025)

The Honourable Justice Peter Kidd

Chief Judge of the County Court of Victoria (until 27 April 2025)

Her Honour Judge Meryl Sexton

Acting Chief Judge of the County Court of Victoria (28 April 2025 until 26 May 2025)

The Honourable Justice Amanda Chambers

Chief Judge of the County Court of Victoria (from 27 May 2025)

The Honourable Justice Lisa Hannan

Chief Magistrate of the Magistrates' Court of Victoria

The Honourable Justice Ted Woodward

President of the Victorian Civil and Administrative Tribunal

His Honour Judge John Cain

State Coroner, Coroners Court of Victoria

His Honour Judge Jack Vandersteen

President of the Children's Court of Victoria

Emeritus Professor Arie Freiberg AM

being a person who 'has experience as a member of the academic staff of a tertiary or other educational institution'

Mr Greg Lee

being a person who has 'broad experience in community issues affecting courts'

RESPONSIBLE BODY'S DECLARATION

In accordance with the *Financial Management Act 1994 (Vic)*, I am pleased to present the Judicial College of Victoria's Annual Report for the year ending 30 June 2025.



The Honourable Chief Justice Richard Niall

Chair of the Judicial College of Victoria

16 October 2025

Message from the Chair.

I am pleased to present the Judicial College of Victoria's Annual Report for the year ending 30 June 2025.

This is the College's first Annual Report since my appointment as Victoria's thirteenth Chief Justice and becoming Chair of the College in February 2025.

I acknowledge the Honourable Anne Ferguson, who retired as Chief Justice and Chair of the College after more than seven years of dedicated and steady leadership. Her Honour led the College through a period of significant change, including the challenges of the pandemic, and was a strong advocate for judicial wellbeing and education. The direction established during her tenure continues to shape the College's work. In April, the Board formally farewelled Chief Judge Peter Kidd following his appointment to the Court of Appeal. Over nearly a decade, his Honour made an exceptional contribution to the College – as a leader, presenter and active participant in judicial education. His Honour's support helped strengthen the College's partnership with the County Court and expand education that is responsive, practical and grounded in judicial experience.

In June, I was pleased to welcome Chief Judge Amanda Chambers back to the Board. Her Honour brings significant judicial experience across jurisdictions and a longstanding commitment to reform and education that will continue to enrich the College's work.

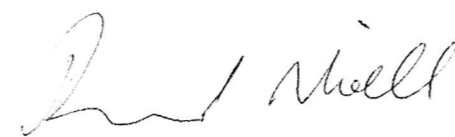
Courts are, among other things, workplaces – and judicial officers have a responsibility to help shape the culture of those workplaces. The *Courts and tribunals as workplaces* program, now in its third year, continues to build on the strong foundations established under Chief Justice Ferguson's leadership. I have been pleased to contribute to this important program in recent years, and to see it evolve through cross-jurisdictional delivery and peer-led reflections on power, responsibility and professional conduct.

I was also pleased to open this year's *Judicial management forum*. The program recognises that while judges are not traditional managers, the relationships we form with associates and court staff are central to judicial life. Drawing on lived experience and practical insight, the program supports new judges to reflect on their leadership responsibilities – from mentoring and feedback to wellbeing and workflow.

The College's education calendar continues to reflect the range and complexity of contemporary judicial work. I was pleased to introduce sessions this year that spoke to both the craft and the context of judging – from the judgment writing program, which supports clearer and more considered reasoning, to a conversation on First Peoples' legal traditions that deepened understanding of their depth, diversity and continuing relevance. These insights support more informed and respectful decision-making.

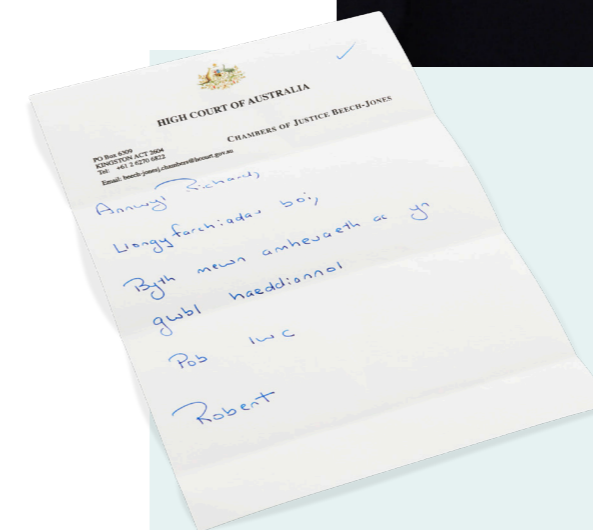
As I mentioned during the February judgment writing program, following my appointment I received a handwritten note of congratulations in Welsh from a fellow judicial officer. It was a small and unexpected gesture, but one that reflected shared heritage, collegiality and the kind of thoughtful connection that gives shape to our professional lives. The life of the courts is shaped not just by rules and structures but by the people, stories and histories that give our work its meaning.

On behalf of the Board, I acknowledge the leadership of CEO Samantha Burchell and the commitment of College staff. Their dedication to delivering high quality education and resources continues to support judicial officers in meeting the demands of their role. I also thank the many judicial officers, past and present, who contribute to the College through their time, expertise and insight. Their involvement is essential to the strength and relevance of the College's work. Finally, I thank my fellow Board members for their warm welcome and support.



The Honourable Chief Justice Richard Niall

Chair of the Judicial College of Victoria



Letter of congratulations

A congratulatory note written in Welsh, sent to Chief Justice Richard Niall by Justice Robert Beech-Jones following his appointment as Chief Justice of the Supreme Court.

Personalised letters of congratulation (often handwritten) to judicial officers by colleagues and members of the legal profession on appointment are part of a valued and ongoing tradition. Many judicial officers keep the letters as memorabilia of this professional milestone.

The note, written in Welsh, can be translated as:

'Dear Richard, congratulations boy, never in doubt and entirely deserving. Good luck. Robert.'

The Welsh greeting briefly led a sibling of the Chief Justice's to think the news of his appointment had reached Wales – when in fact it had only reached New South Wales.

Message from the CEO.

‘The One remains, the many change and pass’

Percy Bysshe Shelley, 1792–1822, *Adonais; An Elegy on the Death of John Keats*

The Judicial College’s Annual Report serves as an official record of the significant work accomplished by the College over the past year. It fulfils both our statutory obligations as well as the human desire for a permanent, accurate institutional archive of information. This year’s Annual Report also draws inspiration from the inherent impermanence and transience of life, even in the legal environment which is built on history and precedent. The Report illustrates these themes of permanence and transience through our *Judicial Ephemera* project, which celebrates the everyday artefacts of judicial life— items rarely archived, yet that are quietly meaningful. Images of these objects populate the pages throughout this Report.

This year, the College has experienced significant transitions in leadership. Over its 23-year history, the College has benefitted from stable and consistent leadership, guided by four Victorian Chief Justices – the Honourable John Harber Phillips AC QC, Professor the Honourable Marilyn Warren AC KC, the Honourable Anne Ferguson and now the Honourable Chief Justice Richard Niall. Each Chief Justice has shaped the College’s priorities, reflecting their influence as leader and their vision for judicial education.

In the beginning, leadership of the College focussed on overcoming scepticism to establishing a dedicated state-based education body for the judiciary. Over time, it was about coming to understand that judicial education extends beyond learning about the law. Rather, its true power lies in exploring and addressing more sensitive, even controversial topics, such as judicial wellbeing and ‘courts as workplaces’ (creating respectful workplaces free from sexual harassment and bullying). At its most confronting and challenging, judicial education seeks to address issues that have affected the justice system since colonisation, through First Nations cultural awareness education – with the judiciary learning directly from First Peoples on the lands of Traditional Owners. By grappling with these issues, the College has supported the Victorian judiciary in maintaining standards and cultivating respect, thereby strengthening legitimacy, while itself building a reputation for being at the vanguard of judicial education.

That’s not to say, judicial education isn’t about the law. Over two decades the College has built trusted and extensive judicial information services, as a complement to face-to-face education. In collaboration with judicial editors, we provide judicial officers with bench books and resources that support accurate, consistent and confident decision-making across all jurisdictions, and that are relied upon by the judiciary and the wider legal profession to further the administration of justice.

For more than a decade, I have had the privilege of serving as CEO of the College. To be one of only two College CEOs to date has been endlessly fascinating and an honour. Yet, as Chief Justice Gageler AC of the High Court of Australia eloquently reminds us in his metaphor of the Tang Dynasty camel (see page 17), I am merely a custodian of something precious before passing it on. So, the time has come for my successor to soon take on custodianship, as the College embraces this transition to its next era. But before I do, I wish to share what I believe lies at the heart of successful judicial education – namely, a relationship of trust.

For years, the College’s foremost strategic goal has been to *reinforce our relationships*. From this everything else flows. Judicial education is voluntary and peer-led. It depends on busy judicial officers willingly giving their time as educators, authors or adult learners to participate in a psychologically safe, trusted, confidential environment, independent of government and the bureaucracy. Importantly, it fosters close, collaborative partnerships between the judiciary and judicial education staff who co-create education, legal content and learning opportunities that are tailored specifically to judicial needs and the nuances of the courts environment.

Returning to *Judicial Ephemera*. When we first conceived the idea of capturing a collection of the small, personal items that judicial officers have kept – often in their chambers over years, sometimes throughout their professional lives – we wondered what the response would be. We did not envisage the stories that would be released into the world. The project has revealed themes of collegiality, heritage, tradition, inheritance and family. There are also subtle narratives of change over time. The artefacts convey the tone, texture and details of judicial working life – intellectual, reflective, poignant and sometimes humorous. These offerings remind us that the judiciary is not only an institution, but a community of human beings. This is a project that exists solely because these treasures have been entrusted by their judicial owners to our care, allowing us to co-create something meaningful together.

Finally, I express my gratitude to those I have worked with over the many years at the College, too many to mention individually – Chief Justices, Heads of Jurisdiction, non-judicial Board members, members of the judiciary, College supporters and friends, and my dear colleagues. Thank you for creating and building together something far more precious and collegiate than anything any of us could have done alone.



Samantha Burchell

Chief Executive Officer of the Judicial College of Victoria



“ Thank you for creating and building together something far more precious and collegiate than anything any of us could have done alone. ”

Transitions in judicial leadership.

This year marked a significant transition in the leadership of Victoria's courts, reflecting the passage of institutional roles and the enduring contribution of those who shape and sustain the justice system.

The College extends its deep gratitude to former Chief Justice Anne Ferguson and former Chief Judge Peter Kidd for their service, and warmly welcomes Chief Justice Richard Niall and Chief Judge Amanda Chambers to their new roles and to the College Board.

The Honourable Anne Ferguson retired after seven years as Chief Justice and Chair of the College. A principled and visionary leader, her Honour guided the College through the pandemic, championed the cause of safe working environments within courts, supporting both our judicial wellbeing work and our education to address bullying and sexual harassment. Under her Honour's leadership, judicial education evolved to meet the changing needs of judicial officers, supporting their wellbeing, development and ability to serve the community.

Chief Justice Richard Niall became Victoria's thirteenth Chief Justice in February 2025. His Honour brings a distinguished career spanning public law, human rights and access to justice, including serving as Solicitor-General and as a judge of the Court of Appeal. A long-standing supporter of the College, his Honour has contributed to judicial education in areas such as leadership, respectful workplace culture and engagement with First Peoples' justice. His thoughtful, values-led approach and commitment to judicial excellence will guide the College's work into the future.

Justice Peter Kidd concluded nearly a decade as Chief Judge of the County Court and as a valued member of the College Board. His Honour's contribution was defined by strong leadership, deep engagement and a commitment to lifelong learning. He supported education across areas including judicial wellbeing, evidence, cultural awareness and sexual offence matters. His Honour also embedded an enduring partnership between the Court and the College, supporting shared work in research, education and the Court's annual conference.

The College also welcomes Chief Judge Amanda Chambers, the first woman appointed Chief Judge of the County Court. A former President of the Children's Court and returning Board member, her Honour brings deep judicial experience, cross-jurisdictional leadership and a strong commitment to reform and education.



L-R The Honourable Anne Ferguson, Justice Peter Kidd and Chief Judge Amanda Chambers



Tang Dynasty terracotta camel

Chief Justice Stephen Gageler AC

HIGH COURT OF AUSTRALIA

This 1,200-year-old camel, purchased two decades ago and displayed on a clear acrylic pedestal, serves as Chief Justice Gageler's metaphor for the common law – older than the tradition it evokes and entrusted to each generation for safekeeping. His Honour sees himself not as its owner, but as a temporary custodian charged with preserving it for those to come. The story is recounted in his Honour's article on administrative law.¹

¹ Stephen Gageler, 'Administrative Law within the Common Law Tradition' (2023) 53(1) *Australian Bar Review* 1.

Our work across the year.

This overview highlights the College’s education programs and information services over the past year, which support judicial officers to deepen knowledge, navigate complexity and sustain judicial life. While not every activity is included, the selection reflects the breadth and impact of the College’s work.

A full list of events and key publications is available on pages 38–40.

July.

The College provided opportunities for judicial officers to grapple with complex evidentiary issues and reflect on the emotional demands of judicial life, while also deepening international judicial connections.

Evidence essentials.

Complex areas of evidence law were again the focus in this year’s ever-popular evidence program. Judge Andrew Palmer explored thorny issues of relevance, opinion and hearsay, while then-Chief Judge Peter Kidd examined tendency evidence. A cross-jurisdictional panel chaired by Justice Michael McDonald discussed practical approaches to weighing evidence.



Bull terrier barrister figurine
Magistrate Charles Tan

This small bull terrier in barrister’s robes, gifted by Magistrate Tan’s former Leo Cussen students, travels with him to every court – a playful nod to his days as a barrister and mentor, and a daily reminder to stay grounded and remember where he came from.

Learning across borders.

International ties were strengthened through the College’s involvement in two judicial visits, from Singapore and Indonesia. In July, the College and County Court co-hosted a Singaporean delegation visiting Australia to study case management practices for sexual offence proceedings in courts. Starting with a visit to Garrarrak, home to the Child and Youth Witness Service and the Intermediaries Program, senior judicial officers, police and prosecutors shared their knowledge and experience throughout the day. In December, as part of a broader Commonwealth-facilitated program, members of the Indonesian judiciary explored sentencing in terrorism cases, with the College presenting key resources, including the *Victorian Sentencing Manual*.

The privilege and pressure of judicial work.

The College places wellbeing at the heart of judicial education, with an emphasis on practical and lasting impact.

Dr Carly Schrever’s seminal research on judicial stress was the focus of a special event exploring the emotional demands of judicial life. Dr Schrever presented findings from the third and final component of Australia’s first comprehensive research project on judicial stress and wellbeing. Her in-depth interviews with 59 judicial officers from five Australian courts represent the largest interview-based study of judicial stress ever conducted.

As then-Chief Justice Anne Ferguson emphasised in her Honour’s opening, judicial wellbeing is ‘critical in ensuring that we have a healthy, well-functioning judicial cohort and that our courts function well.’²

The research highlighted the growing pressures of the judicial role, from increasing workloads to the cultural stigma that still surrounds seeking help. The importance of physical health, peer support, prioritising work-life balance and court leadership was emphasised, as was fostering an institutional culture where wellbeing is recognised and supported.

While the research didn’t shy away from the challenges judicial officers face, it also revealed a strong sense of the meaning and pride they derive from their work. Those who actively prioritised their wellbeing reported the greatest satisfaction in their roles.



Dr Carly Schrever



L-R Chief Justice Richard Niall, the Honourable David Habersberger KC and Justice James Elliott

‘Educational opportunities... provide an environment for collegiate and collaborative interactions amongst all our fellow judicial officers from different jurisdictions...enhances our skills and knowledge, gives us more confidence [and] exposes us... to the practices of our colleagues... [Education] can directly and, I think, indirectly, help us to deal with stress.’³

THEN-CHIEF JUDGE PETER KIDD

² Chief Justice Anne Ferguson (Guest speaker), ‘The Privilege and Pressure of Judicial Work’ (Judicial College of Victoria, 31 July 2024).

³ Chief Judge Peter Kidd (Guest speaker), ‘The Privilege and Pressure of Judicial Work’ (Judicial College of Victoria, 31 July 2024).

August.

The College's flagship judgment writing program returned, alongside education to advance understanding of vulnerability and complex challenges in justice settings – from family violence and cognitive impairment to the risks of vicarious trauma.

Understanding family violence.

Acclaimed journalist Jess Hill, Magistrate Michelle Hodgson, Dr Siobhan Lawler, Professor Kate Fitz-Gibbon and Dr Brian Sullivan headlined this year's family violence education at the College. Understanding the complex dynamics and nature of family violence is central to judicial work. To complement this learning, the College published additional resources on identifying coercive control, recognising risks in diverse communities, and understanding intervention points to prevent intimate partner homicide.



Jess Hill

Rose quartz

Judge Sharon Burchell

Carried in her Honour's pocket for healing and emotional well-being in court, this rose quartz is intended to deflect negative energy during trials and mediations when parties are often at their lowest. Shown here alongside Magistrate Julie Grainger's Japanese paper crane (Orizuru) – see page 8 for details.



Cognitive impairment and forensic services.

High rates of cognitive impairment among people appearing in court make this a critical area of education for judicial officers. Chaired by Magistrate Roslyn Porter, this webinar featured Dr Matt Frize and David Pearce from the Department of Families, Fairness and Housing explaining the nature of cognitive impairment, forensic support services, effective communication strategies, important sentencing factors, and connections between the National Disability Insurance Scheme (NDIS) and the justice system.

Responding to vicarious trauma.

Exposure to traumatic material presents an inherent risk in judicial work. In this workshop, led by post-traumatic mental health experts Professor Andrea Phelps and Dr Ros Lethbridge from Phoenix Australia, participants learned how to recognise warning signs of vicarious trauma, implement protective techniques, and develop self-care plans. Judicial officers also heard how they can effectively recognise and respond to vicarious trauma in court staff, and they discussed the importance of supportive workplace conversations.



L-R Justice Robert Beech-Jones and Chief Justice Richard Niall

The art of judgment writing.

The College's judgment writing program continued this year, with workshops in August 2024 and February 2025 helping judicial officers master this essential skill. These immersive two-day events addressed the growing challenges of increasingly complex judgments, offering practical techniques to craft more efficient, precise, and accessible decisions.

Participants received individualised feedback on one of their judgments from a teaching team comprised of an experienced judicial coach and one of four celebrated authors – Dr Don Watson, Alice Pung OAM, Kate Mildenhall or Jock Serong – who offered valuable literary perspectives.



Justice Cameron Macaulay

A highlight of the February 2025 program was a compelling keynote by High Court Justice Robert Beech-Jones entitled 'Judgment Writing: Get Smart'. Drawing on the infamous 1983 Sheraton Hotel incident and Sir Anthony Mason AC KBE GBM KC's comparison to a Get Smart episode, his Honour provided a comprehensive framework addressing the when, what, how and who of judgment writing. Justice Beech-Jones offered practical guidance on delivering *ex tempore* judgments, starting the writing process, and identifying appropriate audiences for different types of decisions – insights that provided participants with valuable approaches to improving their judicial writing practice. He emphasised that writing reasons 'restrains our resort to instinct or gut feeling⁴ and helps eliminate reliance on subjective factors.

Complementing this practical education, the College launched a comprehensive judgment writing resource collection featuring a concise new guide that brings together authoritative principles, including Justice Kristen Walker's insights on providing reasons. These resources provide useful strategies to make this essential judicial task clearer and more manageable.

'The highlight for me was the entire experience – the time away to reflect, the level of interaction, and the individual feedback in particular.'

JUDICIAL OFFICER FEEDBACK

4 Justice Robert Beech-Jones (Guest speaker), 'Judgment Writing: Get Smart.' (Judicial College of Victoria, 20 February 2025).

September.

Judicial officers developed skills and knowledge needed to refine courtroom practice, responded to bail reforms affecting First Peoples and, through the County Court Conference, engaged with emerging issues in law and judicial life.

Running contested hearings.

Contested hearings are a core and often complex part of the work in the Magistrates' Court, requiring confident courtroom management and timely, well-reasoned decision-making. Chaired by Magistrate Donna Bakos, this interactive workshop assisted judicial officers in refining their approach to preparation, assessing witness credibility and reliability, decision-making, and giving reasons. Senior judicial officers shared techniques for conducting fair, efficient hearings and delivering decisions in a busy courtroom environment.

County Court Conference.

Delivered in partnership with the County Court, this year's conference explored enduring and emerging challenges – from truth-telling and gender diversity to artificial intelligence (AI) in the courtroom. Journalist and author David Marr opened with a powerful keynote on law and the Frontier Wars, reflecting on the legal lacunae behind colonisation and the appearance of lawfulness. Dr Sarah Krasnostein examined legal storytelling in literary non-fiction and its relevance to judgment writing, while Justice Robert Beech-Jones shared insights into the everyday realities of judicial life. It was a rich, reflective program that deepened insight, informed judicial practice and fostered collegiality.

Aboriginality and bail.

In a session chaired by Magistrate Rose Falla and developed with the Victorian Aboriginal Legal Service, speakers examined the recent expansion of mandatory considerations in section 3A of the *Bail Act 1977* (Vic) and the systemic factors that heighten the vulnerability of First Peoples in custody. Grace Buschgens from the Victorian Aboriginal Legal Service and Ashley Morris from Victoria Legal Aid discussed the profession's role in implementing the reforms, while Justice Rita Incerti emphasised the importance of judicial officers keeping these legislative changes at the forefront of their decision-making.

William Cooper Justice Award

Magistrate Rose Falla

Presented to Magistrate Falla's father, Uncle Kevin Coombs OAM, for services to Aboriginal Affairs – especially Koori Courts – this award hangs in her Honour's chambers as a daily source of inspiration, honouring two generations of advocacy for justice reform and recognition.



October.

New family violence laws on non-fatal strangulation were addressed, alongside programs that strengthened judicial leadership, communication and the understanding of community-based justice.

Motivating change in compressed timeframes.

Judicial officers often have limited time to engage meaningfully with people appearing before them in court. Yet even brief interactions can help encourage positive behaviour change. This session, chaired by Magistrate Pauline Spencer, featured international motivational interviewing expert Michael Clark. Participants learned evidence-based techniques to motivate individuals who are regressing in substance use and experiencing treatment setbacks or disengagement. The session demonstrated how purposeful, efficient conversations can promote motivation, build rapport, and encourage sustained progress.

Inside parole and community corrections.

Site visits to the Derrimut Community Work Hub, Braybrook Community Centre and Melbourne Justice Service Centre provided judicial officers with insight into Community Correction Orders through direct observation of community work programs and participant engagement. Representatives from Corrections Victoria outlined clinical and non-clinical rehabilitation approaches, including interventions for violent and drug-related offending. The program concluded at the Adult Parole Board, where then-Chairperson his Honour David Fanning addressed key processes and dispelled common myths about parole.



Non-fatal strangulation.

Non-fatal strangulation is a particularly serious and dangerous form of family violence – a chilling use of physical power and a strong indicator of escalating harm and risk of death.

Two new offences under the *Crimes Act 1958* (Vic) commenced on 13 October 2024, criminalising choking, strangling or suffocating a family member – including a more serious offence where the offender intentionally causes injury. The College held a webinar to help judicial officers understand the offences and the legal issues likely to arise in their application.

Professor Heather Douglas AM, a leading expert on legal responses to family violence, joined Judge Kate Hawkins AM to explore how these offences are expected to operate before the courts. Professor Douglas discussed the alarming prevalence of strangulation and the inherently dangerous nature of the behaviour, offering relevant cases and research findings to consider when dealing with such matters in court.

To further assist judicial officers, the *Family Violence Bench Book* was updated to include information on the new non-fatal strangulation offences.

'Thank you for the presentation, very informative, relevant and useful – especially about the longer-term consequences of strangulation.'

JUDICIAL OFFICER FEEDBACK

Noughts-and-crosses page

His Honour Anthony Howard AM KC

This page of sketches and games of noughts-and-crosses was made by an accused client in 'preparation' the night before giving an unsworn statement in court – a practice that was permitted at the time but has since been abolished in Victoria.

November.

The College showcased its *Judicial management forum* on the international stage, while programs at home addressed the systemic drivers of First Peoples' over-representation in custody and launched a new wellbeing series.

Judicial education on the global stage.

Justice Ted Woodward, President of VCAT and College Board member, and Dr Liz Richardson, the College's Director, Judicial Education, represented the College at the 2024 conference of the International Organization for Judicial Training in South Korea. They showcased the College's innovative *Judicial management forum* – a first-of-its-kind program for judges to develop staff management skills and foster healthy chambers culture. Their presentation prompted thoughtful discussion among international delegates, highlighting the shared focus on judicial leadership and workplace culture across jurisdictions. The conference also explored global developments in judicial education, including the role of AI.

Mindfulness for judicial wellbeing.

This lunchtime session launched a new College seminar series designed to enhance judicial officer wellbeing by presenting perspectives from other professions. Chaired by Justice Peter Gray, it featured Professor Craig Hassed OAM, Director of Education at the Monash Centre for Consciousness and Contemplative Studies, who presented evidence-based mindfulness strategies for managing stress, improving attention and supporting mental health. The session highlighted how brief, consistent mindfulness practices can help judicial officers sustain focus, emotional balance, and resilience in their work – particularly in the face of complex demands and cumulative stress.

Drivers of First Peoples' over-representation.

This session engaged judicial officers with findings from the *Cultural Review of the Adult Custodial Corrections System*, which highlighted systemic drivers of Aboriginal and Torres Strait Islander over-representation in custody. Dr Jill Gallagher AO and former Victorian Equal Opportunity and Human Rights Commissioner Kristen Hilton, in conversation with Magistrate Elizabeth Langdon, discussed challenges revealed through consultations with 1,700 people across Victoria's prisons. The session addressed cultural safety gaps, healthcare access and socioeconomic inequality. It also offered practical guidance on *Bail Act 1977 (Vic)* reforms and how judicial officers can integrate findings from First Peoples inquiries and reviews into their decision-making.

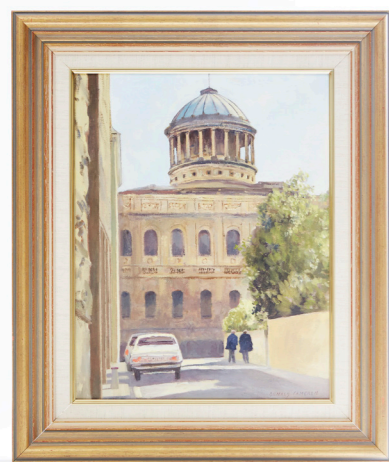


L-R Dr Jill Gallagher AO, Kristen Hilton and Magistrate Elizabeth Langdon

Painting of the Supreme Court of Victoria

Justice John Champion

Painted by Melbourne artist Donald Cameron (1927–2018) and purchased by his Honour's mother, Joan Champion, in the late 1980s, this work captures the south aspect of the Supreme Court of Victoria from Little William Street. It first hung in his Honour's barristers' chambers, then in his chambers as Director of Public Prosecutions, and later to his Supreme Court chambers. In 2018 – the year of the artist's death – his Honour moved into the very chambers shown in the painting, a coincidence that then-Chief Justice the Honourable Anne Ferguson described as 'a wonderful piece of serendipity.' The painting now hangs in the barristers' chambers of Justice Champion's daughter Ruth, continuing a family tradition.



December.

A rich conversation on the enduring legal traditions of First Peoples closed the year, while trusted College resources continued to promote clarity and consistency in sentencing and jury directions.

Lore and literature.

In a compelling discussion facilitated by then-Justice Richard Niall, the College welcomed Professors Marcia Langton AO and Aaron Corn, co-authors of *Law: The Way of the Ancestors* (2023). The event delved into the rich and sophisticated legal traditions of First Peoples, which have governed communities for over 2,000 generations.

The speakers highlighted how these legal systems continue to operate in parallel with contemporary Australian law. Professor Corn remarked that they 'coexist with... the legal system that you work in',⁵ underscoring their ongoing relevance. Participants heard about complex frameworks of ceremonial practice, kinship, governance, and decision-making. This included Women's Law, the Yolnu three-tiered parliamentary system, and the role of ceremonial songs in transmitting rights and ancestral authority.

'I will approach any question relating to the interaction between an Aboriginal person and the law with a broader appreciation of what might be at play from their perspective.'

JUDICIAL OFFICER FEEDBACK

Information services: Strengthening key judicial resources.

The *Victorian Sentencing Manual* continues to serve as a vital resource for judicial officers, offering clear, practical guidance on sentencing across Victoria. A significant addition this year was a new chapter on Drug and Alcohol Treatment Orders, detailing the legislative framework, eligibility requirements, and operational features of the program – particularly assisting judicial officers in the Drug Court jurisdiction.

To promote consistency in sentencing, the accompanying *Sentencing Manual Case Summaries* continued to expand, distilling key decisions from both the Court of Appeal and County Court into accessible formats. The inclusion of two notable modern slavery cases reflects the publication's responsiveness to emerging legal issues. With support from university interns, approximately 250 new County Court summaries were published this year, and work to summarise Court of Appeal decisions remains ongoing, with content current to June 2025. An AI-assisted pilot is currently being explored to streamline the preparation of case summaries, offering promising gains in efficiency while maintaining the editorial rigour expected by judicial users.

The *Victorian Criminal Charge Book*, one of the College's most important publications, remains central to the delivery of accurate and effective jury directions. It continued to evolve in response to appellate and High Court decisions, with refinements to directions on jury reasoning, complicity, distress evidence, and the burden of proof. A major enhancement introduced in early 2025 was the release of offence-specific flowcharts for all offence directions. These diagrams present key decision points in a visual format, complementing existing checklists and assisting judges in clearly explaining complex legal concepts to juries. The flowcharts, which can be tailored to the circumstances of each case, have been integrated into the College's *Criminal Charge Builder* – an online tool that helps judicial officers compile customised jury directions for use in court.



L-R Professor Aaron Corn, Professor Marcia Langton AO and Chief Justice Richard Niall

⁵ Professor Aaron Corn (Guest speaker), 'Lore and Literature: A Conversation with Professors Marcia Langton AO and Aaron Corn' (Judicial College of Victoria, 3 December 2024).

February.

Judicial officers began the new court year with 360-degree feedback, managing challenging courtroom dynamics, and engaging with emerging frontiers in law and technology.

360-degree feedback.

Judicial officers have limited opportunities for direct and candid feedback. Since 2006, the College's 360-degree feedback program has addressed this by gathering confidential insights through structured surveys from peers, advocates and non-judicial colleagues. Participants receive tailored reports and expert guidance from organisational psychologist Maryanne Mooney, who has facilitated the program since its inception. The process provides valuable insights to enhance how judicial officers take up and reflect on their role. This year, eight judicial officers participated, with input from 223 feedback providers.

A collection of post-it notes

Judge Caitlin English

These handwritten notes removed from the surrounds of Judge English's computer screen reveal the quiet self-talk that accompanies the process of judgment writing. Messages such as 'courage' and 'change how you think, change how you feel', show a mindful balance of determination and perspective, offering a glimpse of the realities of judicial wellbeing.



AI and the future of evidence.

As AI continues to raise pressing questions for the justice system, this event, chaired by Justice Kathryn Stynes, explored how emerging technologies could transform the way evidence is gathered and presented in the courtroom. Acknowledging legitimate concerns about AI, her Honour encouraged colleagues to embrace the discomfort of uncertainty and instead focus on asking the right questions.

Dr Kaye Ballantyne, Chief Forensic Scientist for Victoria Police Forensic Services Department, provided insights into AI's role in forensic science, revealing its extensive use over many years in evidence collection, processing, and analysis, often operating largely unnoticed. She outlined how these processes will evolve as AI advances, while emphasising the importance of safeguards to prevent errors.

Professor Wendy Chapman from the University of Melbourne examined AI's growing role in healthcare, its accuracy and interpretability, and the implications for medico-legal proceedings. Using case scenarios, she prompted judicial officers to consider how the use or absence of AI could influence outcomes, particularly where patients have experienced harm.

This program advanced Justice Stynes' goal of breaking through fear of the unknown and starting essential conversations about technologies already influencing our courtrooms.

'I have a much better idea of the potential uses of AI but also the questions which need to be asked to assess its use and reliability.'

JUDICIAL OFFICER FEEDBACK

Sovereign citizens and high conflict litigants.

Courts are regularly faced with sovereign citizens and querulant litigants, whose pseudo-legal arguments and disruptive behaviours place significant strain on proceedings. In this event, Professor Michele Pathé provided expert psychological insights, while judicial officers from across jurisdictions shared their real-world experiences on managing high-conflict behaviours in the courtroom. Scenario-based training reinforced skills in identifying pseudo-law, defusing escalation, and maintaining authority – supporting judicial officers to respond with clarity, control and procedural fairness in complex situations.



Justice Melinda Richards



L-R Associate Justice Julian Hetyey, Judge My Anh Tran and Member Jessica Klingender

Considering victim impact statements.

Victim impact statements provide a vital voice within the criminal justice system for those affected by crime. This panel discussion brought together the Honourable Jennifer Coate AO, Justice Andrew Tinney, Judge Rosemary Carlin, and Magistrate Fiona Hayes to examine the legal framework and best practices for judicial officers receiving these statements. The panel shared practical strategies for trauma-informed case management, demonstrated how to acknowledge victims with dignity and respect, and explored techniques for creating safe, supportive courtroom environments.

Decorative plate

The Honourable Jennifer Coate AO

A whimsical plate given to her Honour in 1992, her first year on the Magistrates' Court, has accompanied her through every court and workplace move since. Created by a friend she assisted with a project, it features a dog – a likeness of her own dog at the time – in the witness box reading from the 'Dog Act' and a portrait labelled 'Sally' in honour of the late the Honourable Justice Sally Brown AM, former Chief Magistrate.



March.

Major bail reforms, marking International Women’s Day with insight and reflection, and strengthening cultural understanding and fair trial practices through education grounded in law and lived experience characterised March at the College.

Information services: Responding to bail reform.

Commencing in March 2025, the first tranche of amendments to the *Bail Act 1977* (Vic) marked a significant shift in approach – introducing community safety as the overarching consideration, removing the presumption against remand for children, and creating new bail offences. A further component of these reforms, effective in April 2025, enables courts in prescribed regions to impose electronic monitoring on children under strict statutory conditions.

In response, the College provided timely practical guidance in the form of annotated legislation and summaries of the key changes.

In parallel, the College commenced work on a new *Bail Bench Book* – a significant and complex undertaking designed to support judicial decision-making in an area of law undergoing rapid change. This new Bench Book will be published in September 2025.

First Peoples cultural awareness.

Now in its second year, this cultural awareness workshop led by Leon Egan – a proud Bangerang, Wiradjuri and Gunditjmarra man – enabled judicial officers to deepen their understanding of Victoria’s First Peoples. Drawing on powerful storytelling and lived experience, Leon guided participants through themes of identity, self-determination, intergenerational trauma and respectful engagement. The workshop reinforced the role of cultural understanding in fostering equity and ensuring culturally safe justice environments for Aboriginal and Torres Strait Islander peoples.

'One Barrister'

The Honourable Betty King KC

This collage was created by her Honour’s daughter, Liz Ruddle KC, when she was asked at pre-school to ‘make one of something’. Liz chose to make ‘one barrister’ – a figure wearing a skirt – surprising her teacher and delighting her mother. This childhood artwork, now decades old, has travelled with her Honour through every role and remains a treasured keepsake.



Healing through art and storytelling.

Judicial officers gathered at The Torch gallery for a powerful conversation on art, identity and change after incarceration. Ngarrindjeri/Kukabrak artist Tupun Wultatinyeri and Ngarrindjeri artist Flick Chafer-Smith, both Torch artists, shared personal stories of reconnection with community, purpose and cultural pride. Chaired by Justice Jane Dixon, the event deepened understanding of The Torch’s impact – supporting First Peoples in prison and on release and contributing to significantly lower rates of reoffending through meaningful cultural and Community re-engagement.

Improper questions.

Former High Court Justice the Honourable Virginia Bell AC SC and Deputy Chief Judge Meryl Sexton discussed the statutory duty to disallow improper questions. They explained that cross-examination that challenges witnesses is essential, but improper questioning can undermine a fair trial. Participants gained practical guidance on identifying improper questioning, knowing when and how to intervene, and using ground rules hearings to support fair trials while protecting witnesses.

Black lacquer stationery box

The Honourable Pamela Tate AM KC

This black lacquer box, with a design of detailed figures and decorative elements picked out in gold, held her Honour’s bench supplies, including the ‘Tate’ pencil shown on page 9. See ‘Tate’ pencil (page 8) for full description.



Celebrating International Women’s Day.

The College hosted its inaugural International Women’s Day event, which also acknowledged the United Nations’ International Day of Women Judges. Chief Justice Richard Niall and guests from across jurisdictions attended a breakfast panel that celebrated progress and reflected on ongoing challenges.

CEO Samantha Burchell opened the event, highlighting the College’s role in supporting judicial officers to engage with issues that intersect with gender inequality, including sexual assault, family violence and harassment. She noted that women now comprise 52 per cent of the Victorian judiciary, up from 25 per cent two decades ago.⁶

Chaired by Kristen Hilton, the panel featured the Honourable Pamela Tate AM KC, Judge My Anh Tran and Magistrate Rose Falla. They shared reflections on career pathways, gender equity trends and the mentors who shaped their journeys. The Honourable Pamela Tate reflected on global pressures on gender equality and potential seepage into Australia, cautioning that progress cannot be taken for granted.

A highlight was Judge My Anh Tran’s story of her path from psychologist to folk singer to Federal Circuit Court judge, offering a powerful reminder of the human dimension of judicial work.

‘The panel was excellent and the content inspiring. It is so important to reflect on how the experience of justice has been improved by inclusivity.’

JUDICIAL OFFICER FEEDBACK



L-R Samantha Burchell, the Honourable Pamela Tate AM KC, Judge My Anh Tran, Kristen Hilton and Magistrate Rose Falla

⁶ Australasian Institute of Judicial Administration, *Judicial Gender Statistics: Number and Percentage of Women Judges and Magistrates at 30 June 2024* (Web Page, 2024) https://aija.org.au/wp-content/uploads/2024/09/AIJA-Judicial-Gender-Statistics-2024_for-publication.pdf

April.

Education in April explored innovation in civil case management and extended the College's impact nationally through a tailored mentoring program for the Fair Work Commission.

Advancing active case management.

In the first of a two-part series, judicial officers from the Supreme and County Courts shared practical insights into the active case management of civil disputes in response to evolving court demands. Topics included automated timetabling, early neutral evaluation, case management conferences, trial scheduling, and fostering a culture of compliance with court orders and deadlines. Justice Jim Delany, Judicial Registrar Andrew Baker, Judge David Purcell and Judge Sharon Burchell discussed the innovative approaches being implemented across the Common Law and Commercial Divisions.

Mentoring for Fair Work Commissioners.

The College delivered a tailored mentoring skills program for the Fair Work Commission. The workshop was designed to build effective mentoring relationships, with practical sessions on communication, goal setting, and ethical boundaries. Participants gained strategies for establishing productive mentoring partnerships and developed core skills to mentor effectively. This program highlights the College's fee-for-service support to jurisdictions beyond Victoria through responsive, high-quality professional development.

Writing slope

The Honourable Julie Dodds-Streeton KC

Hand-crafted by her Honour's late husband Roger Streeton and close friend John Larkins KC, this writing slope carries a lineage of craftsmanship and law. Larkins is both a leading silk and a gifted woodworker, the son of the Honourable Margaret (Peg) Lusink AM, the first Victorian woman appointed to a Superior Court of Record – the Family Court of Australia – in 1976, and grandson of Joan Rosanove QC, who became Victoria's first woman barrister in 1923. The slope accompanied her Honour through years of judicial service on the Supreme Court of Victoria, the Court of Appeal and the Federal Court of Australia.



Kosta Boda glass bodice

Coroner Audrey Jamieson

Coroner Jamieson's vivid orange glass sculpture is one of a large collection of orange objects adding warmth to her chambers, joyful counterpoints to the relentless demands of coronial investigations and a welcome sight for new staff visiting the 'orange room'. The bodice was acquired during a period when more women – including her Honour – were entering the judiciary, making it a particular favourite.

Paint, brushes and palettes

Magistrate Mia Stylianou

A cluster of worn palettes and well-used brushes rest in quiet testament to Magistrate Stylianou's lifelong artistry and the measured brushstrokes of decision-making in the Magistrates' Court.

Other ephemera forming this composition – including the Court of Appeal chess set, red-framed spectacles, and the miniature 'prescription' whiskey bottle – are described on page 8.



May.

In May the College fostered cultural change in courts and tribunals as workplaces, deepened understanding of forensic science and neurodiversity, introduced new programs supporting chambers practice and judicial wellbeing, and oversaw the release of a new edition of the Serious Injury Manual.

Inside forensics.

Judicial officers took part in a full-day immersive program at the Victoria Police Forensic Services Department, gaining firsthand insight into the forensic disciplines that support expert evidence in criminal trials. Through a combination of presentations, site tours and live demonstrations, participants explored key areas, including ballistics, DNA analysis, major crime scene investigation, fingerprint identification, drug testing and collision reconstruction.

Led by Chief Forensic Scientist Dr Kaye Ballantyne and Director Forensic Operations Cate Quinn PSM, the program shed light on the scientific processes, operational demands and evidentiary standards that shape forensic reporting. Judicial officers came away with a clearer understanding of how forensic evidence is generated and a deeper appreciation of the timeframes and complexities involved.

‘I will have a better underlying understanding of some of the processes having viewed how they are done rather than just being told about it orally in court ... I now have a better idea of what is going on behind the scenes when I ask for the timeframe for the provision of a particular scientific report.’

JUDICIAL OFFICER FEEDBACK



Note from the Honourable Paul Coghlan AO KC Deputy Chief Judge Meryl Sexton

The Honourable Paul Coghlan AO KC, then-Chief Crown Prosecutor, absent-mindedly scribbled the words ‘Judge Meryl Sexton’ while being consulted by phone about her appointment to the County Court. Later framed and gifted to her Honour, the note now sits in her chambers as a light-hearted and special memento of that moment.



Leading cultural change in courts and tribunals as workplaces.

After three successful years of educating judicial officers about preventing sexual harassment and other inappropriate behaviours, the College moved to cross-jurisdictional delivery of its *Courts and tribunals as workplaces* program, bringing together judicial officers to consider their power and influence and the ways they can contribute to a safe workplace. Opened by Chief Magistrate Justice Lisa Hannan, the program canvassed principles and legislative frameworks, risk factors and red flags, and bystander strategies. The day featured panel discussions, scenario-based group work and peer-led reflection. It was delivered by expert facilitators working with experienced judicial mentors, reaffirming the College’s commitment to education that promotes safe, inclusive and respectful judicial workplaces.

Understanding neurodiversity.

Education on mental health and cognitive diversity remains an important topic for judicial officers. This twilight session focused on Autism Spectrum Disorder (ASD) – a neurodevelopmental condition that affects how individuals experience and engage with others and their environment. Judicial officers developed their understanding of the features of ASD, the barriers commonly faced in the legal system, and practical strategies to create more inclusive and responsive courts and tribunals.

Wellbeing lessons from journalists.

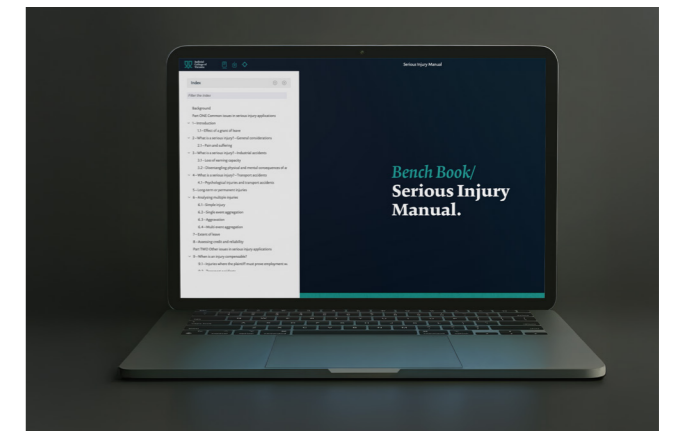
The second session in the College’s lunchtime wellbeing seminar series considered how approaches used in journalism to manage psychological stress and trauma could enhance judicial wellbeing. Chaired by Judge Patricia Riddell, the webinar featured psychologist Dr Cait McMahon OAM, an expert who supports journalists exposed to trauma. Dr McMahon discussed research on post-traumatic stress and post-traumatic growth, and shared protective factors and practical strategies that judicial officers could adapt to maintain their wellbeing and resilience.

Working smarter in chambers.

This new program responded to the growing demands on judicial officers to manage increasingly complex workloads with clarity and efficiency. Designed to support both individual wellbeing and chambers performance, the event offered practical tools and strategies – from exploring technologies that improve administrative efficiency, to building focus through mindfulness, refining daily habits, setting expectations, and strengthening working relationships with associates. Facilitated by organisational psychologist Maryanne Mooney, the day combined expert insight with peer exchange, equipping judicial officers for more effective and sustainable chambers practice.

Information services: New Serious Injury Manual released.

The College released a new edition of the *Serious Injury Manual*, developed with Judges David Purcell and Áine Magee. Drawing on 10 years’ experience with the Manual, this revised edition provides updated, practical guidance on serious injury applications and common law damages trials. It has been reorganised and streamlined to help judges navigate the most frequently contested issues, with clear sections on common issues and key trial considerations.



June.

Advancing understanding of sexual violence reforms, strengthening trauma-informed practice, building practical skills in oral decisions and jury directions, and exploring judicial leadership were all on the agenda in June.

Addressing sexual violence.

The College delivered two seminars exploring the complex and evolving legal, evidentiary and cultural dimensions of sexual violence matters.

The first session, *Intoxication, trauma and memory*, examined how these factors intersect in matters involving sexual assault allegations, where they are common and often raise evidentiary complexities. Professor Julia Quilter presented key research findings on the effects of intoxication on memory and cognitive capacity, noting that cognitive impairment can occur before physical signs of intoxication are visible. Her work challenges common assumptions that influence how evidence is interpreted; it also highlights how expert evidence to address these misconceptions is rarely admitted. Justice Helen Wood of the Supreme Court of Tasmania reflected on her judgment in *AWK v Tasmania* [2024] TASCCA 5, offering strategies to respond to misconceptions about trauma and memory.

The second session engaged with the Australian Law Reform Commission's (ALRC) report, *Safe, Informed, Supported: Reforming Justice Responses to Sexual Violence* (ALRC Report 143). Released in March 2025, the report outlines 64 recommendations aimed at harmonising and strengthening sexual assault laws across Australia. It addresses consent and evidence laws, court processes, prosecutorial practices, and trauma-informed approaches.

Chaired by Chief Judge Amanda Chambers, the session featured Justice Mordecai Bromberg, President of the ALRC, and the Honourable Marcia Neave AO, former ALRC Commissioner. The panel reflected on what the Commission heard from victim-survivors and justice system participants and on the broad scope of reform proposed. Chief Judge Chambers framed the discussion by highlighting the need to balance fair trial rights with the respectful treatment of complainants. The session explored persistent barriers to justice, the limited visibility of sexual violence in courts, and the significant cultural, legislative and procedural shifts needed to effect change.

Together, these programs offered timely insight into legal reform and practical judicial reasoning, supporting more informed, trauma-aware decision-making in a sensitive and complex area of law.

'I will be looking out for any of the changes proposed, and keep front of mind the issues faced by those appearing before our courts who have experienced trauma.'

JUDICIAL OFFICER FEEDBACK

Nervous Breakdown

Judge Caitlin English

A painted and fired clay work by the late renowned Australian artist Kate Daw – a close friend of Judge English and former Head of Painting at the Victorian College of the Arts –

this piece in Judge English's chambers reflects Daw's exploration of cultural norms, women's experiences, memory and fragility. Its wry title suggests the fleeting nature of emotion and invites reflection on transience, loss and remembrance. Her Honour has described this work as one of great comfort.

nervousbreakdown

Judicial management forum.

Now in its third year, this forum supported new Supreme and County Court judicial officers to develop staff management skills and promote healthy chambers culture.

Recognising the distinctive dynamics of chambers relationships, the program addressed workplace conduct, recruitment, feedback, workflow, wellbeing and ethical obligations. The 2025 event was co-chaired by Associate Justice Mary-Jane Ierodiaconou and Deputy Chief Judge Meryl Sexton, facilitated by Kristen Hilton, and included the work of senior judicial mentors. In his opening remarks, Chief Justice Richard Niall underscored the importance of leadership in fostering positive cultural change.

Effective oral decisions.

Oral decisions, which ensure the delivery of timely, accessible justice, require clarity, structure and composure. This program provided a day of practical learning to hone this core judicial skill. Justice James Elliott opened with a keynote on the value of oral decisions and confident delivery. Program chair Justice Patricia Matthews, Judge Sandra Davis, her Honour Felicity Hampel AM SC, and other coaches lent their expertise through the workshop, assisting participants to refine their approach and strengthen their capacity to deliver clear, well-structured rulings.

Integrated jury directions.

Integrated jury directions shift the focus from abstract legal tests to concrete factual questions to promote clearer jury reasoning. Led by Deputy Chief Judge Meryl Sexton and Judge Robyn Harper, participants in this workshop were invited to develop question trails and reflect on different ways to structure directions to a jury. The session encouraged open discussion and peer learning on what is both a highly practical topic and an area that offers judges few other opportunities to compare different approaches.

Information services: Looking ahead.

In the year ahead, the College will release a suite of practical resources to support judicial officers in navigating legal and procedural change.

A new *Bail Bench Book*, due for publication in September 2025, will provide clear guidance on recent reforms to the *Bail Act 1977* (Vic). The *Open Courts Bench Book* will be rewritten to ensure it is clear, accurate and practical, assisting judicial officers to continue balancing the demands of open justice with the need to ensure fair hearings, personal safety and confidence in the courts.

The College is also developing a *Commonwealth Sentencing Calculator*, supported by the Victorian Legal Services Board and Commissioner, in response to frequent judicial feedback about the complexity of formulating sentences in Commonwealth matters. The tool will automate key aspects of the process while preserving judicial discretion and independence.

Silk rosette

Justice Ted Woodward

This silk rosette belonged to Justice Woodward's father, Sir Albert Edward Woodward AC OBE QC, a former judge of the Federal Court of Australia, who gave away his robes and barrister's wig when appointed to the bench, never expecting any of his seven children to pursue a legal career or to one day join the Bar.



Legal figurine

His Honour Anthony Howard AM KC

Another piece from his Honour's diverse collection of legal artefacts, this hand-painted, Venetian papier-mâché figurine depicts a legal character in elaborate court dress – complete with wig, gown and spectacles – holding what appears to be a briefcase. It is a quirky celebration of a recognisable legal caricature and a souvenir of his Honour's travels.



Tower pencil holder

Professor the Honourable Marilyn Warren AC KC

Now held together with sticky tape, this tower-shaped pencil holder was given to her Honour by her mother when she was in primary school. It has remained on her desk through every stage of her career – from student to government lawyer, barrister, judge, Chief Justice and now academic – emblematic of continuity and lifelong learning.



Carved tortoise

Associate Justice Mary-Jane Ierodiaconou

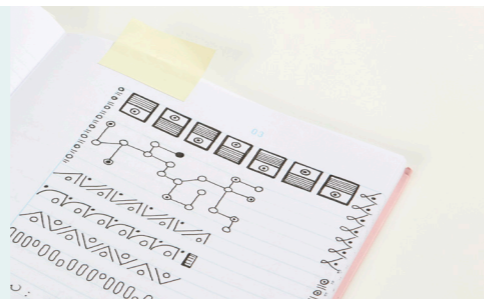
This small carved tortoise, with its polished, naturally banded surface, is Associate Justice Ierodiaconou's personal reminder to 'go slow'. A constant presence on the bench when she sits in court, it embodies patience and steadiness amid the pace of judicial life.



Court book doodles

Justice Kristen Walker

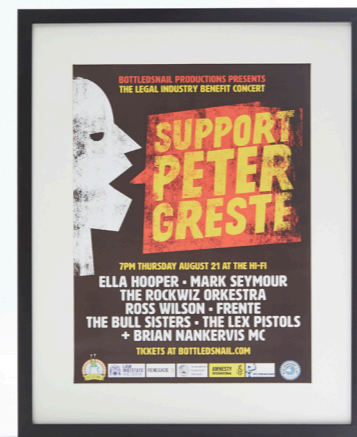
Justice Walker's court book contains frequent, hieroglyphic-style doodles – abstract shapes and symbols that help her concentrate and remember – offering a thoughtful counterpoint to the assumption of distraction.



Peter Greste benefit poster

Justice John Champion

This poster promoted a 2014 Melbourne concert that raised thousands of dollars in support of the legal defence for jailed journalist Peter Greste. Conceived by Justice Lex Lasry AM and headlined by his band The Lex Pistols – with band members including Justice Lasry on drums, Justice John Champion on rhythm guitar, Judge Michael Cahill on bass guitar, and Justice Alister McNab (who was not yet appointed at the time; now a judge of the Federal Circuit and Family Court of Australia) – the night featured prominent Australian musicians and ended with a rousing *With a Little Help from My Friends*. Justice Champion recalls it as the band's biggest gig and a career highlight, enjoyed by hundreds of supporters including then-Chief Justice the Honourable Marilyn Warren AC KC.



Wig tin and cover

The Honourable Julie Dodds-Streeton KC

On joining the Supreme Court as its fourth female judge, her Honour inherited Sir Arthur Dean's oversized robes – so wide she had to be pinned into them – and the late Honourable Robert Brooking AO KC's pristine ceremonial wig. Brooking – an intellectual powerhouse and meticulous former Supreme Court and Court of Appeal judge – kept his wig in immaculate order, making it a coveted hand-me-down and a tangible link in the Court's long tradition of passing robes and wigs from one judge to the next.

Judges' crockery

Supreme Court of Victoria

A teapot, milk jug and cup from a set of crockery ordered in bulk for judicial chambers in the 1980s – now rarely seen in use – survive among the small number of pieces held in the Court's archives. With thanks to Joanne Boyd, Archives and Records Manager, Supreme Court of Victoria, for sharing this item and its history.

Wig tin

Justice Kristen Walker

Justice Walker's wig and tin once belonged to her father – John Walker QC – and before him to Sir Henry Winneke AC KCMG KCVO OBE QC, carrying three generations of legal history. The lid bears the names of all three owners, scratched into the surface. By coincidence, both Sir Henry Winneke and Justice Walker also served as Solicitor-General for Victoria.

Gavel

Magistrate Trieu Huynh

Hand-crafted by a graduate of the Bendigo Assessment and Referral Court and gifted to Magistrate Huynh, one part of a wooden gavel set – an example of the learnt skill of wood-turning and used at the participant's graduation – symbolises the success of therapeutic justice and rehabilitation.

Note: Justice Stephen McLeish's set of Commonwealth Law Reports also appears in this composition; see page 7 for details.



Education programs and publications 2024–25.

In 2024–25, the College delivered education programs in a range of formats, including in-person sessions, webinars, interactive forums, facilitated discussions and immersive experiences, while continuing to research, write and maintain digital publications critical to the delivery of justice in Victoria.

2024–2025 EDUCATION	
Evidence essentials	19/07/2024
Clear and concise decision writing – VCAT	26/07/2024
Courtroom communication	30/07/2024
The privilege and pressure of judicial work	31/07/2024
Understanding family violence	9/08/2024
Understanding cognitive impairment and forensic disability services	14/08/2024
Strategies for managing vicarious trauma	16/08/2024
Mastering the art of judgment writing	22-23/08/2024
Running contested hearings	6/09/2024
Aboriginality and bail	12/09/2024
Courts as workplaces: Preventing sexual harassment and bystander training (Magistrates’ Court)	13/09/2024
Courtcraft masterclass: Motivating change in short timeframes	9/10/2024
Inside parole and community corrections	15/10/2024
Tribunal craft	18/10/2024
Judicial management forum – Part A	25/10/2024
Non-fatal strangulation	29/10/2024
Inquiries, reviews, inquests	7/11/2024
Enhancing judicial wellbeing: Mindfulness strategies for work and life	26/11/2024
Balancing the demands of judicial life	29/11/2024
Lore and literature: A conversation with Professors Marcia Langton and Aaron Corn	3/12/2024
Judicial management forum – Part B	4/12/2024
Magistrates’ orientation	6/12/2024
360-degree feedback	Feb-May 2025
AI and the future of evidence	11/02/2025
Sovereign citizens and high-conflict litigants	14/02/2025
The art of judgment writing	20-21/02/2025
Considering victim impact statements	25/02/2025
Disallowing improper questions	4/03/2025
Celebrating International Women’s Day	13/03/2025
First Peoples cultural awareness	21/03/2025
The Torch gallery visit	25/03/2025
Challenges in dispute resolution – Part A	2/04/2025

2024–2025 EDUCATION	
Courts and tribunals as workplaces	2/05/2025
Understanding neurodiversity	13/05/2025
Inside forensics	16/05/2025
Enhancing wellbeing: Lessons from journalists	20/05/2025
Judge’s chambers: A well-oiled machine	23/05/2025
Judicial management forum	6/06/2025
Intoxication, trauma and memory	10/06/2025
Effective oral decisions	13/06/2025
Justice responses to sexual violence	17/06/2025
Integrated jury directions workshop	20/06/2025
Leadership conversation with Dr Peter Shaw (x 2)	2024/2025
New appointee judicial inductions (x 21)	2024/2025
New appointee judicial resources inductions (x 21)	2024/2025

2024–2025 COURT COLLABORATIONS	
Judicial peer group discussion (County Court of Victoria)	22/07/2024
County Court of Victoria Judicial Conference 2024	19-20/09/2024
Judicial peer group discussion (County Court of Victoria)	7/10/2024
Judicial peer group discussion (County Court of Victoria)	25/11/2024
Judicial peer group discussion (County Court of Victoria)	3/02/2025
Jury management (Court of Appeal Workshop, County Court of Victoria)	14/03/2025
Judicial peer group discussion (County Court of Victoria)	5/05/2025
Judicial peer group discussion (County Court of Victoria)	2/06/2025

2024–2025 INTERNATIONAL, FEDERAL AND OTHER EDUCATION	
Student shadowing program presentation (Victorian Bar)	26/07/2024
Hosted Singaporean judicial delegation (Singapore Supreme and State Courts)	26/07/2024
Student shadowing program presentation (Victorian Bar)	30/08/2024
Scholarship for the legal community (Victorian Bar Readers Course)	26/09/2024
Judicial education at a crossroads: Preparing for the future of the judiciary, embracing human rights, technology and effective pedagogy (International Organization for Judicial Training, South Korea)	3/11/2024-7/11/2024
Overview of College resources (Victoria Legal Aid)	12/11/2024
Hosted Indonesian judicial delegation – Terrorism sentencing (Indonesia Supreme and District Courts)	6/12/2024
Student shadowing program presentation (Victorian Bar)	7/04/2025
Mentoring workshop (Fair Work Commission)	10/04/2025
College resources inductions for associates (x 19)	2024/2025

Our bench books and resources are used widely by the judiciary, the legal profession and academics. The following list highlights the breadth of the College’s publications and resources.

PUBLICATIONS
Charter of Human Rights Bench Book and Charter Case Summaries
Children’s Court Bench Book
Civil Juries Charge Book
Civil Procedure Bench Book
Coroners Court Bench Book
Criminal Charge Book
Criminal Proceedings Manual
Disability Access Bench Book
Family Violence Bench Book
Guardianship, Administration and Enduring Powers of Attorney
Judgment Writing Guide
Key Bail Act Cases: Post-2018 Reforms
Modern Slavery: Guidance for Australian Courts
Open Courts Bench Book
Personal Safety Intervention Orders Bench Book
Scholarship for the Legal Community
Serious Injury Manual
Uniform Evidence Manual
Victims of Crime in the Courtroom: A Guide for Judicial Officers
Victorian Sentencing Manual and Case Summary Database

Make-up-marked jabot

Chief Judge Amanda Chambers

Traditionally used to conceal the collar of a man’s shirt, this jabot bearing traces of makeup reflects the diversity found in the face of the modern judiciary.



Judicial steering and editorial committee members.

JUDICIAL STEERING COMMITTEE MEMBERSHIP 2024–2025	
STEERING COMMITTEE	JUDICIAL MEMBERS
Aboriginality and bail	Justice Andrew Tinney
	Magistrate Rose Falla
	Magistrate Jane Gibson
Artificial Intelligence Judicial Consultation Group	Justice Kathryn Stynes
	Judge Samantha Marks
	Judge Simon Moglia
	Deputy Chief Magistrate Timothy Bourke
	Magistrate Michelle Hodgson
	Senior Member Domenico Calabro
	Member Claire Bennett
Challenges in civil dispute resolution	Member Gregory Brock
	Justice Jim Delany
	Judicial Registrar Andrew Baker
Clear and concise decision writing (VCAT)	Judge Sharon Burchell
	Judge David Purcell
	Judge Caitlin English
	Deputy President Ian Proctor
	Deputy President Richard Wilson
	Senior Member Alison Glynn
Considering victim impact statements	Senior Member Anita Smith
	Member Susan Whitney
	Justice Andrew Tinney
Effective oral decisions	Judge Rosemary Carlin
	Magistrate Fiona Hayes
	Justice Patricia Matthews
	Judge Sandra Davis
Evidence essentials	Magistrate Guillaume Bailin
	Senior Member Alison Glynn
	Member Susan Whitney
Integrated jury directions workshop	Justice Michael McDonald
	Judge Andrew Palmer
	Regional Coordinating Magistrate Tara Hartnett
Judicial Conduct and Ethics Steering Committee	Magistrate Michelle Hodgson
	Deputy Chief Judge Meryl Sexton
	Judge Robyn Harper
	Justice Stephen McLeish
	Justice Amanda Chambers (until May 2025)
	Judicial Registrar Katherine Lorenz (until Oct 2024)
Magistrate Amina Bhai	
Magistrate Annabel Hawkins	
Coroner Catherine Fitzgerald	
Senior Member Genevieve Nihill AM	

JUDICIAL STEERING COMMITTEE MEMBERSHIP 2024–2025 (CONTINUED)

STEERING COMMITTEE	JUDICIAL MEMBERS
Judicial Continuing Professional Development Committee (County Court of Victoria)	Judge Pardeep Tiwana (Chair)
	Judge Julie Clayton (until Feb 2025)
	Judge Anne Hassan
	Judge Andrew Palmer
	Judge Patricia Riddell
	Judge Peter Rozen
	Judge Liberty Sanger OAM
Judicial Officers' Aboriginal Cultural Awareness Committee	Justice Jane Dixon (Co-chair)
	Magistrate Rose Falla (Co-chair)
	Judge Scott Johns
	Magistrate Jennifer Bowles
	Magistrate Abigail Burchill
	Magistrate Ann Collins
	Magistrate Jelena Popovic
	Magistrate Roslyn Porter
	Coroner Ingrid Giles
	Deputy President Ian Lulham
	Member Sydney Fry
	Member Michelle Gardner
	Judicial Wellbeing Steering Committee
Justice Peter Gray	
Judicial Registrar Katherine Lorenz (until Oct 2024)	
Judge Sarah Dawes (until Oct 2024)	
Judge Patricia Riddell	
Magistrate Lesley Fleming	
Magistrate Julie Grainger	
Magistrate Fiona Hayes (until Oct 2024)	
Coroner Leveasque Peterson	
Senior Member Kim Knights	
Member Christopher Thwaites (until Oct 2024)	

Portrait by a fellow State Coroner

The Honourable Jennifer Coate AO

Painted from a photograph by Alastair Hope, then-State Coroner of Western Australia, and presented as a surprise gift at the final heads-of-coroners' jurisdiction meeting she attended in 2012 – a personal memento from the period when her Honour served as Victoria's State Coroner.



JUDICIAL STEERING COMMITTEE MEMBERSHIP 2024–2025 (CONTINUED)

STEERING COMMITTEE	JUDICIAL MEMBERS
Magistrates' Court Education Committee	Magistrate Brett Sonnet (Chair)
	Deputy Chief Magistrate Timothy Bourke
	Deputy Chief Magistrate Susan Wakeling
	Regional Coordinating Magistrate Stella Stuthridge
	Regional Coordinating Magistrate Charles Tan (until Jul 2024)
	Magistrate Marita Altman (until Jul 2024)
	Magistrate Donna Bakos
	Magistrate Amina Bhai
	Magistrate Felicity Broughton (until Jul 2024)
	Magistrate Phillip Goldberg (until Sept 2024)
	Magistrate Julie Grainger (until Aug 2024)
	Magistrate Fiona Hayes (until Jul 2024)
	Magistrate Meghan Hoare
	Magistrate Michelle Hodgson
	Magistrate Urfa Masood (until Jul 2024)
	Magistrate Jo Metcalf
	Magistrate Jason Ong
	Magistrate Roslyn Porter
	Magistrate Pauline Spencer
	Magistrate Robert Stary (until Nov 2024)
Member Professional Development and Wellbeing Committee (VCAT)	Magistrate Mark Stratmann
	Judicial Registrar Gavin Green
	Judicial Registrar Leah Hickey (until Jul 2024)
	Judge Caitlin English (Chair)
	Member Cassandra Tanner (Deputy Chair)
	Deputy President Ian Lulham
	Deputy President Lindsay Warren (until May 2025)
	Deputy President Richard Wilson
	Senior Member Alison Glynn
	Senior Member Bernadette Steele
Senior Member Silvana Wilson	
Member Venetia Bombas	
Member Christopher Thwaites (until Oct 2024)	
Running contested hearings	Magistrate Guillaume Bailin
	Magistrate Donna Bakos
	Magistrate Timothy Gattuso
	Magistrate Rohan Lawrence
	Magistrate Belinda Wallington
Sovereign citizens and high-conflict litigants	Associate Justice Julian Heteyey
	Judge Gerard Mullaly
	Judge My Anh Tran
	Magistrate Julie Grainger
	Member Jessica Klingender

JUDICIAL STEERING COMMITTEE MEMBERSHIP 2024–2025 (CONTINUED)	
STEERING COMMITTEE	JUDICIAL MEMBERS
Judgment writing faculty	Justice Kim Hargrave (Reserve Judge) (until Aug 2024)
	Justice Cameron Macaulay (Reserve Judge)
	Justice Kristen Walker
	Justice Paul Cosgrave
	Judge Andrew Palmer (from Jan 2025)
	Judge Fiona Todd
Understanding cognitive impairment and forensic disability services	Judge Paul Higham
	Magistrate Roslyn Porter
	Magistrate Pauline Spencer
Understanding family violence	Judge Sarah Leighfield
	Deputy Chief Magistrate Susan Wakeling
	Magistrate Robyn Hamilton
	Magistrate Therese McCarthy
Understanding neurodiversity	Magistrate Roslyn Porter
	Magistrate Pauline Spencer

JUDICIAL EDITORIAL COMMITTEE MEMBERSHIP 2024–2025	
EDITORIAL COMMITTEE	JUDICIAL MEMBERS
Bail Bench Book	Justice Rita Incerti
	Judge Sarah Leighfield
	Magistrate Abigail Burchill
Charter of Human Rights Bench Book and Charter Case Summaries	Justice Stephen McLeish
	Coroner Simon McGregor
	Senior Member Genevieve Nihill AM
Children’s Court Bench Book	Judge Jack Vandersteen
Civil Juries Charge Book	Justice Jacinta Forbes
	Justice James Gorton
	Justice Andrea Tsalamandris
	Judge Julie Clayton
	Judge Jeanette Morrish
Civil Procedure Bench Book	Judge David Purcell
	Justice Maree Kennedy
	Judge Julie Clayton
Coroners’ Bench Book	Judicial Registrar Katherine Lorenz (until Aug 2024)
	Coroner Sarah Gebert
	Coroner Ingrid Giles
Criminal Charge Book	Justice Phillip Priest
	Justice Lesley Taylor
	Justice Terry Forrest (Reserve Judge)
	Justice Amanda Fox
	Judge George Georgiou
	Judge Anne Hassan
	Judge Michael O’Connell (until Sept 2024)
Judge Fiona Todd	

JUDICIAL EDITORIAL COMMITTEE MEMBERSHIP 2024–2025	
EDITORIAL COMMITTEE	JUDICIAL MEMBERS
Criminal Proceedings Manual	Justice Michael Croucher
	Judge Martine Marich
	Magistrate Donna Bakos
Disability Access Bench Book	Judge Kate Hawkins AM
	Magistrate Roslyn Porter
	Senior Member Genevieve Nihill AM
Family Violence Bench Book; Personal Safety Intervention Order Bench Book	Judge David Purcell (from Jan 2025)
	Judicial Registrar Belinda Bales
	Magistrate Michelle Hodgson
Guardianship, Administration and Enduring Powers of Attorney	Senior Member Genevieve Nihill AM
	Senior Member Bernadette Steele
Open Courts Bench Book	Justice John Champion
	Judge Elizabeth Gaynor
Scholarship for the Legal Community	The Honourable Chris Maxwell AC (retired)
	Justice Melanie Sloss
	Judge Douglas Trapnell
Serious Injury Manual	Judge Áine Magee
	Judge David Purcell
Victorian Sentencing Manual	Justice Jane Dixon
	Judge George Georgiou
	Magistrate Jo Metcalf
Victorian Sentencing Manual (Summary offences working group)	Justice Jane Dixon
	Judge George Georgiou
	Magistrate Jo Metcalf

COLLEGE SERVICE ON EXTERNAL COMMITTEES		
COMMITTEE	CONVENING BODY	REPRESENTATIVE
Asia Pacific Judicial Educators (ANZ Group)	Te Kura Kaiwhakawa Institute of Judicial Studies	Samantha Burchell
Courts Collaborative Working Group	Court Services Victoria	David Tedhams
Intermediary Program Advisory Committee	Department of Justice and Community Safety	Liz Margaronis
Judicial Council on Diversity and Inclusion	Council of Chief Justices	Samantha Burchell
Juries Advisory Group	Juries Victoria	Matthew Weatherson
Jury Directions Group	Department of Justice and Community Safety	Matthew Weatherson

AUDIT AND FINANCE COMMITTEE	
Robyn Dyt (Chair)	Greg Lee (Independent Member; Board Representative)
Sam Jones (Independent Member)	Suzie Thoraval (Independent Member)

College staff as of 30 June 2025.

Samantha Burchell CF BA, LLB, M App Sci (Org Dynamics)
Chief Executive Officer

DIRECTORS

Dr Liz Richardson BA, LLB, MCrim (JV Barry Medal), PhD (Law)
Director, Judicial Education

David Tedhams BA, JD
Director, Judicial Information Services

Jo von Seht-Nater BBusCom
Director, Corporate Services

ADVISORS AND SPECIALISTS

Tony Christianen BBus, Grad Dip BusAdmin, CPA, AFAIM, SA FIN
Chief Finance Officer

Maria Lusby PSM BA, LLB
Judicial Education Advisor

Matthew Weatherson BSc (Hons), LLB (Hons)
Judicial Information Advisor

STAFF

Vicki Christou DipEd, BA
Finance and Compliance Coordinator

Kerryn Cockroft BA, LLB (Hons)
Manager, Legal Research

Maria Di Napoli BA
Judicial Education Lead

Sophie Evans Cert Court Services
(Court Services Victoria certification)
Judicial Education Coordinator

Maria Fan BA, LLB (Hons)
Legal Research Officer, Projects

Skye Fantin BSci, LLB (Hons), Grad Dip Legal Prac
Legal Research Officer, Projects

Aimee Foo BBus (Hons), Grad Cert Media, AvdDip Advtg
Events Coordinator

Claudia Gonzalez-Jackson LLB
Executive Assistant

Dr Genevieve Hall BA, LLB (Hons), Grad Dip Ed, PGDipArts, MEd, PhD (Ed)
Judicial Education Lead

Pui Lam Lo BA, JD candidate
Digital Publishing Assistant

Eden Marano Dip Justice
Corporate Services Officer

Liz Margaronis BA, JD
Assistant Director, Judicial Education

Dr Peta Mayer BA (Hons), PhD (EngLit)
Judicial Education Lead

Matthew Mister Grad Dip Design & Digital Comms
Design and Communications Lead

Christopher Norman BA
Judicial Education Support Officer

David Nowak BA (Hons), MPub&Edit
Digital Program Manager

Coleen Ritchie MA SocSci (Hons)
Operations Manager

Damian Siracusa BA, LLB, Grad Dip Legal Prac
Project Manager, Communications

Sophie Suelzle BA (Hons), MPub&Edit
Judicial Education Lead

INTERNS 2024-2025

Georgia Brinsmead

Aleisha Corrigan

Tiffany Oliver

Kate Vogel

Sian Zigomanis

Elephant stamp and gold stars Magistrate Julie Grainger

Tokens of encouragement from Senior Member Margaret Lothian, 'awarded' to Magistrate Julie Grainger on post-it notes during her time as a VCAT member. They stand as a playful reminder of the value of collegial support and mentoring.



Pen

Judicial Registrar Shannon Dellamarta

Gifted to Judicial Registrar Dellamarta by her husband and son on her appointment, this pen accompanies her to work every day – a personal memento of that milestone.



Gold loan bond certificate

Acting Deputy President Reynah Tang AM

This framed bond certificate forms part of the Chinese Government's 1912 five per cent gold loan of £10 million sterling, issued in London in £20 denominations to support the newly established Republic of China. Each bond carries a facsimile of the signature of the Chinese Minister in London, Lew Yuk Lin – the great-grandfather of Acting Deputy President Tang. When Acting Deputy President Tang recognised who had signed the bond while seeing it on display in a former colleague's office, the colleague gifted it to him. Stamped 'Duty Paid – Four Shillings', the bond is a cherished piece that speaks to both a significant family connection and a colleague's generosity.



Financial statements.

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

HOW THIS REPORT IS STRUCTURED

The Judicial College of Victoria (the College) has presented its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with information about the College's stewardship of resources entrusted to it.

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Declaration in the financial statements.

The attached financial statements for the Judicial College of Victoria (the College) 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, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of the College as at 30 June 2025.

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

We authorise the attached financial statements for issue on 16 October 2025.



The Honourable Chief Justice Richard Niall
CHAIRPERSON

16 October 2025



Mr Gregory Lee
BOARD MEMBER

16 October 2025



Ms Samantha Burchell
CHIEF EXECUTIVE OFFICER

16 October 2025



Mr Antony Christianen
CHIEF FINANCE OFFICER

16 October 2025

Independent Auditor's Report

OFFICIAL



Independent Auditor's Report

To the Board of the Judicial College of Victoria

Opinion	<p>I have audited the financial report of the Judicial College of Victoria (the College) which comprises the:</p> <ul style="list-style-type: none">balance sheet as at 30 June 2025comprehensive operating statement for the year then endedstatement of changes in equity for the year then endedcash flow statement for the year then endednotes to the financial statements, including material accounting policy informationdeclaration in the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the College as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards- Simplified Disclosures.</p>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the College in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Board's responsibilities for the financial report	<p>The Board of the College is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards- Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the College'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.</p>

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Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none">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 College's internal controlevaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Boardconclude on the appropriateness of the Board'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 College'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 College 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. <p>I communicate with the Board 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.</p>
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MELBOURNE
22 October 2025

Charlotte Jeffries
as delegate for the Auditor-General of Victoria

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Comprehensive operating statement.

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Notes	2025	2024
CONTINUING OPERATIONS			
Income from transactions			
Grants	2.1	5,014,565	4,778,834
Other income	2.1	486,652	219,328
Total income from transactions		5,501,217	4,998,162
Expenses from transactions			
Employee expenses	3.1.1	(4,013,046)	(3,461,467)
Other operating expenses	3.2	(986,720)	(1,105,041)
Depreciation	4.1.2	(5,534)	(86,286)
Interest expense	6.1	(349)	422
Total expenses from transactions		(5,005,649)	(4,652,372)
Net result from transactions (net operating balance)		495,568	345,790
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ^(a)	8.1	-	14,104
Other gains/(losses) from other economic flows	8.1	2,014	5,078
Total other economic flows included in net result		2,014	19,182
Net result		497,582	364,972
Comprehensive result		497,582	364,972

The accompanying notes form part of these financial statements

(a) Net gain/(loss) on non-financial assets includes unrealised and realised gains/(losses) from revaluations, impairments, and disposals of all physical assets and intangible assets, except when these are taken through the asset revaluation surplus.

Balance sheet.

AS AT 30 JUNE 2025

	Notes	2025	2024
ASSETS			
Financial assets			
Cash and deposits	6.3	2,534,241	2,178,652
Receivables	5.1.1	3,927,767	3,712,350
Total financial assets		6,462,008	5,891,002
Non-financial assets			
Plant and equipment	4.1	24,830	30,364
Total non-financial assets		24,830	30,364
Total assets		6,486,838	5,921,366
LIABILITIES			
Payables	5.2.1	69,753	127,709
Employee related provisions	3.1.2	923,994	792,623
Leases	6.1	24,903	30,430
Total liabilities		1,018,650	950,762
Net assets		5,468,188	4,970,604
EQUITY			
Accumulated surplus		5,130,811	4,633,227
Contributed capital		337,377	337,377
Net worth		5,468,188	4,970,604

The accompanying notes form part of these financial statements

Cash flow statement.

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Notes	(\$) 2025	(\$) 2024
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Receipts from government		4,799,148	4,384,481
Receipts from other entities		486,652	219,328
Goods and Services Tax (paid)/received from the ATO ^(a)		6,881	3,851
Total receipts		5,292,681	4,607,660
PAYMENTS			
Payments to suppliers and employees		(4,931,216)	(4,483,092)
Interest paid		(349)	422
Total payments		(4,931,565)	(4,482,670)
Net cash flows from operating activities		361,116	124,990
CASH FLOWS FROM INVESTING ACTIVITIES			
Sales on non financial assets		-	23,183
Net cash flows from financing activities		-	23,183
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and principal portion of lease liabilities ^(b)		(5,527)	(14,618)
Net cash flows (used in) financing activities		(5,527)	(14,618)
Net increase in cash and cash equivalents		355,589	133,555
Cash and cash equivalents at beginning of financial year		2,178,652	2,045,097
Cash and cash equivalents at end of financial year	6.3	2,534,241	2,178,652

The accompanying notes form part of these financial statements

(a) Goods and Services Tax received from the Australian Taxation Office (ATO) is presented on a net basis.

(b) The College 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 2025

	(\$) Accumulated surplus	(\$) Contributions by owner	(\$) Total
Balance at 1 July 2023	4,268,257	337,377	4,605,634
Comprehensive result for the year	364,972	-	364,972
Balance at 30 June 2024	4,633,229	337,377	4,970,606
Balance at 1 July 2024	4,633,229	337,377	4,970,606
Comprehensive result for the year	497,582	-	497,582
Balance at 30 June 2025	5,130,811	337,377	5,468,188

The accompanying notes form part of these financial statements

1. About this report.

The Judicial College of Victoria (the College) was created by the *Judicial College of Victoria Act 2001* (Act No.20/2001), which was assented on 29 May 2001 and came into operation on 1 February 2002.

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: Judicial College of Victoria, 16/181 William Street, Melbourne VIC 3000.

BASIS OF PREPARATION

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

The College is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. The College’s prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As the College is not a ‘significant entity’ as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

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

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading ‘Significant judgement or estimates’.

These financial statements cover the College as an individual reporting entity. There is no entity consolidated into the College.

All amounts in the financial statements have been rounded to the nearest \$1 unless otherwise stated.

COMPLIANCE INFORMATION

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AASs) which include Interpretations issued by the Australian Accounting Standards Board (AASB). 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 AAS 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.

INTRODUCTION

The College’s statutory functions are:

- to assist in the professional development and continuing education of judicial officers;
- to provide continuing education and training for judicial officers;
- to produce relevant publications;
- to provide (on a fee for service basis) professional development services, or continuing judicial education and training services, to persons who are not judicial officers within the meaning of the Act; and
- to liaise with persons and organisations in connection with the performance of any of its functions.

The College is funded for the provision of outputs consistent with its statutory functions. Funds are accrual-based income derived from monies appropriated annually by Parliament through Court Services Victoria (CSV).

STRUCTURE

- 2.1 Summary of income that funds the delivery of our services
- 2.2 Income from transactions

2.1 SUMMARY OF INCOME THAT FUNDS THE DELIVERY OF OUR SERVICES

	(\$)	(\$)
	2025	2024
Grants	5,014,565	4,778,834
Other revenue - fee for service	486,652	219,328
Total	5,501,217	4,998,162

Revenue and income that fund delivery of the College’s services is accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.2 INCOME FROM TRANSACTIONS

2.2.1 GRANTS

Grants recognised under AASB 1058

The College has determined that the grant income included in the table above is recognised under AASB 1058 on the basis that it has been earned under arrangements that are either not enforceable or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations or that are not enforceable, is recognised when the College has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, the College recognises any related contributions by owners, increases in liabilities, decreases in assets, or revenue (‘related amounts’) in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- contributions by owners, in accordance with AASB 1004 *Contributions*
- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15
- a lease liability in accordance with AASB 16 *Leases*
- a financial instrument, in accordance with AASB 9 *Financial Instruments*
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

2.2.2 Other revenue - fee for service

The other revenue included in the table above are transactions that the College has determined to be classified as revenue from contracts with customers in accordance with AASB 15 *Revenue from Contracts with Customers*.

Revenue is measured based on the consideration specified in the contract with the customer. The College recognises revenue when it transfers control of a good or service to the customer, i.e. when, or as, the performance obligations for the sale of goods and services to the customer are satisfied.

Customers are invoiced and revenue is recognised when the education services are delivered.

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.

Fair Value of Services Provided by Court Services Victoria

Court Services Victoria (CSV) has been centrally funded for services it provides to the College. These services are not recognised in the financial statements of the College, as their fair values cannot be reliably determined. The services that are utilised include accommodation and the use of the CSV’s financial systems, payroll systems, accounts payable, asset register and IT network.

3. The cost of delivering services.

INTRODUCTION

This section provides an account of the expenses incurred by the College in delivering services and outputs. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded.

STRUCTURE

- 3.1 Expenses incurred in delivery of services
- 3.2 Other operating expenses

3.1 EXPENSES INCURRED IN DELIVERY OF SERVICES

		(\$)	(\$)
		2025	2024
Employee benefit expenses	3.1.1	4,013,046	3,461,467
Other operating expenses	3.2	986,720	1,105,041
Total		4,999,766	4,566,508

3.1.1 EMPLOYEE EXPENSES IN THE COMPREHENSIVE OPERATING STATEMENT

	(\$)	(\$)
	2025	2024
Salaries and wages, annual leave and long service leave	3,641,642	\$3,142,920
Defined contribution superannuation expense	371,404	318,547
Total employee expenses	4,013,046	3,461,467

Employee expenses include 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 for defined contribution superannuation plans that are paid or payable during the reporting period.

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 College 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.

3.1.2 EMPLOYEE-RELATED PROVISIONS

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	(\$)	(\$)
	2025	2024
CURRENT PROVISIONS		
Annual leave	225,246	219,679
Long service leave	474,410	395,746
Provisions for on-costs	142,433	120,328
Total current provisions for employee benefits	842,089	735,753
NON-CURRENT PROVISIONS		
Employee benefits	67,960	47,569
On-costs	13,945	9,301
Total non-current provisions for employee benefits	81,905	56,870
Total provisions for employee benefits	923,994	792,623

Wages and salaries, annual leave and sick leave: Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefit provision as current liabilities, because the College does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at remuneration rates which are current at the reporting date. As the College expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the College does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

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.

Employment on-costs such as payroll tax, workers compensation and superannuation 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.

Unconditional LSL is disclosed as a current liability; even where the College does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at either:

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

Conditional LSL 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 LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an ‘other economic flow’ in the net result.

3.2 OTHER OPERATING EXPENSES

	(\$)	(\$)
	2025	2024
Judicial training	296,683	438,060
Purchase of supplies and consumables	373,077	302,754
Purchase of services (including remuneration of auditors)	315,770	364,227
Maintenance	1,190	0
Total other operating expenses	986,720	1,105,041

Operating expenses generally represent the day-to-day running costs incurred in normal operations.

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any inventories held for distribution are expensed when the inventories are distributed.

4. Key assets to support output delivery.

INTRODUCTION

The College controls plant and equipment that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to the College to be utilised for delivery of those services.

STRUCTURE

4.1 Plant and equipment

4.1 PLANT AND EQUIPMENT

	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025	2024	2025	2024	2025	2024
Plant, equipment and vehicles at fair value ^(a)	35,436	35,436	(10,606)	(5,072)	24,830	30,364
Total plant and equipment	35,436	35,436	(10,606)	(5,072)	24,830	30,364

Note

(a) Right of Use assets for motor vehicle is included in the Property Plant and Equipment

4.1.1 TOTAL RIGHT-OF-USE ASSETS: VEHICLES

	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025	2024	2025	2024	2025	2024
Vehicles	35,436	35,436	(10,606)	(5,072)	24,830	30,364
Net carrying amount	35,436	35,436	(10,606)	(5,072)	24,830	30,364

	(\$)
	2025 vehicles
Opening balance - 1 July 2024	30,364
Depreciation	(5,534)
Closing balance - 30 June 2025	24,830

Right-of-use asset acquired by lessees – Initial measurement

The College recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset acquired by lessees – Subsequent measurement

The College 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. The estimated useful life of the right-of-use assets are determined on the same basis as plant and equipment. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

4.1.2 DEPRECIATION

All plant, equipment and motor vehicles that have finite useful lives are depreciated.

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

Asset	Useful life: years
Plant, equipment and vehicles (including leased assets)	3 to 10

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.

4.1.3 RECONCILIATION IN CARRYING VALUES OF PLANT AND EQUIPMENT AND VEHICLE

2025	Plant, equipment and vehicles at fair value
Opening balance	30,364
Depreciation	(5,534)
Closing balance	24,830

5. Other assets and liabilities.

INTRODUCTION

This section sets out those assets and liabilities that arose from the College's operations.

STRUCTURE

- 5.1 Other assets
- 5.2 Other liabilities

5.1 OTHER ASSETS

5.1.1 RECEIVABLES

	(\$)	(\$)
	2025	2024
Contractual		
Sale of goods and services	14,586	-
Statutory		
Amount owing from Victorian Government	3,913,181	3,712,350
Total receivables	3,927,767	3,712,350
<i>Represented by:</i>		
Current receivables	3,845,862	3,655,480
Non-current receivables	81,905	56,870

Contractual receivables are classified as financial instruments and categorised as 'financial assets and amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. The College holds the contractual receivables with the objective to collect the contractual cash flows and therefore 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 (except for impairment) but are not classified as financial instruments for disclosure purposes. The College applies AASB 9 for initial measurement of the statutory receivables and, as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

5.2 OTHER LIABILITIES

5.2.1 PAYABLES

	(\$)	(\$)
	2025	2024
Contractual payables		
Supplies and services	47,928	118,025
Other payables	19,197	9,684
Statutory payables		
GST payable	2,628	-
Total payables	69,753	127,709
<i>Represented by:</i>		
Current payables	69,753	127,709

Payables consist of:

- **Contractual payables:** Classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for supplies and services provided to the College prior to the end of the financial year that are unpaid.
- **Statutory payables:** Recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

Payables for supplies and services have an average credit period of 30 days.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they are not classified as financial instruments.

6. How we financed our operations.

INTRODUCTION

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

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 provides additional, specific financial instrument disclosures.

STRUCTURE

- 6.1 Borrowings
- 6.2 Leases
- 6.3 Cash flow information and balances
- 6.4 Trust account balances
- 6.5 Commitments for expenditure

6.1 BORROWINGS

	(\$)	(\$)
	2025	2024
Current borrowings		
Lease liabilities	5,597	5,528
Total current borrowings	5,597	5,528
Non-current borrowings		
Lease liabilities	19,306	24,902
Total non-current borrowings	19,306	24,902
Total borrowings	24,903	30,430

'Borrowings' refer to motor vehicle lease liabilities.

Borrowings are classified as financial instruments. Interest bearing liabilities are classified at amortised cost and recognised at fair value of the consideration received less directly attributed transaction costs and subsequently measured at amortised cost using the effective interest method.

TERMS AND CONDITIONS OF BORROWINGS

	Weighted average interest rate (%)	Carrying amount	Nominal amount	Maturity dates				
				Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	5+ years
2025								
Lease liabilities	1.30	24,903	24,903	461	922	4,146	19,374	-
Total		24,903	24,903	461	922	4,146	19,374	-
2024								
Lease liabilities	1.25	30,430	30,430	461	921	4,146	24,902	-
Total		30,430	30,430	461	921	4,146	24,902	-

INTEREST EXPENSE

	(\$)	(\$)
	2025	2024
Interest on lease liabilities	349	(422)
Total interest expense	349	(422)

Interest expense relates to the cost of the motor vehicle lease and is recognised in the period in which it is incurred.

6.2 LEASES

6.2.1 RIGHT-OF-USE ASSETS

The College leases motor vehicles. The lease contracts are typically made for fixed periods of 3 years. Right-of-use assets are presented in note 4.1.1.

6.2.2 RECOGNITION AND MEASUREMENT OF LEASES AS A LESSEE

Lease Liability – initial measurement

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

Lease payments included in the measurement of the lease liability comprise 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 reasonably certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes 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.

6.3 CASH FLOW INFORMATION AND BALANCES

Cash and deposits, including cash equivalents, comprise funding held in the Special Trust fund.

For cash flow statement presentation purposes, cash and cash equivalents are indicated below.

	(\$)	(\$)
	2025	2024
Special (Trust) fund holdings	2,534,241	2,178,652
Total balance as per cash flow statement	2,534,241	2,178,652

6.4 TRUST ACCOUNT BALANCES

Trust account balances relating to trust accounts controlled and/or administered by the College.

Cash and cash equivalents and investments	2025				2024			
	Opening balance as at 1 July 2024	Total receipts	Total payments	Closing balance as at 30 June 2025	Opening balance as at 1 July 2023	Total receipts	Total payments	Closing balance as at 30 June 2024
Controlled trusts								
The College Trust account balance ^(a)	2,178,652	486,652	(131,063)	2,534,241	2,045,097	219,328	(85,773)	2,178,652
Total	2,178,652	486,652	(131,063)	2,534,241	2,045,097	219,328	(85,773)	2,178,652

Notes:

(a) The College holds trust account balance that are included in the Treasury Trust Fund. Funds are drawn from the trust account in relation to specific College programs and projects that are approved by the College Board.

6.5 COMMITMENTS FOR EXPENDITURE

The College commitments payable for 2024-25: Nil (2024: \$Nil)

7. Financial instruments, contingencies and valuation judgements.

INTRODUCTION

It is often necessary for the College to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a high level of judgement to be applied, which for the College related mainly to fair value determination.

STRUCTURE

- 7.1 Financial instruments specific disclosures
- 7.2 Contingent assets and contingent liabilities
- 7.3 Fair value determination

7.1 FINANCIAL INSTRUMENTS SPECIFIC DISCLOSURES

Introduction

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 College'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*.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs 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 College to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

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 College recognises the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables)

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They 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 College recognises the following liabilities in this category:

- payables (excluding statutory payables)
- borrowings (including lease liabilities)

7.1.1 FINANCIAL INSTRUMENTS: NET GAIN/(LOSS) ON FINANCIAL INSTRUMENTS BY CATEGORY

2025	Carrying amount	Net gain/(Loss)	Total interest income/(expense)	Fee Income/(expense)
Financial assets at amortised cost				
Trust fund balances	2,534,241	-	-	486,652
Total financial assets at amortised cost	2,534,241	-	-	486,652
Financial liabilities at amortised cost				
Trade payables ^(a)	2,310	-	-	-
Borrowings				
Lease liabilities	24,903	-	349	-
Total contractual financial liabilities	27,213	-	349	-

Notes

^(a)The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable and taxes payable).

2024	Carrying amount	Net gain/(Loss)	Total interest income/(expense)	Fee Income/(expense)
Financial assets at amortised cost				
Trust fund balances	2,178,652	-	-	133,555
Total financial assets at amortised cost	2,178,652	-	-	133,555
Financial liabilities at amortised cost				
Trade payables ^(a)	10,540	-	-	-
Borrowings				
Lease liabilities	30,430	-	422	-
Total contractual financial liabilities	40,970	-	422	-

Notes

^(a)The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable and taxes payable).

7.2 CONTINGENT ASSETS AND CONTINGENT LIABILITIES

7.2.1 CONTINGENT ASSETS

The College has no contingent assets (2024: \$Nil)

7.2.2 CONTINGENT LIABILITIES

The College has no contingent liabilities (2024: \$Nil)

7.3 FAIR VALUE DETERMINATION

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the College.

This section sets out information on how the College determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Plant and equipment is carried at fair value.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

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

The College 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.

7.3.1 FAIR VALUE DETERMINATION: NON-FINANCIAL PHYSICAL ASSETS

Vehicles (including right-of-use assets) are valued using the current replacement cost method. The College acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in VicFleet who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

8. Other disclosures.

INTRODUCTION

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

STRUCTURE

- 8.1 Other economic flows included in net result
- 8.2 Responsible persons
- 8.3 Remuneration of executives
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Subsequent events

8.1 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.

	(\$)	(\$)
	2025	2024
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	-	14,104
Total net gain/(loss) on non-financial assets	-	14,104
Other gains/(losses) from other economic flows		
Net gain/(loss) arising from revaluation of annual leave ^(a)	60	(113)
Net gain/(loss) arising from revaluation of long service leave liability ^(a)	1,954	5,191
Total other gains/(losses) from other economic flows	2,014	5,078
Total other economic flows included in net result	2,014	19,182

Notes

^(a) Revaluation gain/(loss) due to changes in rates

8.2 RESPONSIBLE PERSONS

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994 (FMA)*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Ministers and Accountable Officers in the College are as follows:

Responsible Minister	Name	Period
Attorney-General	The Hon Jaclyn Symes MP	1 July 2024 to 18 December 2024
Attorney-General	The Hon Sonya Kilkenny MP	19 December 2024 to 30 June 2025
Acting Attorney-General	The Hon Enver Erdogan MP	1 November 2024 to 5 November 2024
Accountable Officer	Name	Period
Chief Executive Officer	Ms Samantha Burchell	1 July 2024 to 30 June 2025
Acting Chief Executive Officer	Mr Matthew Weatherson	1 July 2024 to 12 July 2024
Acting Chief Executive Officer	Mr Matthew Weatherson	6 January 2025 to 10 January 2025

Governing Body

The persons who held membership of the College Board of Directors are as follows:

Position	Name	Period
Chair	The Honourable Chief Justice Anne Ferguson	1 July 2024 to 2 February 2025
	The Honourable Chief Justice Richard Niall	3 February 2025 to 30 June 2025
Board member	The Honourable Chief Judge Peter Kidd	1 July 2024 to 27 April 2025
	The Honourable Chief Judge Amanda Chambers	27 May 2025 to 30 June 2025
	Her Honour Acting Chief Judge Meryl Sexton	28 April 2025 to 26 May 2025
	The Honourable Justice Ted Woodward	1 July 2024 to 30 June 2025
	The Honourable Justice Lisa Hannan	1 July 2024 to 30 June 2025
	His Honour Judge John Cain	1 July 2024 to 30 June 2025
	His Honour Judge Jack Vandersteen	1 July 2024 to 30 June 2025
	Emeritus Professor Arie Freiberg AM	1 July 2024 to 30 June 2025
Mr Greg Lee	1 July 2024 to 30 June 2025	

REMUNERATION

Remuneration received or receivable by the Accountable Officer in connection with the management of the College during the reporting period was in the range: \$250,000–\$259,000 (2024: \$240,000–\$249,000).

Judicial members of the responsible body are remunerated under the *Judicial Entitlements Act 2015* as holders of judicial positions defined by the respective acts of law that create the Victorian judiciary. Judicial members receive no additional remuneration in their capacity as members of the College's Board of Directors.

The number of responsible persons, other than the Minister, their total remuneration is shown below:

Band Range	2025	2024
\$0-\$9,999	11	8
\$10,000-\$19,000	1	-
\$20,000-\$29,000	-	1
\$240,000-\$249,000	-	1
\$250,000-\$259,000	1	-
Total	13	10
Total remuneration	279,926	266,404

8.3 REMUNERATION OF EXECUTIVES

The Chief Executive Officer is the Accountable Officer and is reported under remuneration of responsible persons in note 8.2. There were no other senior executive service officers whose remuneration is required to be disclosed under FRD 21 *Disclosures of responsible persons and executive officers in the financial report*.

8.4 RELATED PARTIES

The College is an independent entity established under the *Judicial College of Victoria Act 2001*. It is a wholly owned and controlled entity of the State of Victoria. Related parties of the College 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
- 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.

Significant transactions with government-related entities

The College received funding from:

	(\$)	(\$)
	2025	2024
Court Services Victoria	5,014,565	4,778,834
County Court of Victoria	141,712	176,816
Total	5,156,277	4,955,650

The College made payments to:

	(\$)	(\$)
	2025	2024
Cenitex	131,699	116,671
Department of Justice and Community Safety	1,095	-
Sunraysia Institute of TAFE	-	5,100
Supreme Court of Victoria - Library Services	57,357	56,000
Victorian Auditor-General's Office	23,500	22,560
Victorian Managed Insurance Authority	15,342	13,393
Total	228,993	213,724

Key management personnel (KMP) of the College include the Attorney-General, the Chair, Board members and the Chief Executive Officer.

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Attorney-General receives. The Attorney-General's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report. It also excludes the salaries and benefits the judicial members of the responsible body, as judicial members are remunerated through Court Services Victoria under the *Judicial Entitlements Act 2015* and receive no additional remuneration in their capacity as members of the College's Board of Directors.

During 2024-25, two Governor-in-Council appointees received sitting fees for their role on the College Board of Directors. The table below includes these sitting fees and the remuneration paid to the Chief Executive Officer.

	(\$)	(\$)
Compensation of KMPs	2025	2024
Total^(a)	279,926	266,404

Notes:

(a) Note that KMPs are also reported in the disclosure of remuneration of executive officer (Note 8.3).

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.

Further employment of 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 Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the College and related party transactions previously disclosed, there were no related party transactions that were attributed to 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.

8.5 REMUNERATION OF AUDITORS

	(\$)	(\$)
	2025	2024
Victorian Auditor General's Office		
Audit of the financial statements	23,500	22,560
Total remuneration of auditors	23,500	22,560

8.6 SUBSEQUENT EVENTS

The Board of the College considers that no matters or circumstances have arisen subsequent to 30 June 2025, that would require adjustment of, or disclosure in, the financial statements.

Disclosures & report of operations.

1. Governance and organisational structure

- 1.1 Manner of establishment and responsible Minister
- 1.2 Purpose and functions
- 1.3 Structure
- 1.4 Board of Directors
- 1.5 Audit and Finance Committee
- 1.6 Occupational health and safety
- 1.7 Employment and conduct principles

2. Financial information

- 2.1 Five-year financial summary
- 2.2 Significant changes in financial position during the year
- 2.3 Disclosure of grants and transfer payments (other than contributions by owners)

3. Workforce data

- 3.1 Public sector values and employment principles
- 3.2 Comparative workforce data
- 3.3 Executive data
- 3.4 Workforce inclusion policy

4. Other disclosures

- 4.1 Local Jobs First
- 4.2 Government advertising expenditure
- 4.3 Consultancy expenditure
- 4.4 Reviews and studies expenditure
- 4.5 Information and communication technology (ICT) expenditure
- 4.6 Disclosure of major contracts
- 4.7 Freedom of Information (FOI)
- 4.8 Compliance with the *Building Act 1993*
- 4.9 Competitive neutrality policy
- 4.10 Compliance with the *Public Interest Disclosures Act 2012*
- 4.11 Compliance with the *Carers Recognition Act 2012*
- 4.12 Compliance with the *Disability Act 2006*
- 4.13 Disclosure of emergency procurement
- 4.14 Disclosure of social procurement activities under the Social Procurement Framework
- 4.15 Disclosure of procurement complaints
- 4.16 Reporting of environmental data
- 4.17 Additional information available on request
- 4.18 Compliance with DataVic Access Policy
- 4.19 Asset Management Accountability Framework maturity assessment
- 4.20 Financial management compliance attestation

5. Disclosure index

1. Governance and organisational structure

1.1 MANNER OF ESTABLISHMENT AND RESPONSIBLE MINISTER

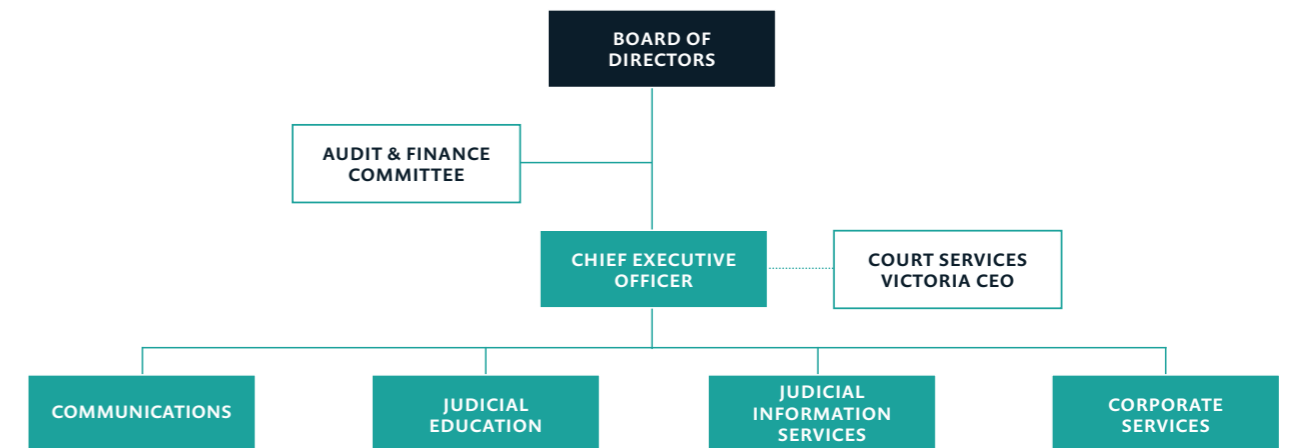
The Judicial College of Victoria (the College) was established with bipartisan support in 2002 by the *Judicial College of Victoria Act 2001*. The responsible Minister is the Attorney-General of Victoria.

1.2 PURPOSE AND FUNCTIONS

The purpose of the College is to provide the functions of assisting the professional development of judicial officers and providing continuing education and training for judicial officers.

The nature and range of service provision and communities served is detailed throughout the text of the Annual Report.

1.3 STRUCTURE



1.4 BOARD OF DIRECTORS

The College's Board of Directors (the Board) is responsible for the management of the affairs of the College and comprises the heads of the six Victorian jurisdictions and, currently, two Attorney-General appointees. The Board meets quarterly to set the College's strategic direction, oversee operations and ensure that the College's work meets the education needs and priorities of the Victorian judiciary.

Disclosures & Report of Operations

1.5 AUDIT AND FINANCE COMMITTEE

The Audit and Finance Committee (the Committee) consists of the following members:

- Ms Robyn Dyt (Chair)
- Mr Greg Lee (Independent Member; Board representative)
- Mr Sam Jones (Independent Member)
- Ms Suzie Thoraval (Independent Member)

The Committee is established by and reports to the Board. Its role is to provide advice and oversight as delegated by the Board on a range of financial, audit and risk matters, and to assist the Board in the effective discharge of the responsibilities prescribed in the *Financial Management Act 1994*, the *Audit Act 1994* and other relevant legislation as well as the *Standing Directions 2018*, Australian Accounting Standards and prescribed requirements. The Committee oversees:

- Financial performance and reporting processes, including the annual financial statements
- Scope of the work, performance and independence of external audit
- Operation and implementation of the risk management framework
- Effectiveness of the internal control system
- Processes for monitoring compliance with laws and regulations.

The Chief Finance Officer (CFO) attends Committee meetings by standing invitation, providing financial advice and support as required. The role of the College's CFO is filled by Mr Tony Christianen. The Chief Executive Officer of the College and a representative of the Victorian Auditor-General's Office also attend meetings by standing invitation.

Management of the College extends sincere thanks to the Committee for sharing its collective wisdom, expertise and guidance on matters within its purview.

1.6 OCCUPATIONAL HEALTH AND SAFETY (OH&S)

The College is committed to providing a safe working environment which promotes the health, safety and wellbeing of staff. Key initiatives include:

- Access to a range of free and confidential supports including the Employee Wellbeing Service, Contact Officers and Peer Supporters
- Access to flexible working arrangements
- Guidance to support appropriate ergonomics at work and when working from home
- Provision of speciality office equipment where applicable
- Manual handling training
- Advanced sexual harassment and bystander training
- Proactive risk management.

The College accesses specialist OH&S expertise from Court Services Victoria (CSV) and participates fully in the implementation of any OH&S initiatives led by CSV.

For further information regarding performance against OH&S measures, please refer to the CSV Annual Report.

1.7 EMPLOYMENT AND CONDUCT PRINCIPLES

The College is committed to applying merit and equity principles when appointing staff. The selection processes ensure applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination.

The College promotes the personal and professional development of its staff to achieve sustained improvements and create satisfying career paths. The College actively promotes safe work practices, career development, balanced lifestyles and a friendly, non-discriminatory working environment.

Employees have been correctly classified in workforce data collections.

2. Financial Information

2.1 FIVE-YEAR FINANCIAL SUMMARY

FIVE-YEAR FINANCIAL SUMMARY	NOTES	2024-25	2023-24	2022-23	2021-22	2020-21
Income						
Income from government	1	5,014,565	4,778,834	4,682,053	4,840,088	4,355,300
Other grants or income	2	486,652	219,328	178,200	154,734	278,642
Total income from transactions		5,501,217	4,998,162	4,860,253	4,994,822	4,633,942
Total expenses from transactions						
		(5,005,649)	(4,652,372)	(4,430,724)	(4,107,649)	(3,907,013)
Other economic flows	3	2,014	19,182	(4,186)	53,587	113,454
Net result for the period		497,582	364,972	425,344	940,760	840,383
Net cash flow from operating activities						
		361,116	124,990	183,510	146,709	280,692
Total assets	4	6,486,838	5,921,366	5,462,251	5,225,826	4,135,434
Total liabilities		1,018,650	950,762	856,620	1,045,538	895,905

Notes

1. The increase in Income from Government is due to supplementation funding for the 2024 Victorian Public Service Enterprise Agreement.
2. The increase in Other Income relates to Victorian Legal Services Board grant funding.
3. Other Economic Flows relate to valuation adjustments to long service leave liability.
4. Total Assets increased due to an increase in the College Trust Fund balance and Victorian Legal Services Board grant funding.

2.2 SIGNIFICANT CHANGES IN FINANCIAL POSITION DURING THE YEAR

Nil disclosable.

2.3 DISCLOSURE OF GRANTS AND TRANSFER PAYMENTS (OTHER THAN CONTRIBUTIONS BY OWNERS)

Nil disclosable.

Disclosures & Report of Operations

3. Workforce data

3.1 PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES

The *Public Administration Act 2004* established the Victorian Public Sector Commission (VPSC). The VPSC's role is to strengthen public sector efficiency, effectiveness and capability, and advocate for public sector professionalism and integrity.

Staff of the College are employed by CSV. CSV's policies and practices are consistent with the VPSC's employment standards and provide for fair treatment, career opportunities and the early resolution of workplace issues. CSV advises its employees on how to avoid conflicts of interest, how to respond to offers of gifts and how it deals with misconduct.

3.2 COMPARATIVE WORKFORCE DATA

The following table discloses the head count and full-time equivalent (FTE) of all active public service employees of the College within CSV, employed in the last full pay period in June of the current reporting period, and in the last full pay period in June of the previous reporting period (2024).

DETAILS OF EMPLOYMENT LEVELS IN JUNE 2025								
		ALL EMPLOYEES		ONGOING			FIXED TERM & CASUAL	
		HEADCOUNT	FTE	FULL-TIME (HEADCOUNT)	PART-TIME (HEADCOUNT)	FTE	HEADCOUNT	FTE
DEMOGRAPHIC DATA	GENDER							
	WOMEN	18	16	12	4	14.2	2	1.8
	MEN	7	6.2	5	1	5.6	1	0.6
	SELF-DESCRIBED	0	0	0	0	0	0	0
	AGE							
	15-24	1	0.6	0	0	0	1	0.6
	25-34	5	5	5	0	5	0	0
	35-44	8	7.6	7	1	7.6	0	0
	45-54	7	5.8	3	3	5	1	0.8
55-64	4	3.2	2	1	2.2	1	1	
65+	0	0	0	0	0	0	0	
CLASSIFICATION DATA	VPS GRADES							
	VPS 1	0	0	0	0	0	0	0
	VPS 2	1	0.6	0	0	0	1	0.6
	VPS 3	3	2.8	2	0	2	1	0.8
	VPS 4	6	6	6	0	6	0	0
	VPS 5	8	6.6	4	4	6.6	0	0
	VPS 6	5	4.2	4	1	4.2	0	0
	STS ^(a)	1	1	1	0	1	0	0
	EXECUTIVES	1	1	0	0	0	1	1
TOTAL EMPLOYEES	25	22.2	17	5	19.8	3	2.4	

DETAILS OF EMPLOYMENT LEVELS IN JUNE 2024								
		ALL EMPLOYEES		ONGOING			FIXED TERM & CASUAL	
		HEADCOUNT	FTE	FULL-TIME (HEADCOUNT)	PART-TIME (HEADCOUNT)	FTE	HEADCOUNT	FTE
DEMOGRAPHIC DATA	GENDER							
	WOMEN	24	19.6	11	6	15.1	7	4.5
	MEN	6	5.6	5	1	5.6	0	0
	SELF-DESCRIBED	1	0	0	0	0	1	0
	AGE							
	15-24	3	1	1	0	1	2	0
	25-34	7	6	5	0	5	2	1
	35-44	12	11	7	4	10.1	1	0.9
	45-54	5	4	1	2	2.4	2	1.6
55-64	4	3.2	2	1	2.2	1	1	
65+	0	0	0	0	0	0	0	
CLASSIFICATION DATA	VPS GRADES							
	VPS 1	0	0	0	0	0	0	0
	VPS 2	4	1	0	0	0	4	1
	VPS 3	4	3.8	3	0	3	1	0.8
	VPS 4	6	5.8	5	1	5.8	0	0
	VPS 5	9	7.6	3	4	5.9	2	1.7
	VPS 6	6	5	4	2	5	0	0
	STS ^(a)	1	1	1	0	1	0	0
	EXECUTIVES	1	1	0	0	0	1	1
TOTAL EMPLOYEES	31	25.2	16	7	20.7	8	4.5	

Note: ^(a) Senior Technical Specialist

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff^(a)

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

INCOME BAND (SALARY)	EXECUTIVES	SENIOR TECHNICAL SPECIALISTS	OTHER
\$200,000 – \$219,999		1	
\$240,000 – \$259,999	1		
Total	1	1	0

Note: ^(a) The salaries reported are for the full financial year, at a 1-FTE rate, and exclude superannuation.

3.3 EXECUTIVE DATA

An executive is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* or a person to whom the Victorian Government's Public Entity Executive Remuneration Policy applies.

As of 30 June 2025, there is one executive officer at the College.

3.4 WORKFORCE INCLUSION POLICY

Staff of the College are employed by CSV. Both the College and CSV aim to create a workforce that reflects the community in which we live. The CSV Gender Equality Action Plan 2021-2025 reflects the commitment to creating a more psychologically safe workplace culture that promotes inclusivity and respect for everyone. For further information regarding workforce inclusion measures, please refer to the CSV Annual Report.

4. Other disclosures

4.1 LOCAL JOBS FIRST

The *Local Jobs First Act 2003* introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

Departments and public sector bodies are required to apply the Local Jobs First policy in all projects valued at \$3 million or more in Metropolitan Melbourne or for state-wide projects, or \$1 million or more for projects in regional Victoria. MPSG applies to all construction projects valued at \$20 million or more.

The College did not have any projects over the threshold values during the reporting period.

4.2 GOVERNMENT ADVERTISING EXPENDITURE

The College did not engage in any disclosable government advertising campaigns during the reporting period.

4.3 CONSULTANCY EXPENDITURE

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

In 2024-25, there were three consultancies where the total fees payable to the consultants was \$10,000 or greater. The total expenditure incurred during 2024-25 in relation to these consultancies was \$30,840 (excluding GST). Details of individual consultancies are outlined below.

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED PROJECT FEE	EXPENDITURE 2024-25	FUTURE EXPENDITURE
Dexis Pty Ltd	Strategic advisory services	10,500	10,500	-
Greg Wilson Advisory Ptd Ltd	Strategic review services	25,200	12,600	-
PV Studio	Audio-visual technical specification services	17,820	7,740	10,080

Details of consultancies under \$10,000

In 2024-25, there were no consultancies engaged during the year where the total fees payable to the individual consultant was less than \$10,000.

4.4 REVIEWS AND STUDIES EXPENDITURE

The College did not undertake any disclosable reviews or studies during the reporting period.

4.5 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) EXPENDITURE

For the 2024-25 reporting period, the College had a total ICT expenditure of \$468,942 with the details shown below.

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 (OPEX)	Capital expenditure (CAPEX)
(Total)	(Total = OPEX + CAPEX)		
359,384	109,558	109,558	-

ICT expenditure refers to the College's costs in providing in providing business enabling ICT services within the current reporting period. It comprises Business as Usual (BAU) ICT expenditure and Non Business as Usual (Non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to extending or enhancing the College'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.

4.6 DISCLOSURE OF MAJOR CONTRACTS

The College did not enter any disclosable major contracts during the reporting period.

4.7 FREEDOM OF INFORMATION (FOI)

The *Freedom of Information Act 1982* (FOI Act) allows the public a right of access to documents held by the College. The purpose of the FOI 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 FOI 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 College is available on the College's website under its Part II Information Statement.

The FOI 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 that is confidential under another Act.

Under the FOI 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 College, under section 49A of the FOI 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 can be lodged online at online.ovic.vic.gov.au. An application fee of \$32.70 applies. Access charges may also be payable if the document pool is large and the search for material time consuming.

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.

If you are unable to make a request online, you can request documents in the possession of the College by writing to:

Freedom of Information, Judicial College of Victoria, 16/181 William Street, Melbourne VIC 3000

Enquiries can be made to the College's FOI Officer via email at info@judicialcollege.vic.edu.au

FOI statistics/timeliness

During 2024-25, the College did not receive any FOI applications.

Further information

Further information regarding the operation and scope of FOI can be obtained from the FOI Act, regulations made under the FOI Act, and ovic.vic.gov.au.

4.8 COMPLIANCE WITH THE BUILDING ACT 1993

The College does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

4.9 COMPETITIVE NEUTRALITY POLICY

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete, with the private sector, any net advantage arising from government ownership is accounted for if it is not in the public interest. Government businesses that undertake significant business activities are required to implement competitive neutrality measures (such as setting competitive neutral prices), which accounts for any net advantage that comes from public ownership. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on removing resource allocation distortions.

Where applicable, the College fulfils its requirements on competitive neutrality reporting as required under the *Competition Principles Agreement* and the *Competition and Infrastructure Reform Agreement*.

4.10 COMPLIANCE WITH THE PUBLIC INTEREST DISCLOSURES ACT 2012

The *Public Interest Disclosures Act 2012* (the PID Act) encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The PID Act provides protection to people who make disclosures in accordance with the PID Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

The College does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The College will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Reporting procedures

Disclosures of improper conduct or detrimental action by the College or any of its employees may be made to any of the following personnel:

- Public Interest Disclosure Coordinator or Public Interest Disclosure Officer
- Manager or supervisor of the discloser
- Manager or supervisor of the person who is the subject of the disclosure
- A person acting in any of the above roles.

Alternatively, disclosures may also be made directly to the Independent Broad-based Anti-corruption Commission: Level 1, North Tower, 459 Collins Street, Melbourne VIC 3000

Phone: 1300 735 135

Internet: www.ibac.vic.gov.au

Disclosures under the Public Interest Disclosures Act 2012

	2024-25	2023-24
The number of disclosures made by an individual to the College and notified to the Independent Broad Based Anti-Corruption Commission	0	0
Assessable disclosures	0	0

4.11 COMPLIANCE WITH THE CARERS RECOGNITION ACT 2012

Staff of the College are employed by CSV. CSV has taken all practical measures to comply with its obligations under the *Carer's Recognition Act 2012* (the CR Act). These include:

- Ensuring staff have an awareness and understanding of the care relationship principles set out in the CR Act by providing all new employees with information about their rights under the legislation
- Ensuring that employees who have carer responsibilities are supported to balance work responsibilities and caring commitments
- Considering the care relationship principles when setting policies and developing programs. CSV's people management policies, resources and programs reflect the guiding principles of the CR Act.

4.12 COMPLIANCE WITH THE 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 College participates in the implementation of CSV initiatives under the *Disability Act 2006* to promote inclusion and reduce barriers to people with a disability. The College makes all necessary accommodations as required and strives to ensure that recruitment processes are accessible to people of all abilities.

4.13 DISCLOSURE OF EMERGENCY PROCUREMENT

The College did not engage in any applicable procurement in connection with an emergency during the reporting period.

4.14 DISCLOSURE OF SOCIAL PROCUREMENT ACTIVITIES UNDER THE SOCIAL PROCUREMENT FRAMEWORK

The Social Procurement Framework 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*.

Together with CSV, the College 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.

Social Procurement Framework

CSV's Social Procurement Strategy prioritises the following Social Procurement objectives:

- Opportunities for Victorian Aboriginal people
- Women's equality and safety
- Opportunities for disadvantaged Victorians.

Social procurement achievements

During 2024-25, the College engaged 10 social benefit suppliers with a total spend of \$26,352 (excluding GST) with certified social enterprises, Aboriginal businesses and disability enterprises.

Social Procurement Framework Objective	Suppliers	Spend
Opportunities for Victorian Aboriginal people	6	14,354
Opportunities for Victorians with disability	1	3,750
Sustainable Victorian social enterprises	3	8,248
Total	10	26,352

The College participates in the implementation of CSV social procurement initiatives aimed at advancing social and sustainable outcomes for Victoria.

4.15 DISCLOSURE OF PROCUREMENT COMPLAINTS

The College did not receive any formal complaints through its procurement complaints management system during the reporting period.

4.16 REPORTING OF ENVIRONMENTAL DATA

The College is committed to environmental sustainability in its operations.

The Victorian Government's aim of improving environmental management is supported by requiring specific entities to disclose their ongoing performance in managing and reducing the environmental impacts of their operations. The College is classified as a Tier 4 Entity for the purposes of these reporting obligations.

The College has a Memorandum of Understanding in place with CSV for the provision of office accommodation and fleet services (one motor vehicle, administered by VicFleet). CSV aligns with the Victorian Government's environmental policies and strategies and is focused on reducing its environmental footprint to support the Government's goal of achieving net zero emissions by 2050.

The College participates fully in any environmental programs undertaken by CSV. For further information regarding environmental reporting data, please refer to the CSV Annual Report.

4.17 ADDITIONAL INFORMATION AVAILABLE ON REQUEST

In compliance with the requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by the College and are available on request, subject to the provisions of the *Freedom of Information Act 1982*.

- 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 College about itself, and how these can be obtained
- Details of changes in prices, fees, charges, rates and levies charged by the College
- Details of any major external reviews carried out on the College
- Details of major research and development activities undertaken by the College
- Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- Details of the major promotional, public relations and marketing activities undertaken by the College 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 College and details of time lost through industrial accidents and disputes
- A list of major committees sponsored by the College, the purposes of each committee and the extent to which the purposes have been achieved
- Details of all consultancies and contractors including:
 - o Consultants/contractors engaged
 - o Services provided
 - o Expenditure committed to for each engagement.

The information is available on request from:

Office of the Chief Executive Officer
Judicial College of Victoria

Phone: (03) 9032 0555

Email: officeofthecceo@judicialcollege.vic.edu.au

4.18 COMPLIANCE WITH DATAVIC ACCESS POLICY

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, information included in this Annual Report will be available on our website in electronic readable format.

4.19 ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK MATURITY ASSESSMENT

The College holds an exemption from the requirements of the Asset Management Accountability Framework from the Minister for Finance.

4.20 FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION

Judicial College of Victoria Financial Management Compliance Attestation Statement

I, **Samantha Burchell**, on behalf of the Responsible Body, certify that the Judicial College of Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Samantha Burchell

Chief Executive Officer

Judicial College of Victoria

16 October 2025

Disclosures & Report of Operations

5. Disclosure Index

The Report of Operations and Disclosures is prepared in accordance with the requirements of the *Financial Management Act 1994*, Standing Directions (SDs) and associated instructions, applicable Australian Accounting Standards and Financial Reporting Directions (FRDs). It is presented in accordance with the guidelines contained in the *2024-25 Model Report for Victorian Government Departments*.

The Annual Report of the College is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the College's compliance with statutory disclosure requirements.

LEGISLATION	REQUIREMENT	PAGE REFERENCE
STANDING DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS		
REPORT OF OPERATIONS		
CHARTER AND PURPOSE		
FRD 22	Manner of establishment and the relevant Ministers	73
FRD 22	Purpose, functions, powers and duties	73
FRD 22	Key initiatives and projects	Whole document
FRD 22	Nature and range of services provided	38-40
MANAGEMENT AND STRUCTURE		
FRD 22	Organisational structure	46, 73
FINANCIAL AND OTHER INFORMATION		
FRD 10	Disclosure index	82
FRD 12	Disclosure of major contracts	79
FRD 15	Executive disclosures	77
FRD 22	Employment and conduct principles	74
FRD 22	Occupational health and safety policy	74
FRD 22	Summary of the financial results for the year	75
FRD 22	Significant changes in financial position during the year	75
FRD 22	Major changes or factors affecting performance	75
FRD 22	Subsequent events	70
FRD 22	Application and operation of the <i>Freedom of Information Act 1982</i>	79
FRD 22	Compliance with building and maintenance provisions of the <i>Building Act 1993</i>	79
FRD 22	Statement on National Competition Policy	79
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	79
FRD 22	Application and operation of the <i>Carers Recognition Act 2012</i>	80
FRD 22	Details of consultancies over \$10,000	78
FRD 22	Details of consultancies under \$10,000	78
FRD 22	Disclosure of government advertising expenditure	78
FRD 22	Disclosure of ICT expenditure	78
FRD 22	Reviews and studies expenditure	78
FRD 22	Statement of availability of other information	81
FRD 22	Asset Management Accountability Framework (AMAF) maturity assessment	81
FRD 22	Disclosure of emergency procurement	80
FRD 22	Disclosure of social procurement activities under the Social Procurement Framework	80
FRD 22	Disclosure of procurement complaints	81
FRD 24	Reporting of environmental data	81

LEGISLATION	REQUIREMENT	PAGE REFERENCE
STANDING DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS		
FRD 25	Local Jobs First	78
FRD 29	Workforce Data disclosures	76
SD 5.2	Specific requirements under Standing Direction 5.2	82
COMPLIANCE ATTESTATION AND DECLARATION		
SD 5.1.4	Attestation for compliance with Ministerial Standing Direction	81
SD 5.2.3	Declaration in report of operations	11
FINANCIAL STATEMENTS		
DECLARATION		
SD 5.2.2	Declaration in financial statements	50-51
OTHER REQUIREMENTS UNDER STANDING DIRECTIONS 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	58
SD 5.2.1(a)	Compliance with Standing Directions	50
SD 5.2.1(b)	Compliance with Model Financial Report	58
OTHER DISCLOSURES AS REQUIRED BY FRDS IN NOTES TO THE FINANCIAL STATEMENTS ^(a)		
FRD 13	Disclosure of Parliamentary Appropriations	58
FRD 21	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	68
FRD 103	Non-Financial Physical Assets	61
FRD 110	Cash Flow Statements	56
FRD 112	Defined Benefit Superannuation Obligations	60
FRD 114	Financial Instruments – general government entities and public non-financial corporations	65
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.		
LEGISLATION		
	<i>Freedom of Information Act 1982</i>	79
	<i>Building Act 1993</i>	79
	<i>Public Interest Disclosures Act 2012</i>	79
	<i>Carers Recognition Act 2012</i>	80
	<i>Disability Act 2006</i>	80
	<i>Local Jobs Act 2003</i>	78
	<i>Financial Management Act 1994</i>	50

Notes



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Fresh flowers from Justice Lesley Taylor's garden
(see page 7 for details).