

**PARLIAMENT OF VICTORIA**

Public Accounts and Estimates Committee



**2019-20**

**Financial and Performance Outcomes  
General Questionnaire**

**Court Services Victoria**



# Contents

Contents .....	i
Introduction – Financial and Performance Outcomes Questionnaire .....	1
Section A: Output variances and program outcomes .....	2
Section B: Asset investment .....	13
Section C: Revenue and appropriations .....	19
Section D: Expenses.....	22
Section E: Overall financial performance .....	30
Section F: Public sector workforce .....	31
Section G: Government decisions impacting on the finances.....	35
Section H: General.....	37
Section I: Implementation of previous recommendations .....	56



# Introduction – Financial and Performance Outcomes Questionnaire

The Committee's inquiry into the 2019-20 Financial and Performance Outcomes examines:

- the Government's actual expenditure and revenue compared to the budgeted expenditure and revenue
- the actual performance outcomes against the targeted performance outcomes at a departmental/agency level.

The inquiry aims to benefit the Parliament and the community by:

- promoting the accountability, transparency and integrity of the executive and the public sector
- encouraging the effective and efficient delivery of public services and assets.

This questionnaire seeks information on the departmental/agency financials for the 2019-20 financial year, what was achieved during those years and how that compares to expectations.

## **Consistency with the budget papers**

Whenever referring to an initiative/program/project that is referred to in the budget papers, please use the same name as is used in the budget papers. This ensures that the Committee can correlate the information provided by the department with the information in the budget papers.

## **Basis of consolidation**

For departments, please use the same basis of consolidation as was used in the budget papers and in the budget portfolio outcomes statement in the department's annual report.

## **Guidance**

Please contact the secretariat should you require guidance in relation to any questions:

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## Section A: Output variances and program outcomes

### Question 1 (all departments) Completed output initiatives from past budgets

- a) For all initiatives that were completed in 2019-20, please provide details of the outcomes achieved in the community and the outcomes actually achieved to date. Please use initiatives names as specified in *Budget Paper No.3: Service Delivery* and link the initiative to the responsible output(s) and portfolio(s).

Initiative	Year and funding allocated		Actual date of completion (month and year)	Expected outcomes	Actual outcomes	Output(s) and portfolio(s)
	Budget year	Funding allocated				
A modern and sustainable delivery model for the Victorian Civil and Administrative Tribunal (VCAT)	2016-17	\$4 million	June 2020	Improvement in the quality and efficiency of VCAT administrative services to litigants through a number of digital and other service enhancements.	<ul style="list-style-type: none"> <li>VCAT undertook a Customer Services Improvement Program (CSIP) to ensure customer centric service delivery.</li> <li>Based on customer surveys, VCAT prioritised improved phone services and online information including (written and spoken) information in English and nine other languages.</li> <li>VCAT deployed a single 1300 number in September 2017 (handling up to 250,000 calls each year), customised caller messaging to support service delivery based on observed demand, including information on COVID restrictions and access to VCAT facilities.</li> <li>VCAT established a Service Delivery Group with trained staff in January 2018 to oversee incoming telephone inquiries.</li> </ul>	Courts

					<ul style="list-style-type: none"> <li>• Simplified the processes for customer applications from enquiry to finalisation.</li> <li>• E-lodgement to enable electronic lodgement of case documents to reduce paper and manual processes.</li> <li>• Introduced online Guardianship services in April 2018.</li> <li>• Developed online forms including forms for the Planning and Environment List, Land Valuation, and Local Government matters in late 2018.</li> <li>• Focused on frontline resolution of complaints and simplified related processes.</li> <li>• VCAT’s user satisfaction surveys shows overall satisfaction rose from 84.8 per cent in 2017 to 86.1 per cent in 2018 and 86.4 per cent in 2019.</li> </ul>	
County Court accommodation strategy	2018-19	\$2.6 million	November 2019	Strategy for future service and accommodation needs for the County Court.	<ul style="list-style-type: none"> <li>• CSV has developed a strategy for future service and accommodation needs for the County Court and is currently pursuing a preferred option.</li> </ul>	Courts
Extending the intermediary scheme to support victims in court	2018-19	\$0.310 million	June 2020 (2 year pilot program)	Provision of judicial education around the role of intermediaries to support children and other vulnerable witnesses in the criminal justice system.	<ul style="list-style-type: none"> <li>• Engaged experts to work with judicial officers to better understand the role of intermediaries to assist children and other vulnerable witnesses.</li> <li>• Online resources developed to assist judicial officers work with vulnerable witnesses, with or without the support of intermediaries.</li> <li>• Provision of publicly available resources to assist in the education of practitioners and others working with vulnerable witnesses.</li> </ul>	Courts
Implementing Youth Control Orders and	2019-20	\$3.4 million	June 2020 (1 year	New Children’s Court program to deliver two additional sentencing options (Youth Control Orders	<ul style="list-style-type: none"> <li>• Three magistrates appointed, staff recruited, and state-wide multidisciplinary training conducted to support the implementation of</li> </ul>	Courts

<p>Intensive Bail Orders</p>			<p>lapsing program)</p>	<p>(YCOs)) and Intensive Bail Orders (IBOs)) to address offending behaviour by children and young persons through intensive supervision and support.</p>	<p>the program with YCOs and IBOs coming into operation from 1 June 2018.</p> <ul style="list-style-type: none"> <li>• In 2019-20, five YCO planning meetings were held and four YCOs were ordered.</li> <li>• In 2019-20, 174 episodes of Intensive Bail were ordered and 74 individual young people were subject to Intensive Bail (noting some people were subject to multiple episodes of Intensive Bail).</li> </ul>	
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## Question 2 (all departments) Program outcomes

Outcomes reflect the impact on the community of the goods and services provided by a department. The questions in this section all relate to the outcomes that the department contributed to in 2019-20.

- a) Using the format of the table below, please outline the five programs that delivered the most important outcomes in the community<sup>1</sup> achieved by the department in 2019-20 including:
- i. The name of the program
  - ii. The relevant output(s) and portfolio(s) responsible for delivery of the program
  - iii. The program objectives
  - iv. The actual outcome achieved
  - v. The actions taken to deliver the actual outcome (i.e. the most important elements/essential parts that led the Department to deliver the outcome).

Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Description of the actions taken to deliver the actual outcome
1. CSV response to coronavirus	Courts	Delivery of court and tribunal services during the coronavirus pandemic.	All courts and VCAT remained open during the coronavirus pandemic and continued to hear and determine matters to ensure the delivery of fair, timely and efficient justice as an essential service to the community. Court users and the justice sector were kept informed of modified court operations implemented in accordance with public health orders. The health of court users, judicial officers and staff who needed to be onsite was protected through an extensive range of hygiene and physical distancing measures put in place across CSV locations and court and tribunal processes	The courts and VCAT moved rapidly to transition to remote operations facilitated through technology to ensure public health and safety. The courts and VCAT – with the support of the legal profession and organisations including Corrections Victoria and Victoria Police – conducted hearings remotely where possible, using video and/or telephone conferencing technology. Only matters of urgency or priority were conducted onsite and only where there was no reasonable alternative.

<sup>1</sup> 'Outcomes' are the impact of service delivery on the community rather than a description of the services delivered. The Committee considers that an outcome could be considered important for a variety of reasons, such as the amount of funding allocated to the program, the public interest in the service or goods being delivered or where particular actions taken by the Department delivered improved outcomes.

				<p>were transformed to minimise the need for movement and allow for remote access.</p>	<p>Court and Tribunal processes outside of hearings were adapted to continue delivery of essential functions with examples including changes to probate operations to ensure community access to administer deceased estates, increasing capacity for phone and online assistance for family violence applicants, online mediations, and a practice to continue the admission of new lawyers.</p> <p>Resources were deployed to priority matters with immediate impacts in the community including criminal matters impacting community safety and individual liberty, children at risk and other vulnerable cohorts, residential tenancies and guardianship.</p>
2.	<p>Specialist family violence integrated court response (2017-18 Budget)</p>	<p>Courts</p>	<p>In responses to the <i>Royal Commission into Family Violence</i> recommendations, Specialist Family Violence Courts (SFVC) implemented at five Magistrates' Courts: Ballarat, Frankston, Shepparton, Moorabbin and Heidelberg with improved services and facilities to support victim survivors and challenge perpetrator behaviour and hold them to account.</p>	<p>In 2019-20, CSV completed SFVCs at three Magistrates' Courts: Ballarat, Shepparton and Moorabbin. Two SFVCs were completed in 2020-21: Heidelberg in October 2020 and Frankston in November 2020.</p> <p>The SFVCs were redesigned and upgraded to deliver a safer, more supported court experience for victim survivors including separate entrances, safe waiting areas, and accessibility to services for victim survivors as well as services to challenge perpetrator behaviour (such as referrals to the Courts Mandated Counselling Order Program).</p>	<p>CSV undertook program planning and capital works to deliver the five SFVCs including redesigns, project management and infrastructure works; extensive stakeholder consultations including discussions with other justice agencies and service providers. In addition, court staff and family violence practitioners were recruited and received specialist training; and judicial education was also provided to SFVC magistrates.</p>

			The program also provided for additional support workers at the Melbourne Children’s Court; reinstatement of the Koori Family Violence and Victims Support Program to ensure culturally appropriate services for Aboriginal victim survivors; and expanded capacity for the Coroners Court to investigate family violence related deaths.		
3.	Specialist court lists and programs	Courts	Specialist court lists and programs including the Koori Court, Drug Court, Court Integrated Services Program (CISP), Neighbourhood Justice Centre, and Family Drug Treatment Court seek to address the underlying causes of offending and provide intensive support and/or culturally appropriate responses to rehabilitate offenders and reduce recidivism to improve justice outcomes and community safety.	These specialist court lists, resourced with trained judicial officers, support staff, justice and community service agencies have delivered various court support programs to achieve improved justice outcomes for offenders – including those affected by drug and alcohol dependence, and mental illness. Outcomes include a culturally informed court system with greater Aboriginal self-determination; increased education and training of judicial and court staff to address underlying causes of offending.	The courts undertook program planning and design to deliver these specialist services including stakeholder consultations including discussions with other justice agencies and service providers; recruitment and training of specially trained magistrates, court staff and practitioners.  With restrictions affecting the delivery of in-person services during the COVID-19 pandemic, many programs were modified to enable to continued delivery of services including via teleconferences and video-conferences.
4.	Coroners Court Prevention Unit report on	Courts	To provide accessible, accurate and culturally responsive data to inform	The Coroners Court released a new report on Aboriginal and Torres Strait Islander suicides to support prevention responses across the state.	The report was developed by the Coroners Koori Engagement Unit (CKEU) and Coroners Prevention Unit,

	<i>Victorian suicides of Aboriginal and Torres Strait Islander people</i>		actions across the Indigenous mental health and suicide prevention sector.	<p>The report presents an analysis of all Indigenous passings identified as suicides in Victoria between 2009-2020, including socio-economic demographics and contextual stressors.</p> <p>The Court also provided the report to the Royal Commission into Victoria’s Mental Health System, to contribute to the state-wide review of mental health services and models of care.</p>	utilising data from the Victorian Suicide Register, a real-time database containing information on all suicides reported to and investigated by Victorian coroners since 1 January 2000.
5.	Improving court access through additional audio-visual technology (2019-20 Budget)	Courts	Reduce the need to transfer prisoners for appearance in court by investing in additional audio-visual link technology in 28 Magistrates’ Courts.	<p>Installation and commissioning of 27 courtrooms in Metropolitan Melbourne, 1 installation at Stawell Court and an audio-visual link upgrade at Hamilton Court.</p> <p>As part of the AVL project, Bar Table phone infrastructure was installed in all AVL fitted courts to facilitate communications between remandees and legal practitioners, thus reducing the need to adjourn matters for these communications to occur.</p> <p>This infrastructure provides the Magistrates’ Court with a more efficient means of conducting hearings with prisoners, contributing to the delivery of timely justice services.</p>	CSV undertook a program of works to deliver the project including planning, procurement, project management and stakeholder engagement.

- b) Using the format of the table below, please outline the five least performing programs that did not deliver their planned outcomes in the community by the department 2019-20 including:
- i. The name of the program
  - ii. The relevant output(s) and portfolio(s) responsible for delivery of the program
  - iii. The program objectives
  - iv. The actual outcome achieved
  - v. Explanation for not achieving the planned outcome (including a description of what actions were taken to try and achieve the planned outcome).

Program		Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Detailed explanation for not delivering the planned outcome
1.	Security upgrades to strengthen court safety (2019-20 Budget)	Courts	To provide new security equipment, including CCTV upgrades and duress alarms to ensure the safety of court staffs and users, including in regional locations.	<p>Compliance audit of security equipment against CSV Security Standards at all court venues completed in June 2020 to inform CSV's program of works.</p> <p>Replacement of obsolete security entrance equipment has commenced, with new equipment installed including at Specialist Family Violence Courts in Frankston and Heidelberg and the Bendigo Law Court (required until the new court is operational in 2023).</p>	COVID-19 health directions impacted project deliverables, including a delay in the completion of the audit and delivery and installation of equipment. The audit also identified inadequate security infrastructure including obsolete security entrance equipment, fixed CCTVs with limited coverage, and the absence of duress alarms in some court locations which may not be able to delivered within CSV's available appropriation funding. The installation of new security equipment has also been impacted by structural modifications required at five regional courts.
2.	Regional Drug Courts (Magistrates' Court expansion to Ballarat and Shepparton;	Courts	Provide a multidisciplinary approach to alcohol and other drug, mental health and homelessness offending behaviour as an alternative to prison, and expanding Drug Court program to the Magistrates' Courts in Ballarat, Shepparton and to the County Court.	Planning for the Drug Court expansion to the Magistrates' Court in Ballarat and Shepparton and to the County Court was undertaken.	Due to the Victorian Government's approval of the program in March 2020 and the impact of COVID-19, significant work to implement the program was delayed during 2019-20.

	County Court Drug and Alcohol Treatment Court Pilot)				
3.	Case clearance rate - Civil matters disposed in the Magistrates' Court	Service delivery	Finalisation of at least the same amount of matters as new matters initiated in the Court (i.e. 100% clearance rate).	The Court achieved an actual case clearance rate of 80.2% against its estimate of 100% for the 2019-20 year.	The 2019-20 outcome is lower than the 2019-20 estimate primarily due to changes in the Court's operations in response to coronavirus (COVID-19), with a significant number of cases adjourned due to the need to comply with the public health measures of physical distancing and reducing the number of people in court buildings.
4.	Case clearance rate - Criminal matters disposed in the Magistrates' Court	Service delivery	Finalisation of at least the same amount of matters as new matters initiated in the Court (i.e. 100% clearance rate).	The Court achieved an actual case clearance rate of 81.6% against its estimate of 100% for the 2019-20 year.	The 2019-20 outcome is lower than the 2019-20 estimate primarily due to changes in the Court's operations in response to coronavirus (COVID-19), with a significant number of cases adjourned due to the need to comply with the public health measures of physical distancing and reducing the number of people in court buildings.
5.	Case clearance rate - Criminal matters disposed in the Children's Court	Service delivery	Finalisation of at least the same amount of matters as new matters initiated in the Court (i.e. 100% clearance rate).	The Court achieved an actual case clearance rate of 79.0% against its estimate of 100% for the 2019-20 year.	The 2019-20 outcome is lower than the 2019-20 estimate primarily due to changes in the Court's operations in response to coronavirus (COVID-19), with a significant number of adjournments and delays in hearing cases, and an increase in initiations in 2019-20.

**Question 3 (all departments) Treasurer’s advances and other budget supplementation**

- a) Please identify all output(s) and portfolio(s) (and relate them to departmental programs) for which the department received additional funding after the initial Budget in 2019-20.

For each output, please quantify the additional funding, indicate the source of the additional funding (e.g. Treasurer’s Advance, unused prior years appropriations under s32 of the *Financial Management Act 1994* (Vic), supplementation through a Temporary Advance under section 35 of the FMA, or any possible sources of funding as listed in the Resource Management Framework, section 4, pg. 58) and explain why additional funding was required after funding was allocated in the Budget.

Output(s) and portfolio(s)	Program	Program objectives	Funding allocated in 2019-20 Budget	Additional funding (\$ million)	Source of additional funding as per the Resource Management Framework	Funding utilised 2019-20 (\$ million)	Reasons why additional funding was required
Courts	Judicial Commission of Victoria	Judicial Investigating Panels		1.700	Treasurer’s Advance	1.700	Additional operating capacity required for Investigating Panel activity in 2019-20
	Funding for VCAT remote hearings	Enable VCAT to hear matters remotely and address pending caseloads		4.311	Treasurer’s Advance	1.504	To address operational impacts of COVID-19
	Aboriginal Justice Agreement 4	Court-based initiatives to enable greater Aboriginal self-determination		1.508	Treasurer’s Advance	1.386	Additional operating capacity required
	Supreme Court of Victoria	Royal Commission into the Management of Police Informants		0.830	Treasurer’s Advance	0.828	Additional operating capacity required arising from matters connected with the Royal Commission
	Coroners Court	Bourke Street Incident		2.030	Treasurer’s Advance	1.990	Additional operating capacity required to respond to the Bourke Street Incident

	CSV non-current asset holdings	Account for increase in depreciation expense following statutory asset revaluation		3.603	Treasurer's Advance	3.603	Increase in depreciation expense due to periodic statutory asset revaluation
<b>Total 2019-20</b>				<b>13.982</b>		<b>11.011</b>	



## Section B: Asset investment

### Question 4 (all departments) Capital expenditure variances, completion date and scope changes – existing projects

Please provide details of all capital asset programs where:

- there was a variance between TEI at announcement compared to the revised TEI in the 2019-20 Budget of equal to or greater than  $\pm 5\%$  or \$50 million and an explanation for the variance
- the estimated completion date at announcement is different to the completion date in the 2019-20 Budget and an explanation for the change
- the scope of the project at announcement is different to the scope of the project as it is presented in the 2019-20 Budget.

#### Capital expenditure

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Total actual expenditure spent from announcement to 30 June 2020 (\$ million)	TEI at announcement (\$ million)	Revised TEI 2019-20 Budget (\$ million)	Variance between TEI at announcement compared to Revised TEI in 2019-20 Budget ( $\pm 5\%$ or \$50 million) explanation
Specialist Family Violence Integrated Court Response (state-wide)	Courts	32.662	39.600	37.558	TEI has been reduced due to a funding transfer from capital to operating.
Supreme Court of Victoria – IT upgrade	Courts	8.195	9.560	10.501	Variance is due to a S31A Financial Management Act (FMA) transfer from output to capital funds for the procurement of digital software.

#### Completion date

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Estimated completion date at announcement	Revised completion date 2019-20 Budget	Explanation
Implementation of Youth Justice Reform (metropolitan various)	Courts	Q4 2018-19	Q4 2020-21	The estimated completion date has been revised following a detailed planning process.

Supreme Court of Victoria – IT upgrade	Courts	Q4 2018-19	Q4 2020-21	The estimated completion date has been revised to ensure minimal disruption to court room availability and the delivery of services..
Specialist Family Violence Integrated Court Response	Courts	Q4 2019-20	Q4 2020-21	The estimated completion date has been revised to align with the updated project plan.

Scope

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Scope at announcement	Details of scope change(s) and date(s) scope changes occurred
Supreme Court of Victoria – IT upgrade	Courts	The initiative was to implement a number of IT fit outs and upgrades across a number of Supreme Court locations	Due to the nature of the works to be completed on heritage sites, scope of works was revised in order to meet the requirements which were unforeseen during the initial planning stages.

**Question 5 (all departments) Details of actual capital expenditure – completed projects (or expected to be completed)**

Please provide the following details about asset investment projects that were completed in 2019-20:

- a) Project name, project objectives and Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies responsible for delivery of the project
- b) Total Estimated Investment (TEI) at announcement
- c) Actual cost of project
- d) Estimated completion date at announcement
- e) Actual completion date
- f) Explanations for any variance in capital expenditure and/or completion date.

Project	Original project objectives	Responsible Department(s), Output(s) and Portfolio(s) and/or Agency /Agencies	TEI at announcement (\$ million)	Actual cost of project (\$ million)	Estimated completion date at announcement	Actual completed date	Variance explanation (\$ value variance and/or time variance)
Bendigo Law Courts redevelopment	Land acquisition as funded in 2018-19 Budget	Courts	12.000	12.001	Q4 2018-19	Q1 2019-20	The project completion date was revised due to delays associated with the land acquisition process.
Werribee Law Courts redevelopment	Land acquisition as funded in 2018-19 Budget	Courts	8.000	7.988	Q4 2018-19	Q4 2019-20	The project completion date was revised due to delays associated with the land acquisition process.
Court Integrated Service Program (CISP) and CISP Remand Outreach Pilot	Specialist Magistrates' Court program to provide integrated support services to offenders to reduce recidivism as funded in 2017-18 Budget	Courts	1.262	2.471	Q4 2018-19	Q4 2019-20	TEI was increased from a transfer of operating funding to capital for the Drug Court fit out at 350 Queen Street, Melbourne, which will accommodate the delivery of the specialist court program.

Echuca Court Safety and Security	Upgrades to ensure safety and security for court users as funded in 2018-19 Budget	Courts	4.850	4.866	Q4 2019-20	Q4 2019-20	Project completed on time with minor increase in project cost (0.3%).
Shepparton Law Courts	New court as funded in 2014-15 Budget	Courts	68.090	67.371	Q2 2018-19	Q1 2019-20	Reached practical completion in 2018-19 with approved carry-over in 2019-20 remaining to be spent on 1930s building.

**Question 6 (all departments) High-value high-risk projects, gateway reviews and business cases**

Under the High Value High Risk (HVHR) Framework, a project will be classified as HVHR if it is a budget funded project that has a Total Estimated Investment (TEI) of over \$250 million. HVHR projects are subject to compulsory Gateway reviews, where Gates 1 through 6 are compulsory for all eligible projects: Gate 2 outlines the development of a business case.

Please list all projects included in the 2019-20 budget papers that were allocated to the department and were classified as HVHR and project objectives. Please also specify which gateway reviews, if any, were completed during 2019-20 and business case details for each project. Please use project names as specified in *Budget Paper No.4: State Capital Program*.

HVHR Project	Original project objectives	Gateway review name/ Date completed	Date business case completed	Business case – publicly available? Y/N	Business case link (URL)
Bendigo law court redevelopment (note, CSV opted into Gateway reviews to ensure a high quality and robust approach to delivery and quality assurance).	A multi-jurisdictional regional headquarter court facility for Bendigo and the wider Loddon Mallee region. The new court facility will feature nine courtrooms, two hearing rooms, two mediation suites and 16 custody holding cells. The new court facility will bring together a range of specialist court programs and services locally.	Gateway 3: September 2020 Gateway 4: February 2021	January 2019	N	n/a
Courts case management system	As part of the Victorian Government’s Family Violence package, a new case management system will be established to operate across the Magistrates’ Court and the Children’s Court. The system will enable better information sharing between courts and other agencies, and provide better access to case information, including details relevant to family violence intervention order applications. This will enable more efficient management of courts and inform judicial decisions that help keep victims safe.	Gateway 1 & 2 (Business case): 5-8 Dec 2016 Gateway 3 (Readiness for Market): 3 – 6 Sep 2018 Gateway 4 (Tender decision): 10 - 15 May 2019	January 2018	N	n/a

### Question 7 (all departments) Public Private Partnership (PPP) expenditure – existing and completed

Please provide the following information related to the department’s PPP projects:

- a) The total estimated PPP investment value, the total actual expenditure from announcement to 30 June 2020, or the actual cost spent to 30 June 2020 (actual cost spent in the respective financial year) and the benefits of using the PPP financing model when delivering/funding a project over other financing methods.
- b) Where the estimated completion date at announcement is different to the completion date in the 2019-20 Budget and an explanation for any variance.
- c) Where the scope of the PPP at announcement is different to the scope of the project as it is presented in the 2019-20 Budget.

#### Investment value and benefit of using PPP model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated PPP investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2020 (\$ million)	Actual expenditure in year ending 30 June 2020 (\$ million) **	Benefits of using PPP model versus other delivery/funding models
Melbourne County Court	Provide accommodation lease for the Melbourne County Court	Courts	343.1	*Refer notes table below	54.7	Government does not bear risks associated with construction of asset.

#### Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation
Melbourne County Court	Courts	31 May 22	n/a	n/a

## Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes
Melbourne County Court	Courts	Provision of accommodation for life of contract (20 years).	No change	n/a

\* County Court PPP commenced operation in late 2002. Total operational expenditure prior to the establishment of CSV from 1 July 2014 is not readily available.

\*\* Actual expenditure includes all output and capital outgoings associated with the PPP including land tax and depreciation expense. Capital asset charge (CAC) is excluded as a non-cash expense.

## Section C: Revenue and appropriations

### Question 8 (all departments and entities) Revenue – variances from previous year

Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million between the actual result for 2018-19 and 2019-20 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

Please also detail the outcomes in the community<sup>2</sup> achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

If there were no revenue/income categories for the department/agency for which the 2019-20 expenditure changed from the prior year's expenditure by more than  $\pm 10\%$  or \$100 million, you do not need to answer this question. If this is the case, please indicate 'no relevant line items' in the table(s) below.

<sup>2</sup>That is, the impact of service delivery on the community rather than a description of the services delivered.

Revenue category	2018-19 actual (\$ million)	2019-20 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, how was this achieved	Relevant output(s) and portfolio(s)
Output appropriations	428	480	Variance is largely due to new initiatives announced in the 2019-20 budget, increases in previously announced initiatives, Treasurer's advances and rephasing approved under the FMA.	Additional funding was applied to a range of budget initiatives and additional operational expenses associated with CSV's response to the COVID-19 pandemic to enable the delivery of stated courts outputs.	Courts
Special Appropriations	158	168	Variance is less than the 10% threshold		
Grants	28	26	Variance is less than the 10% threshold		
Other Income	1	-	Previous other income was elated to one-off flows relating to flood remediation works.		



**Question 9 (all departments and entities) Revenue – variances from budget to actual**

Please explain any variances equal to or greater than ±10% or \$100 million between the initial budget estimate (not the revised estimate) and the actual result for 2019-20 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Revenue category	2019-20 Budget estimate (\$ million)	2019-20 actual (\$ million)	Explanations for changes ±10% or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, explain why	Relevant output(s) and portfolio(s)
Output Appropriations	472	480	Variance is less than the 10% threshold		Courts
Special appropriation	178	168	Variance is less than the 10% threshold		Courts
Grants	17	26	Reflects the timing of grant contract renewals with other government departments which typically post-date the published budget.		Courts
Other Income	-	-			Courts

## Section D: Expenses

### Question 10 (all departments and entities) Expenses changed from previous year

Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million with regards to the actual result for 2018-19 and 2019-20 for each category of expenses detailed in your operating statement. Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million with regards the actual result for 2019-20 and the initial budget estimate (not the revised budget). Please also detail the outcomes in the community<sup>3</sup> achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Expenses category	2018-19 Actual \$ million	2019-20 Actual \$ million	Explanations for variances $\pm 10\%$ or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Employee Benefits	343	377	Variance is due to new initiatives announced in the 2019-20 budget, increases in previously announced initiatives and the impact of increases due to the Victorian Public Service Enterprise Agreement 2020 and judicial entitlements.	Additional expenditure has contributed to the delivery of court services including various specialist court programs for court users as announced in the 2019-20 Budget and prior year budgets.
Depreciation	62	74	Revaluation of the County Court lease as part of the successor contract negotiation resulted in the recognition of accelerated depreciation of the current leased asset in 2019-20. Further, transition to accounting standard AASB - 16 resulted in increased depreciation expenditure.	The additional depreciation primarily relates to the County Court PPP.
Interest Expense	5	5	Variance is less than the 10% threshold	
Grants and Other Expenses	7	8	Increase in grant to Judicial Commission to reflect increased operating expenses	Additional funding has contributed to the Judicial Commission meeting additional workload.
Capital Asset Charge	45	46	Variance is less than the 10% threshold	
Other Operating Expenses	149	160	Variance is less than the 10% threshold	

<sup>3</sup>That is, the impact of service delivery on the community rather than a description of the services delivered.

Expenses category	2019-20 Budget \$ million	2019-20 Actual \$ million	Explanations for variances $\pm 10\%$ or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Employee benefits	384	377	Variance is less than the 10% threshold	
Depreciation	59	74	Revaluation of the County Court lease as part of the successor contract negotiation resulted in the recognition of accelerated depreciation of the current leased asset in 2019-20. Further, transition to accounting standard AASB -16 resulted in increased depreciation expenditure.	The additional depreciation primarily relates to the County Court PPP.
Interest expense	9	5	-	-
Grants and Other Transfers	3	8	Increase in grants to agencies for supporting at risk persons involved in court proceedings. Finalisation of agreements for grants payments to external agencies often post-date the published budget.	-
Capital Assets Charge	46	46	Variance is less than the 10% threshold	
Other Operating Expenses	166	160	Variance is less than the 10% threshold	

**Question 11 Expenses/interventions related to COVID-19 pandemic response**

For the year 2019-20, please outline the programs and/or initiatives that were announced as part of the Victorian Government’s response to the COVID-19 pandemic in the order of the highest amount allocated.

Please indicate if the department made use of emergency advances and retroactive funding approvals.

Please note whether there are identified performance measures in the budget papers related to the announced programs. If not, please explain where progress is being reported.

a) On budget

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2020	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative (including where published)	Explanation
Not applicable – CSV did not have any programs/initiatives as part of the Victorian Government’s response to the COVID-19 pandemic that was published in the 2019-20 Victorian Budget.						

b) Off budget

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2020	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative (including where published)	Explanation
Treasurers Advance - Funding for VCAT remote hearings	Funding remote hearings	\$1.504m	Courts	Yes – Treasurer’s Advance	VCAT case clearance, on-time case processing	Progress reported as part of CSV’s Departmental

							Performance Statement.
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c) What additional budgetary control and tracking/traceability measures were introduced by the department in 2019-20 to ensure COVID-19 programs/initiatives were deployed effectively and in line with the intended purpose?

CSV introduced additional budgetary control and program tracking measures for the 2019-20 and future years to ensure COVID-19 initiatives are deployed effectively.

**Question 12 (all departments and entities) Changes to service delivery from savings initiatives**

For each of the savings initiatives detailed in the 2016-17 Budget, 2017-18 Budget, 2018-19 Budget, and 2019-20 Budget, please provide the following details of the impact on service delivery:

- a) Savings target in the 2016-17, 2017-18, 2018-19 and 2019-20 Budgets and the amount of the savings target allocated to the department/entity
- b) Actual savings achieved in 2016-17, 2017-18, 2018-19 and 2019-20 and the actions taken to achieve the savings target allocated and their impact, including the link to the relevant output and portfolio impacted.

Savings initiative in the Budget \$ million	Savings target allocated to the department/entity in 2019-20 \$ million	Actual savings achieved in 2019-20 \$ million	Actions taken to achieve the allocated savings target	What was the impact as a result of the measures taken to achieve the savings target? <i>(e.g. frontline and/or other areas of business that saw the impact)</i> If no impact, how was this achieved	Which output(s) and portfolio(s) were impacted (if relevant)
2016-17	n/a	n/a	n/a	No savings measures were applied to CSV in the 2016-17 Budget	n/a
2017-18	n/a	n/a	n/a	CSV was not affected by Centralised banking and cash management reform as any efficiencies had already been gained. 2017-18 savings initiative did not apply to CSV.	n/a
2018-19	2.54	2.54	Savings made through efficiencies and reductions in administration, procurement and staffing	Residual 2017-18 Budget Savings (Whole of Government Efficiencies announced in 2017-18 Budget). Ongoing Savings target (rising to \$3.7m by 2020-21). No impact on service delivery through efficiencies achieved in corporate infrastructure.	Courts
2019-20	1.6 ongoing	1.6	Savings made through efficiencies and reductions in administration,	No impact on service delivery through efficiencies achieved in corporate infrastructure.	Courts

			procurement and staffing		
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**Question 13 (all departments) Achievement of reprioritisation of existing resources**

The 2019-20 Budget includes targets for ‘reprioritisation and revenue offsets’ to fund new initiatives (2019-20 Budget Paper No.2, p.57). This is in addition to any savings or efficiencies resulting from expenditure reduction measures. For the department (including all controlled entities),<sup>4</sup> please indicate:

- a) what areas of expenditure (including projects and programs if appropriate) the funding was reprioritised from (i.e. what the funding was initially provided for)
- b) what areas of expenditure were the funds actually spent on
- c) for each area of expenditure (or project or program), how much funding was reprioritised in each year
- d) the impact of the reprioritisation (in terms of service delivery) on those areas.

Area of expenditure originally funded	Area of expenditure actually funded	Value of funding reprioritised in 2019-20 (\$ million)	Impact of reprioritisation of funding (if no impact, how was this achieved)	Output(s) and portfolio(s) impacted (if relevant)
CSV ongoing output funding	New security upgrades to strengthen safety in Victorian courts, including regional locations (Security upgrades to strengthen court safety - 2019-20)	1.9	No impact on service delivery. CSV utilised one-off output contingency funding.	Courts
CSV additions to net assets		2.7	No impact on service delivery. Funding was sourced from Depreciation Equivalent Funding.	Courts
Magistrates’ Court Act 1989 (No. 51/1989), sch. 1 Pt 1 cl. 10	Recruitment of three reserve coroners (Coroners Court expansion – 2019-20 Budget).	1.2	No impact on service delivery. Funding was sourced from the existing warrant.	Courts
Court Fee Pool (s29 FMA revenue)	Maintain essential support services for court users and expanded contemporary public information channels and content (Essential resources for Victorian courts – 2019-20 Budget)	2.0	No impact on service delivery. Funding utilised Court Fees raised.	Courts

<sup>4</sup> That is, please provide this information for the Department on the same basis of consolidation as is used in the budget papers.

### Question 14 (all departments) Contractors, Consultants and Labour Hire Arrangements

Please indicate how much the department spent on contractors, consultants and labour hire arrangements during 2017-18, 2018-19 and 2019-20. Labour hire arrangements include the cost of engaging the labour recruiting firm, plus additional costs paid to the labour recruiting firm for the provision of the services of the contractor. Please also explain variances equal to or greater than ±10% between years and list the business areas impacted and how.

2017-18 Actual \$ million	2018-19 Actual \$ million	2019-20 Actual \$ million	Explanation for variances (year on year) ±10%	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)
28.0	28.1	37.8	The variance was largely due to an additional specialist consultant services required, partly driven by the Courts needing to respond to COVID-19 pandemic. The increase also reflects the delivery of 2019-20 budget initiatives including the Courts case management system, Wyndham and Bendigo Law Courts and Specialist family violence integrated court response.	Courts case management system (CMS) project group, CSV's Asset Planning and Management (security) division and several programs areas within MCV. Strategic asset planning for the courts.	Courts



**Question 15 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector**

Please detail the type and value of dividends, amounts equivalent to dividends, non-dividend grants, and capital repatriations paid by your agency to the general government sector in 2019-20, explaining the reasons for any significant changes over that period and the impact of any changes on the entity.

Please provide the economic funding ratio or accounting funding ratio as applicable at 30 June 2020. Please provide details of the methodology used for the ratio calculation.

Type of dividend paid	2019-20 Budget (\$ million) <i>BP 5, pg. 22</i>	2019-20 Actual (\$ million)	Explanations for variances $\pm 10\%$ or \$100 million	Impact on the agency. If no impact, how was this achieved	Funding ratio at 30 June 2020
n/a as CSV is not PNFC or PFC					

Economic funding ratio / accounting funding ratio as at 30 June 2020	Details of the methodology

## Section E: Overall financial performance

### Question 16 (all departments) Impact of COVID-19 on financial performance – 2019-20

Please outline and quantify, where possible, the impacts of the COVID-19 pandemic on the department/agency's financial performance.

Line item in the Comprehensive operating statement for the financial year ended 30 June 2020	Budget 2019-20 \$ million	Actual 2019-20 \$ million	Explanation of the impact caused by COVID-19 pandemic
Total revenue and income from transactions	667	674	Variance is the net impact of Treasurer's Advances (including funding for the VCAT remote hearing program), subsequently resolved grant agreements and carryover, offset by re-cashflows of initiative expenditure.
Total expenses from transactions	667	669	Variance is due to the impact of the Enterprise Bargaining Agreement and judicial entitlements.
Net result from transactions (net operating balance)		5	

## Section F: Public sector workforce

### Question 17 (all departments and entities) Full Time Equivalent (FTE) staff by level and category

Please fully complete the table below, providing actual FTE staff numbers at 30 June 2018, at 30 June 2019 and 30 June 2020 (broken down by the categories listed below) for the department. Please include specific categories as relevant to the department/entity and where relevant, provide a description of what categories constitute 'other'. Please provide figures consolidated on the same basis as the expenditure for the department in the budget papers and detail which, if any, entities are included in the FTE numbers provided.

Category	30 June 2018 Actual FTE number	30 June 2019 Actual FTE number	30 June 2020 Actual FTE number
Secretary			
EO-1	1	1	1
EO-2	7.8	6.9	5.6
EO-3	9	8	13
VPS Grade 7 (STS)	14.8	15.8	17.8
VPS Grade 6	145.1	164.8	200.2
VPS Grade 5	236.4	270.5	307.5
VPS Grade 4	312.8	371.1	401.4
VPS Grade 3	540.3	630	683.5
VPS Grade 2	626	599.6	618.2
VPS Grade 1		2	2
Government Teaching Service			
Health services			
Police			
Nurses/Midwives			
Allied health professionals	1.1	1.1	1.1
Child protection			
Disability development and support			
*Youth custodial officers			
*Custodial officers			
**Other – Solicitor		0.8	1
<b>Total</b>	<b>1,894.3</b>	<b>2,071.6</b>	<b>2,252.3</b>

\*Please provide a breakdown for Youth custodial and Custodial officers by level (for example, YW1, YW2, YW3, YW4, YW5 and YW6).

**\*\*Other includes:**

**Numbers include FTE for the following entities:**

Supreme Court of Victoria; County Court of Victoria; Magistrates' Court of Victoria; Children's Court of Victoria; Coroners Court of Victoria; Victorian Civil and Administrative Tribunal (VCAT); Judicial College of Victoria; Judicial Commission of Victoria; and Jurisdiction Services. The FTE figures include VPS employees and executives and do not include Judicial Officers and VCAT Members as they are statutory appointees.

### Question 18 (all departments and entities) Salary by employment category

In the table below, please detail the salary costs for 2017-18, 2018-19 and 2019-20, broken down by ongoing, fixed-term and casual, and explain any variances equal to or greater than  $\pm 10\%$  or \$100 million between the years for each category.

Employment category	Gross salary 2017-18 (\$ million)	Gross salary 2018-19 (\$ million)	Gross salary 2019-20 (\$ million)	Explanation for any year-on-year variances $\pm 10\%$ or \$100 million
Ongoing	127.790	139.896	156.318	Ongoing and fixed term employment across CSV increased over consecutive years due to operational requirements. The increase is mainly attributed to the continued implementation of recommendations arising from the Royal Commission into Family Violence; the expansion of specialist court programs at the County and Magistrates' Courts; and additional resourcing for asset planning and management, information technology, and the Bendigo Law Courts redevelopment initiative resulting in increased gross salaries across CSV.
Fixed-term	21.815	29.551	34.914	
Casual	0.834	0.886	0.771	The increase in casual salaries between 2017-18 and 2018-19 is mainly attributed to the increased number of sitting hours of Aboriginal Elders and Respected Persons at Koori Courts, as well as an increase in casual employee hours. The decrease in casual salaries between 2018-19 and 2019-20 is attributed to the decreased number of sitting hours of Aboriginal Elders and Respected Persons at Koori Courts, as well as a decrease in casual

				employee hours mainly in the second half of the 2019-20 financial year due to the coronavirus (COVID-19) pandemic.
<b>Total</b>	150.439	170.333	192.003	

**Question 19 (all departments and entities) Executive salary increases**

Please detail the number of executives who received increases in their base remuneration in 2019-20, breaking that information down according to what proportion of their salary the increase was, and explaining the reasons for executives’ salaries increasing in each bracket.

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2019-20, apart from increases outlined in employment agreements			Reasons for these increases
	Female	Male	Self-described	
0-3%	6	4	Nil	Premier’s annual adjustment guideline rate of 2% effective 1 July 2019.
3-5%	2	Nil	Nil	Approved role review outcome; Premier’s annual adjustment guideline rate and new contract.
5-10%	Nil	Nil	Nil	
10-15%	1	1	Nil	Approved role review outcome.
greater than 15%	1	1	Nil	Approved role review outcome; new role/contract.

## Section G: Government decisions impacting on the finances

### Question 20 (all departments and entities) Commonwealth Government decisions

Please identify any Commonwealth Government decisions during 2019-20 which had not been anticipated/not been concluded before the finalisation of the State budget in 2019-20 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to funding levels). Please quantify the impact on income and expenses where possible.

Commonwealth Government decision	Impact(s) in 2019-20	
	on income (\$ million)	on expenses (\$ million)
n/a		

**Question 21 (all departments and entities) Commonwealth and National Cabinet decisions**

Please identify any Commonwealth and National Cabinet decisions during 2019-20 which had not been anticipated/not been concluded before the finalisation of the State Budget in 2019-20 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to agreements). Please quantify the impact on income and expenses where possible.

Commonwealth Government decision	Impact in 2019-20	
	on income (\$ million)	on expenses (\$ million)
n/a		

National Cabinet decision	Impact in 2019-20	
	on income (\$ million)	on expenses (\$ million)
n/a		



## Section H: General

### Question 22 (all departments and entities) Reviews/studies undertaken

- a) Please list all internal<sup>5</sup> and external reviews/studies, established, commenced or completed by or on behalf of the department/agency in 2019-20 and provide the following information:
- i. Name of the review/study and which portfolio and output/agency is responsible
  - ii. Reasons for the review/study
  - iii. Terms of reference/scope of the review/study
  - iv. Timeline for the review/study
  - v. Anticipated outcomes of the review/study
  - vi. Estimated cost of the review/study and final cost (if completed)
  - vii. Final cost if completed
  - viii. Where completed, whether the review/study is publicly available and where.

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for the review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost (\$ excl GST)	Final cost if completed (\$ excl GST)	Publicly available (Y/N) and URL
CSV Fleet Management Review – CSV Finance & Governance	To review the fleet management function and identify improvement opportunities	Review Executive Officer Motor Vehicle Scheme, novated leasing arrangements and fleet management processes and make recommendations for improved fleet and pool car management services and novated leasing arrangements.	June to December 2019	A report outlining the review of the fleet function and recommendations	\$24,360	\$24,360	N

<sup>5</sup> Internal reviews do not include internal costings. Internal reviews/studies include any reviews or studies undertaken by your department and not given to external consultants. Internal reviews/studies do not include inquiries carried out by Parliamentary Committees or reviews undertaken by integrity agencies.

Contract Management Review – CSV Finance & Governance	To review contract management practices and recommend enhancements	<ol style="list-style-type: none"> <li>1. Clarify the status of current contracts to enable CSV to address any procurement process risks</li> <li>2. Inform improved contract management practice</li> <li>3. Enable a clear understanding of the capabilities of the Source to Contract Solution (SCS), Enterprise Project Management Tool and Asset Management System to improve contract management practice.</li> </ol>	March 2019 to April 2020	<ol style="list-style-type: none"> <li>1. Enable CSV to provide assurance to the Courts Council of the status of current contracts</li> <li>2. Aid migration of existing contract data to the new SCS by ensuring that it is up to date</li> <li>3. Aid the future management of contracts following the implementation of new systems.</li> </ol>	\$105,336	\$65,800 (final cost was less than estimated cost due to a change in scope)	N
Fraud and Corruption Risk Assessment – CSV Finance & Governance	Fraud and corruption risk assessment across CSV.	Review relevant CSV policies and reports, and undertake research, interviews and workshops with personnel from all courts and VCAT.	March to July 2019	Identification and residual risk rating of all fraud and corruption risks; and recommendations for further actions.	\$113,348	\$113,348	N
CSV Governance and Strategic Directions Review	To inform the future governance arrangements and strategic direction of CSV.	An examination by the Courts Council of the respective roles and responsibilities in the context of the governance framework and CSV's future strategic direction.	March to October 2019	Recommendations regarding: <ul style="list-style-type: none"> <li>• Developing a Strategic Plan</li> <li>• Clarifying accountabilities</li> <li>• Corporate service delivery reform opportunities</li> <li>• Enhancements to the existing Committee structure</li> </ul>	\$218,191.82	\$117,516.19 (final cost was less than estimated cost due to a change in scope)	N

				<ul style="list-style-type: none"> <li>Improvements to communication and feedback loops will be pursued.</li> </ul>			
<p>CSV Asset Management Accountability Framework (AMAF) Implementation Support and Strategic Asset Management Plan (SAMP) Review – CSV Asset Planning &amp; Management</p>	<p>Support and guide the AMAF Project Control Group and four CSV Working Groups.</p> <p>Review and update the CSV Strategic Asset Management Plan.</p>	<p>Review the roadmap of activities to ensure a most efficient methodology for the implementation of key improvement activities.</p> <p>Liaise with the AMAF implementation lead and provide guidance or assistance to CSV Working Groups as required.</p> <p>Review the draft Strategic Asset Management Plan and update to a compliant format.</p> <p>SAMP Review included</p> <ol style="list-style-type: none"> <li>Desktop draft SAMP audit review and update</li> <li>Updated SAMP delivered to CSV</li> </ol>	<p>March to June 2020</p>	<ul style="list-style-type: none"> <li>Achieved compliance with AMAF</li> <li>Improved CSV AMAF capability</li> <li>Approved SAMP</li> </ul>	<p>\$39,500</p>	<p>\$39,500</p>	<p>N</p>
<p>Overarching CSV security documents – CSV Security and Emergency Management</p>	<p>Develop overarching Physical Security Framework and supporting standards and policies.</p>	<p>Framework:</p> <ul style="list-style-type: none"> <li>develop an overarching security framework for CSV.</li> <li>evaluate new CSV security framework compliance with security principles in the</li> </ul>	<p>June to September 2019</p>	<ul style="list-style-type: none"> <li>A suite of security foundational document that provide direction in relation to CSV’s physical security requirements in line with the Australian Protective Security</li> </ul>	<p>\$78,400</p>	<p>\$78,400</p>	<p>N</p>

		<p>Australian Protective Security Policy Framework (PSPF) .</p> <p>Standards:</p> <ul style="list-style-type: none"> <li>review and fully document the court categorisations, zonings, processes and associated baseline security standards for ratification by CSV jurisdictions.</li> </ul> <p>Specifications:</p> <ul style="list-style-type: none"> <li>Deliver a methodology documenting the process to conduct site specific Physical Security Plans and a template to be used in the production of Physical Security Plans.</li> <li>Develop detailed, site-specific and comprehensive Physical Security Plans for specified court locations.</li> </ul>		Policy Framework (PSPF).			
Review and validation of CSV's overarching security documents - CSV Security and Emergency Management	Independent review and validation of draft CSV Security Framework and Standards (with technical specifications)	<p>Validate and complete:</p> <ul style="list-style-type: none"> <li>the draft CSV Security Framework and Standards (with technical specifications)</li> <li>the draft template for CSV Physical Site Security Plans</li> </ul>	November 2019 to December 2020	A suite of independently validated security foundational document that provide direction in relation to CSV's physical security requirements in line with the Australian Protective Security Policy Framework (PSPF).	\$41,994	\$41,994	N
Business Continuity	Conduct a comprehensive	Deliver three BCPs and the facilitation of Business	May 2020 - June 2021	Deliver on CSV's preparedness to respond	\$56,700	\$56,700	N

<p>Program (BCP) for CSV, Judicial College of Victoria (JCV) and William Cooper Justice Centre (WCJC) - CSV Security and Emergency Management</p>	<p>review and update of the 2016 CSV/WCJC BCP required to reflect current best-practice and the maturation of CSV.</p>	<p>Impact Analysis (BIA) workshops:</p> <ul style="list-style-type: none"> <li>• CSV BC Plan - focusses on the corporate areas of CSV to allow a continuity of service regardless of the nature of the disruption and the location of the corporate areas and will include all major projects in its scope.</li> <li>• JCV BC Plan - a separate plan for JCV in continuing their service in the event a disruption occurs that does not affect WCJC and only affects the JCV.</li> <li>• WCJC Relocation Plan - focusses on maintaining business continuity for all entities occupying WCJC, both CSV and non-CSV, when a disruptive event occurs in the building, such as a flood. The plan will define a response team, communication protocols between all entities, continuity strategies and a recovery pathway.</li> </ul>		<p>to unplanned interruptions and emergency incidents.</p>			
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CSV Pandemic Plan review - CSV Security and Emergency Management	Review CSV 2016 Pandemic Plan	Review CSV 2016 Pandemic Plan and make recommendations on updates required	February to March 2020	Deliver on CSV's preparedness to respond to unplanned interruptions and emergency incidents.	\$4,310	\$4,310	N
Comprehensive assessment of security technology and support systems across all Victorian courts and tribunals - CSV Security and Emergency Management (Jacobs Group Aust Pty Ltd)	Conduct comprehensive assessment of security technology and support systems across all Victorian courts and tribunals and other CSV venues to identify the physical vulnerabilities and effectiveness of existing security control measures across the system against the security standards.	<ul style="list-style-type: none"> <li>Security Audit – a thorough audit of each site against the CSV Security Framework and Standards.</li> <li>Risk Assessment – an assessment of the relative risk to users in context of performance against the Standards.</li> <li>Recommendations – in line with the results of the audit and risk assessments, compile a report on each site with recommendations, and an overall recommendation for the network of assets.</li> </ul>	May to June 2020	The findings will form the basis of improved design and proposed implementation of a security solution for a proactive, responsive, coordinated and integrated approach to security management across CSV venues.	\$299,411	\$246,970 (final cost was less than estimated cost due to a change in scope)	N
[22m] Community Based Venues Project - Evaluation Framework Development & Implementation - VCAT	Review venue design for three new stand-alone community-based VCAT venues in Oakleigh, Frankston and	<ul style="list-style-type: none"> <li>Assess the design-in-use and operations to capture insights and lessons learned for the development of VCAT's future venues.</li> </ul>	Commenced on-site at Oakleigh in February 2020 but ceased mid-March due to COVID.	<ul style="list-style-type: none"> <li>Insights and lessons learned for the design and operation of the subsequent community-based venues at Frankston and Bundoora.</li> </ul>	\$33,650	\$30,107 (final cost reduced due to COVID closure of the venue to the public)	N

	Bundoora to improve user experiences by facilitating a less formal and less adversarial environment.	<ul style="list-style-type: none"> <li>The scope included on-site observations, user interviews, and surveys.</li> </ul>	<p>Continued in May by online surveys.</p> <p>The final report completed in June 2020.</p>	<ul style="list-style-type: none"> <li>Recommendations to improve the user experience by further changes to physical space, operating model, and service response.</li> </ul>			
Evaluation of Mildura Family Violence Intervention Order (FVIO) Breaches Pilot Project – Magistrates’ Court (MCV)	The project aligns with Royal Commission into Family Violence Recommendation 150 which outlined that MCV was to evaluate the effectiveness of the expanded Koori Court jurisdiction in hearing family violence matters (approximately 12 months after implementation). The evaluation will also seek to investigate how different aspects of the project in Mildura have	<ul style="list-style-type: none"> <li>Mixed methods evaluation, which includes process and outcome elements. Qualitative data collection includes interviews with Aboriginal court users (among other stakeholders).</li> </ul>	January 2020 - June 2021	<ul style="list-style-type: none"> <li>Evaluation to inform the development of the Koori Family Violence Strategy and future service offerings to Aboriginal court users.</li> </ul>	\$107,759.09	Not yet complete.	Not yet complete, not expected to be publicly available.

	influenced the delivery of Umalek Balit Mildura (and vice versa).						
Evaluation of MCV Family Violence Reform – Magistrates’ Court	All-encompassing process and outcome evaluation (including cost-effectiveness assessment) of the MCV-led family violence reforms, with a particular focus on the Specialist Family Violence Courts.	Mixed methods evaluation, which includes state of the science literature review, interim and final process evaluation report and final outcome evaluation report (including a cost effectiveness assessment). The scope and timeframes were also recently revised to include a COVID impact assessment. Qualitative data collection includes interviews with court users among other stakeholders.	September 2019 - October 2023	Evaluation to directly inform the roll out of the remaining SFVCs and to contribute to the broader knowledge and evidence base around effective family violence responses.	\$614,101.82	Not yet complete.	Not yet complete, expect to release a summary report on the MCV public website pending approvals.
Evaluation of the Remote Hearing Trial – Magistrates’ Court	An evaluation of the implementation and operation of the Remote Hearing Pilot in Geelong. The evaluation explored the implementation and any early indicators of the effectiveness of	Evaluation comprises: <ul style="list-style-type: none"> <li>Quantitative data (pilot program administrative data, including participant feedback data)</li> <li>Stakeholder consultations (operational staff from partner organisations).</li> </ul>	February to June 2020	Evaluation findings and recommendations will inform the expansion of remote hearing across ten court locations.	\$88,439	\$88,439	N



	the pilot in achieving its objectives. The evaluation findings will inform decisions to expand the pilot to other locations.						
Evaluation of the LGBTI Practitioners' trial – Magistrates' Court	Evaluation sought to assess the implementation and efficacy of the introduction of LGBTI Family Violence Practitioner services in courts (approximately 12 months after their implementation).	<p>Evaluation comprised a mixed-methods approach, including:</p> <ul style="list-style-type: none"> <li>• Stakeholder consultations</li> <li>• Data analysis (CourtLink and other)</li> <li>• Qualitative consults with practitioners</li> <li>• Qualitative consults with court users.</li> </ul>	February 2019 - February 2020	<p>The evaluation findings (uptake of the services in the first year of the pilot and qualitative data from interviews with participants) indicate that the services have been, overall, relevant, effective and efficient in ensuring that LGBTIQ applicants and respondents have the information, advice and support they require when they come into contact with the court due to family violence.</p> <p>The report concluded with recommendations for further strengthening the courts response to LGBTIQ people. Areas for opportunity include expanding and embedding</p>	\$121,000	\$120,557	N

				these services across the courts, and improved processes to identify LGBTIQ clients to ensure courts can provide safe and inclusive access for LGBTIQ people.			
Evaluation of the Fast-Tracking Initiative (FTI) - Magistrates' Court	Outcome evaluation which explored the justification, effectiveness, efficiency and future application of the FTI model in MCV locations. The evaluation also sought to provide guidance on the operation of the FTI model within the broader FV reform environment and broader MCV locations.	<p>Evaluation comprised:</p> <ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>Desktop review (Policy and operating documents)</li> <li>Quantitative data analysis (CSA, MCV data)</li> <li>Qualitative consultations with staff (not court-users) including VicPol, Magistrates, Registrars and Service Providers.</li> </ul>	April 2019 - January 2020	<p>Evaluation findings, overall, support the effectiveness and efficiency of the initiative in reducing the prolonged timeframes and adjournments of FV-related criminal court proceedings. The data demonstrated a significant decrease in processing timeframes and despite a seven-fold increase in family violence criminal matters over the last eight years. Four in five cases were processed within FTI timeframes across the participating courts.</p> <p>The report recommended FTI be extended across the current 18 locations, and that MCV consider expanding to the remaining court locations</p>	\$181,108	\$181,108	N

				once the short to medium term recommendations arising from the evaluation have been actioned.			
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b) Please outline the Department's/Agencies in house skills/capabilities/expertise to conduct reviews/studies/evaluations/data analysis of the programs and services for which the Department /Agency is responsible.

CSV employs staff with a range of in house skills/capabilities/expertise to conduct reviews/studies/evaluations/data analysis of the programs and services it delivers, including skills in relation to:

- Policy development and review
- Program review
- Evaluations
- Data analysis
- Financial analysis
- Forecasting

## Question 23 (all departments) Annual reports – performance measure targets and objective indicators

a) Please provide the following information on performance measures that did not meet their 2019-20 targets.

Performance measure	2019-20 target (Budget)	2019-20 actual (Annual report)	Variance	Explanation	Output(s) and portfolio(s) impacted
Average cost per case – Civil matters disposed in the Supreme Court	\$2,770	\$2,927	5.7%	The 2019-20 outcome is higher than the 2019-20 target primarily due to changes in the Court's operations in response to coronavirus (COVID-19), which resulted in a lower than expected number of finalisations.	Courts
Average cost per case – Civil matters disposed in the Magistrates' Court	\$916	\$997	8.8%	The 2019-20 outcome is higher than the 2019-20 target primarily due to changes in the Court's operations in response to coronavirus (COVID-19), which resulted in a lower than expected number of finalisations.	Courts
Average cost per case – Civil matters disposed in the Victorian Civil and Administrative Tribunal	\$872	\$1,049	20.3%	The 2019-20 outcome is higher than the 2019-20 target due to changes in the Tribunal's operations in response to coronavirus (COVID-19), which increased overall costs and resulted in a lower than expected number of finalisations.	Courts
Average cost per case – Coronial matters disposed in the Coroners Court	\$4,291	\$3,882	-9.5%	The 2019-20 outcome is lower than the 2019-20 target due to a higher than expected number of finalisations.	Courts
Average cost per case – Criminal matters disposed in the County Court	\$17,479	\$22,550	29.0%	The 2019-20 outcome is higher than the 2019-20 target primarily due to changes in the Court's operations in response to coronavirus (COVID-19), which resulted in a lower than expected number of finalisations.	Courts
Average cost per case – Criminal matters disposed in the Magistrates' Court	\$1,134	\$1,585	39.8%	The 2019-20 outcome is higher than the estimate due to changes in the Court's operations in response to coronavirus (COVID-19), which resulted in a lower than expected number of finalisations.	Courts
Average cost per case – Criminal matters disposed in the Children's Court	\$1,015	\$1,425	40.4%	The 2019-20 outcome is higher than the 2019-20 target primarily due to changes in the Court's operations in response to coronavirus (COVID-19), which resulted in a lower than expected number of finalisations.	Courts
Case clearance rate – Civil matters disposed in the County Court	100%	89.1%	-10.9%	The 2019-20 outcome is lower than the 2019-20 target due to a significant increase in Common Law initiations.	Courts
Case clearance rate – Civil matters disposed in the Magistrates' Court	100%	80.2%	-19.8%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Court's operations in response to	Courts

				coronavirus (COVID-19), with a significant number of cases adjourned due to the need to comply with the public health measures of physical distancing and reducing the number of people in court buildings.	
Case clearance rate – Family Division matters disposed in the Children’s Court	100%	87.7%	-12.3%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Court’s operations in response to coronavirus (COVID-19), with a significant number of adjournments and delays in hearing cases.	Courts
Case clearance rate – Civil matters disposed in the Victorian Civil and Administrative Tribunal	100%	94.8%	-5.2%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Tribunal’s operations in response to coronavirus (COVID-19), with a significant number of cases unable to be heard.	Courts
Case clearance rate – Coronial matters disposed in the Coroners Court	100%	93.0%	-7.0%	The 2019-20 outcome is lower than the estimate due to a rising number of new cases.	Courts
Case clearance rate – Criminal matters disposed in the County Court	100%	108.2%	8.2%	The 2019-20 outcome is higher than the 2019-20 target primarily due to changes in the Court’s operations in response to coronavirus (COVID-19), which resulted in the adjournment of jury trials, a prioritisation of some classes of matters (Pleas and Appeals), and a reduction in the number of initiations from the Magistrates' Court.	Courts
Case clearance rate – Criminal matters disposed in the Magistrates’ Court	100%	81.6%	-18.4%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Court’s operations in response to coronavirus (COVID-19), with a significant number of cases adjourned due to the need to comply with the public health measures of physical distancing and reducing the number of people in court buildings.	Courts
Case clearance rate – Criminal matters disposed in the Children’s Court	100%	79%	-21.0%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Court’s operations in response to coronavirus (COVID-19), with a significant number of adjournments and delays in hearing cases, and an increase in initiations in 2019-20.	Courts
Case clearance rate – Family violence intervention orders disposed in the Magistrates’ and Children’s Courts	100%	79.9%	-20.1%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the operations of the Magistrates’ and Children’s Courts in response to coronavirus (COVID-19), which required the Courts to comply with the public health measures of physical distancing and reducing the number of people in court buildings.	Courts
On-time case processing – Civil matters resolved or otherwise finalised within established	80%	85.1%	6.4%	The 2019-20 outcome is higher than the 2019-20 target due to prioritisation of urgent matters during the coronavirus (COVID-19) pandemic, with the majority of matters finalised relating to family violence and personal safety.	Courts

timeframes in the Magistrates' Court					
On-time case processing – Civil matters resolved or otherwise finalised within established timeframes in the Victorian Civil and Administrative Tribunal	90%	95.0%	5.6%	The 2019-20 outcome is higher than the 2019-20 target due to higher than expected settlement rates in fast-track mediations in the Civil Claims List. The improvement to on-time case processing is typically associated with less complex case types.	Courts
On-time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Supreme Court	85%	73%	-14.1%	The 2019-20 outcome is lower than the 2019-20 target due to the Trial Division clearing a backlog of older cases throughout 2019-20, including two major Hazelwood fire trials with multiple accused, and a higher than usual number of complex Commonwealth cases. In the Court of Appeal, time to finalisation increased as a result of a sharp increase in initiations in 2018-19, including a significant increase in conviction appeals.	Courts
On-time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the County Court	90%	82.3%	-8.6%	The 2019-20 outcome is lower than the 2019-20 target primarily due to changes in the Court's operations in response to coronavirus (COVID-19), which contributed to an increase in time to trial. There was also a decrease in the number of Appeal matters heard, which are typically shorter in duration and have historically driven up timeliness results.	Courts
On-time case processing – Criminal matters resolved or otherwise finalised within established timeframes in the Magistrates' Court	85%	70.1%	-17.5%	The 2019-20 outcome is lower than the 2019-20 target due to an overall increase in the proportion of complex matters represented in the observation, including as a result of counting rule changes.	Courts

b) Please provide the following information for objective indicators where data was not available at publication of the annual report

*Not applicable – CSV did not have any objective indicators where data was not available in CSV's annual report.*

Objective indicators stated in annual report for which data was not available at date of publication	Best available data for 2019-20 and relevant date	Explanation for the absence of data in annual report	Action taken to ensure timely data for 2020-21 annual report
n/a			

## Question 24 (all departments and entities) Challenges experienced by department/agency

Please list a minimum of five main challenges/risks faced by the department/agency in 2019-20.

A significant challenge may be any matter or strategy that impacted the department/agency, whether it arose externally or internally or as a result of new policy or legislation.

	Challenge experienced	Internal/ External	Causes of the challenge	Action taken to manage the challenge/risk
1.	Increase in pending matters, especially in Magistrates' Court and VCAT, the two highest volume jurisdictions.	External	Disruptions to court and tribunal operations due to COVID-19 pandemic.	CSV accelerated technology changes to enable remote hearings to continue delivery of court services during the COVID-19 pandemic. Actions taken during 2019-20 included new AVL technology (including installations in 27 Magistrates' Court courtrooms and upgrade in one), digitisation of VCAT's Planning and Environment Division, and new laptops and monitors provided to judicial officers and court staff to reduce on-site attendances. Commercially provided voice conferencing and telephony services were implemented to enable VCAT to continue to hear Guardianship and Residential Tenancy matters by teleconference. CSV also implemented risk mitigation measures all court venues including COVID Safe signage, screens, hand sanitisers, face masks and additional cleaning to protect the health and safety of court users. Urgent cases were prioritised including those involving family violence, custodial and planning matters.
2.	Increase in pending jury trials	External	Suspension of jury trials from March to November 2020 due to COVID-19 pandemic.	<p>CSV addressed pending jury trials through a range of operational initiatives including:</p> <ul style="list-style-type: none"> <li>• Deployment of judicial registrars and division lawyers to actively case manage suspended jury trials and not guilty pleas in the County Court when the Emergency Case Management Protocol was implemented in March 2020 in response to the COVID-19 pandemic.</li> <li>• Active case management used in the Supreme Court to progress pre-trial preparation and early appropriate resolution and introduction of the fast track mechanism to progress homicide matters from the Magistrates' Court and progressing matters by judge alone (particularly Crimes Mental Impairment).</li> <li>• Planning for courtroom technology and digital transformation changes in County Court to enable all courtrooms to better support online hearings without outdated technology constraints.</li> </ul>

				<ul style="list-style-type: none"> <li>Operational and infrastructure planning and initial works to support COVID Safe in-person hearings in the higher courts, including jury trials.</li> </ul>
3.	Operational and infrastructure works needed to support physical distancing, including COVID Safe hearings.	External	CSV had to rapidly adapt its facilities and procedures in response to COVID-19, and ensure that court/tribunal procedures and hearings were held in COVID Safe environments.	<p>CSV worked quickly to implement a range of operational and infrastructure works to protect the health of court users, judicial officers and staff, including:</p> <ul style="list-style-type: none"> <li>Engagement of consultants including virologists and spatial assessment specialists to assess CSV venues and provide advice</li> <li>Re-configuration of all physical courtrooms and court spaces for physical distancing</li> <li>Transformation of court operations across a multitude of jurisdictions to allow critical work to continue without in-person attendance including registry processes, ‘on the papers’ determinations and online alternative dispute resolutions</li> <li>On-site measures including general and deep cleaning, hygiene screen and hand sanitisation installations, QR code visitor registration system implementation.</li> </ul>
4.	CSV’s information technology systems (ITS) division needed to ensure appropriate and secure technology to deliver online hearings and document management.	Internal	CSV had to rapidly respond to all jurisdictions’ hardware and software needs to support remote work and online hearings.	<p>CSV rapidly responded to all jurisdictions’ hardware and software to enable remote work and online hearings. In addition, CSV undertook extensive planning and consultation to prioritise critical technology changes needed including:</p> <ul style="list-style-type: none"> <li>Supreme Court virtual hearing and digital litigation upgrades.</li> <li>Additional AVL expansions in 14 regional Magistrates’ Court venues and 28 County Court courtrooms.</li> <li>Voice over internet protocol (VOIP) upgrades for 22 Magistrates’ Court venues.</li> <li>Coroners Court courtroom and remote witness technology upgrades.</li> <li>VCAT e-hearing capability build.</li> </ul>
5.	Increase in need for family violence court services.	External	Social and financial stress related to COVID-19 is expected to increase family violence incidents and the need for court services.	The courts prioritised family violence matters during the COVID-19 pandemic, including extending interim periods for Family Violence and Personal Safety Intervention Final Orders to offer greater protections to family violence victims. The completion of three SFVCs in 2019-20 (with two to become operational in 2020-21) will enable Magistrates’ Court to offer enhanced safety, accessibility and support services for victim survivors and interventions that challenge perpetrator behaviour.
6.	COVID-19 measures may have unintended impacts on vulnerable court users with critical needs.	External	COVID-19 restrictions and disruptions had detrimental impacts on vulnerable court users with critical needs.	All Victorian courts remained open during the COVID-19 pandemic but with disrupted court operations, the courts prioritised urgent matters, including those of vulnerable court users, and adjourned non-urgent matters. The Magistrates’ Court and Children’s Court continued to deliver specialist supports remotely where possible. In addition, the Children’s Court established hubs across Melbourne with minimal staffing to provide flexible services and mitigate COVID-19 risks.



7.	Increase in need for drug and alcohol court services.	External	Social and financial stress related to COVID-19 is expected to increase drug and alcohol-related incidents and the need for court services.	<p>CSV sought and received funding for an expansion of the Drug Court program which was approved by the Victorian Government in March 2020. The program seeks to expand the Magistrates' Court Drug Court program to Ballarat and Shepparton to provide specialist court services for regional participants.</p> <p>The County Court will pilot a Drug Court program to increase accessibility and to continue to support program participants as their matter moves from Magistrates' Court to County Court.</p>
8.	Meeting the challenges and wellbeing needs of the judiciary and court staff in a COVID-19 operating environment.	External	Judicial and staff well-being impacted by the additional stress caused by court/tribunal disruptions.	<p>CSV established various programs to protect the health, safety and wellbeing of the judiciary and court staff during the COVID-19 pandemic including the establishment of the Judicial Wellbeing Reference Group in April 2020 to raise understanding of wellbeing issues across each jurisdiction and to identify wellbeing priorities and offers a range of curated resources online.</p> <p>CSV promptly prioritised the health, safety and wellbeing of its workforce during the pandemic, including establishing an Incident Management Team, increasing access to the Employee Assistance Program, and providing access to information, resources and training.</p>
9.	Aging and not-fit-for-purpose court infrastructure	Internal	CSV's asset portfolio consists of seventy-five separate buildings, which are distributed across sixty-six Victorian court locations. Of the seventy-five buildings 41 per cent of the court buildings are over 50 years old and of those, 78% are over 100 years old. Recent asset condition assessments estimate that 65 per cent of the portfolio is below the identified	<p>CSV continues to plan for its infrastructure needs across metropolitan and regional Victoria across a medium-to-long term investment strategy of 15 years. The planning builds on CSV's <i>Strategic Asset Plan</i> that was released in 2017.</p> <p>As part of its strategic asset planning project, CSV has considered:</p> <ul style="list-style-type: none"> <li>• future service delivery models</li> <li>• sector-wide demand modelling</li> <li>• multi-jurisdictional sharing of functions and assets</li> <li>• demand modelling assumptions</li> <li>• advances in in-court technology and administrative systems.</li> </ul> <p>The project's initial completion date was revised from December 2019 to early 2021 due to resolution of demand modelling assumptions and COVID-19 restrictions affecting inspection of each CSV assets to assure desktop asset condition assumptions.</p>

		<p>standard for courts based on size and use. CSV's current available maintenance funding is inadequate (less than industry benchmark) to properly maintain existing Court buildings. The current asset base is largely not fit-for-purpose, in terms of capacity to meet demand for services, configurations that do not adequately meet the needs of modern service delivery models and in some instances the required level of safety and security for court users.</p>	
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**Question 25 (all departments) Newly created bodies**

Please list all newly created bodies (authorities, offices, commissions, boards and/or councils) created within the department in 2019-20 and provide the following information:

- Date body created
- Expenditure in relevant financial year
- FTE staff at end of relevant financial year
- purpose/function(s) of the body.

Name of the body	Date body created	Expenditure in 2019-20	FTE staff	Purpose/function(s) of the body	Who the head of the newly created body directly reports to
n/a					

## Section I: Implementation of previous recommendations

### Question 26 (relevant departments only)

Please provide an update on the status of the implementation of each of the below recommendations that were made by the Committee in its *Report on the 2017-18 and 2018-19 Financial and Performance Outcomes* and supported by the Government. Please delete those lines that are not relevant to the department.

Department	Recommendations supported by Government	Actions taken at 31 January 2021
CSV	<p>Recommendation 38: CSV consider taking steps to ensure future performance reporting against measures in the Budget Papers reliably reflect all changes in funding and associated performance assumptions arising after the State Budget is published.</p>	<p>CSV is continuing to ensure its output performance estimates as reported in the Victorian Budget reflects all changes in funding as approved by Government at the time the State Budget is published (generally, in May each year). CSV ensures its processes for output performance reporting are in accordance with the Department of Treasury and Finance (DTF) Information Request guidelines and works closely with DTF to review funding impacts and report appropriately. It should be noted output performance estimates and output cost estimate are not revised should there be any changes in funding after the State Budget is published. Rather, any changes in funding are reflected in CSV's output performance outcomes as published in CSV's Annual Report. This enables a comparison and commentary to be made of actual outcomes against original budget estimates.</p> <p>In relation to the 2017-18 financial year, it should be noted that there were two funding initiatives that were approved by the Government after the estimates were published in the State Budget in May 2017. The additional funding increased CSV's actual output cost for the year ended 30 June 2018 against its output cost estimate.</p> <p>In relation to the 2018-19 financial year, there was one multi-jurisdictional funding initiative that was approved by the Government after the estimates were published in the State Budget in May 2018.</p>

		<p>The additional funding increased CSV’s actual output cost for the year ended 30 June 2019 against its output cost estimate.</p> <p>In relation to the 2020-21 State Budget (delivered on 24 November 2020), CSV has reflected all changes in funding in its ‘average cost per case’ measures while the 2020-21 estimates (‘targets’) for all other measures have been ‘rolled over’ from 2019-20 estimates as per DTF instructions.</p>
<p>CSV</p>	<p>Recommendation 39: CSV consider expanding its budget paper objective indicators and performance measures by incorporating additional indicators from its excellence frameworks.</p>	<p>CSV is reviewing its Budget Paper objective indicators and performance measures as part of its strategic and corporate planning programs. The inclusion of additional indicators from the International Framework for Court Excellence will be considered as part of these planning programs. CSV is comprised of several courts and tribunals with specific jurisdictions and varied caseloads and case types. Extensive consultation with all Victorian courts and tribunals and other key stakeholders including DTF and the Attorney-General will need to be undertaken to review the relevance of potential new indicators, as well as the availability of required data and resources required to implement any changes. It should be noted that the all jurisdictional resources are currently focussed on clearing pending caseloads that have been increased by the COVID-19 pandemic and this priority activity is expected to continue in the short to medium term.</p>

**Question 35 (all departments and entities) Enterprise Bargaining Agreement (EBAs)**

Please list the Enterprise Bargaining Agreement (EBAs) concluded in 2019-20 that had an impact for the department/agency. For each EBA, please show the number of employees affected and the growth in employee expenses attributable to the EBA.

Enterprise Bargaining Agreement	Number of employees affected	Number of employees as a % of department/entity	Growth in employee expenses attributable to the EBA (\$ million)	Growth in employee expenses attributable to the EBA (\$ million) as a % of total employee expenses
n/a				