

CHAPTER 15: CARING COMMUNITIES

Key findings of the Committee:

- 15.1 The 2009-10 Budget for child protection and family services is \$583 million. This represents an increase of 5.2 per cent on the expected outcome for 2008-09 and includes output funding initiatives of \$149.6 million and asset initiatives of \$10 million over four years to strengthen the State's response to vulnerable children and young people.
- 15.2 The Department of Human Services should review reporting of performance measures relating child protection services, including staffing and case loads.
- 15.3 In May 2009, the Victorian Government released *Directions in out-of-home care*. This document outlines seven reform directions aimed at improving the out-of-home care system. The 2009-10 Budget includes \$125 million over four years for reform of out-of-home care services.
- 15.4 The Department of Human Services needs to develop a framework for evaluating the outcomes resulting from implementation of the reforms outlined in the *Directions in out-of-home care* document and needs to ensure adequate monitoring of implementation of the reforms by community service organisations providing residential care on behalf of the State.
- 15.5 The Department of Human Services should support research into the comparative outcomes of different types of out-of-home care to inform future strategic and policy direction.
- 15.6 On 7 February 2009, Victoria experienced the worst bushfires in Australia's history. The 2009-10 Budget includes \$908 million over five years (\$593 million in 2008-09) to assist bushfire response and recovery.
- 15.7 The Victorian Bushfire Appeal Fund raised a total of \$382 million (\$379 million in donations and \$3 million in interest earnings). As at 30 July 2009, a total of \$266 million had been allocated by the Appeal Fund with 15,180 payments having been made totalling \$172 million.
- 15.8 Both the Victorian Bushfire Appeal Fund and the Victorian Bushfire Reconstruction and Recovery Authority provided detailed and comprehensive reports on the first six months of their respective activities.
- 15.9 The Department of Human Services received \$103.9 million (\$48.9million in 2008-09) in the 2009-10 Budget for bushfire recovery and response output initiatives. Of this, \$70.1 million was provided over two years for the establishment of the Victorian Case Management System to assist individuals and families affected by the bushfires receiving access to grants and services.
- 15.10 The Department of Human Services should consider including more detailed information in its future annual reports in relation to outputs and outcomes of its Bushfire Recovery Service Delivery Unit.
- 15.11 The 2009-10 Budget includes \$167 million (including \$76 million TEI) over four years to improve and maintain Victoria's emergency services communications. Of this the Emergency Services Telecommunications Authority (ESTA) received \$56.2 million to improve its capacity to manage calls and dispatch units.

- 15.12** In 2008, the Victorian road toll was 303 which represented a decrease of 8.7 per cent on the toll recorded for 2007. The number of serious injuries relating to a road accident also fell from 7,904 in 2007 to 6,504 in 2008 (a fall of 18 per cent).
- 15.13** The 2009-10 Budget includes an allocation of \$155 million (including \$28 million TEI) over four years to the Department of Justice for road safety initiatives aimed at fighting the incidence of road trauma.
- 15.14** In 2008, the Victorian Government announced its new road safety strategy, Arrive Alive 2008-2017 (Arrive Alive 2) which follows on from the first Arrive Alive! Strategy announce in 2002. Arrive Alive 2 involves the efforts of Victoria Police, the Transport Accident Commission, VicRoads and the Department of Justice working together to implement actions under the strategy.
- 15.15** The Department of Justice should consider developing relevant and appropriate performance indicators directed at assessing the achievements of its road safety initiatives in 2009-10 and over the forward estimates period.
- 15.16** The Road Safety Executive Group should consider the development and inclusion of an evaluation strategy and performance measures and targets in future Arrive Alive 2 Action Plans. In addition, the Group should determine a process for publicly reporting the results and outcomes following completion of each of the three year action plans under the Government's Arrive Alive 2 Road Safety strategy.

15.1 Introduction

The two goals under the 'Caring Communities' vision of the *Growing Victoria Together* (GVT) initiative are:

- Building friendly confident and safe communities; and
- A fairer society that reduces disadvantage and respects diversity.

In considering the budget estimates, the Committee asked a total 148 questions in relation to the 'Caring Communities' vision. This comprised 31.0 per cent of the total questions asked during the Budget Estimates hearings.

The answers provided at the Budget Estimates hearings were recorded in Hansard and the transcripts of evidence have been reproduced in the *Report on the 2009-10 Budget Estimates – Part One, Volume Two*.

This Chapter presents information and analysis on a number of key issues canvassed by the Committee at the Budget Estimates hearings concerning government services and activities relevant to the 'Caring Communities' vision of *Growing Victoria Together*.

15.2 Child Protection and Family Services

15.2.1 Introduction

Child Protection and Family Services are provided under the Community Services portfolio of the Department of Human Services (DHS). These services make a significant contribution to the goals of the Caring Communities vision of the Government's *Growing Victoria Together* initiative.

The DHS provides statutory child protection, parenting services, adoption and placement services and specialist support services to promote the safety and wellbeing of children and adolescents at risk of abuse, harm or neglect. The type of service provided by the Department is dictated by how serious the risk of harm is to a child's safety and wellbeing.

Policy and principles

The policy objectives of the *Children, Youth and Families Act 2005* and the *Child Wellbeing and Safety Act 2005* are:⁵¹⁵

- *To promote children's best interests, including a new focus on children's development;*
- *To support a more integrated system of effective and accessible child and family services, with a focus on prevention and early detection; and*
- *To improve outcomes for children and young people in the Child Protection and out-of-home care system.*

In accordance with the legislation, the Department has developed a '*Best Interests framework for vulnerable children and youth*' to provide a consistent understanding of the '*Best Interests principles*' enshrined in the legislation and how they impact on practice.

Funding for child protection and family services

Table 15.1 shows expenditure/funding for Child Protection and Family Services within the Department between 2007-08 and 2009-10.

⁵¹⁵ Victorian Government, *The Children, Youth and Families Act 2005, The Child Wellbeing and Safety Act 2005, A framework to promote children's safety, wellbeing and development*, April 2006

Table 15.1: Child protection and family services expenditure/funding 2007-08 to 2009-10 (\$m)

Output	2007-08 ^(a)	2008-09 ^(b)	2009-10 ^(c)
Statutory Child Protection Services	129.7	139.4	137.9
Specialist Support and Placement Services ^(d)	261.2	278.9	302.7 ^(e)
Family and Community Services	119.1	135.6	142.4 ^(f)
Total	510.0	553.9	583.0

- Notes:
- (a) Actual expenditure, DHS Annual Report 2007-08, p. 153
 - (b) Expected outcome, Department of Treasury and Finance, 2009-10 Service Delivery, Budget Paper No.3, pp. 112-113
 - (c) 2009-10 Target, Department of Treasury and Finance, 2009-10 Service Delivery, Budget Paper No.3, pp. 112-113
 - (d) This output is a merger of Child Protection Specialist Services and Placement Support Services recorded separately in 2007-08.
 - (e) This figure reflects additional funding for out-of-home care reform.
 - (f) This figure reflects additional funding for sexual assault counselling initiatives.

At the Budget Estimates hearings, the Committee heard from the Minister for Community Services, that the Government has been progressively reforming Victoria’s child protection system over the past few years with additional focus on prevention and early intervention which has contributed to the stabilisation of child abuse substantiations (i.e. where a conclusion has been reached following an investigation that a child has been or is likely to be abused, neglected or suffer harm) in Victoria.⁵¹⁶

2009-10 Budget initiatives

The 2009-10 Budget allocates a total of \$160 million over four years to strengthen further the State’s response to vulnerable children and young people. This additional investment comprises:⁵¹⁷

- \$125 million over four years for out-of-home care services. Initiatives include additional placements for children removed from their family; additional support to community service organisations providing residential care; increased capacity for programs providing intensive in-home assistance to children, young people and families to help resolve problems; creation of a new intensive in home support option for children with challenging behaviours; an expansion in the psychological and behavioural treatment services for children in out-of-home care; establishment of a community mentor program for children in out-of-home care; and cultural training to better meet the needs of indigenous children in out-of-home care;
- \$10 million total estimated investment (TEI) over three years for the renovation and upgrade of residential care facilities;
- \$14.6 million over four years to enable the expansion of the after hours child protection emergency service, the ‘streetwork’ outreach service and the advocacy and alternative accommodation service for young people; and
- \$10.5 million over four years for the continuation of sexual assault counselling services for children to support a reduction in waiting times.

⁵¹⁶ Ms L Neville MP, Minister for Community Services, 2009-10 Budget Estimates hearings, transcript of evidence, 19 May 2009, p.2

⁵¹⁷ Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, p.40

Table 15.2 shows the amounts provided to the Department for child protection output and asset initiatives in the 2009-10 Budget and forward estimates period.⁵¹⁸

**Table 15.2: DHS – Child Protection and Family Services
– Output and Asset Initiatives 2009-10 to 2012-13**

Output Initiatives	2009-10	2010-11	2011-12	2012-13	Total
Out-of-Home Care Reform	26.7	29.8	34.7	33.3	124.5
After Hours Child Protection Emergency and Crisis Response Services	3.5	3.6	3.7	3.8	14.6
Sexual Assault Counselling Services for Children	2.2	2.5	2.8	3.0	10.5
Total Output Initiatives	32.4	35.9	41.2	40.1	149.6
Asset Initiatives					
Out-of-Home Care – Upgrading Existing Residential Care Facilities	3.0	4.0	3.0	-	10.0
Total Asset Initiatives	3.0	4.0	3.0	-	10.0
Total Budget Initiatives	35.4	39.9	44.2	40.1	159.6

Source: Department of Treasury and Finance, 2009-10 Service Delivery, Budget Paper No. 3

15.2.2 DHS Child Protection staffing and workload

Child protection staffing

As part of its 2009-10 Budget Estimates questionnaire the Committee requested Effective Full-time (EFT) staff numbers (non-executive) as at 30 June 2008 together with estimates of EFT staff numbers at 30 June 2009 and 30 June 2010. Table 15.3 shows the number of staff working in the Department's child protection services between June 2007 and projected to June 2010.

Table 15.3: DHS Child protection workforce June 2007 to June 2010

Form of employment	June 2007	June 2008	June 2009^(b)	June 2010^(c)
Ongoing (FTE) ^(a)	1179	1221	1225	1244
Fixed term and casual (FTE)	175	200	194	197
Total staffing	1354	1421	1419	1441

Notes: (a) FTE means full-time equivalent staff.

(b) June 2009 staff numbers are an estimate based on the number of staff employed by the Department at March 2009.

(c) June 2010 staff numbers are based on FTE results over the last 60 months and application of statistical forecasting techniques.

Sources: Department of Human Services, Annual Report 2007-08, DHS response to the Committee, letter received 28 May 2009.

⁵¹⁸ Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, p.321

At the Budget Estimates hearing in May 2009, the Minister for Community Services was asked for details of the number of child protection staff having direct contact with children and the number who will have direct contact with children into the forward estimates. In July 2009, the Minister provided advice to the Committee on notice that:⁵¹⁹

Whilst it is not possible to give a precise figure, the overwhelming majority of the child protection staff employed by the Department have direct contact with children.

The number of child protection staff having direct contact with children will be maintained across the forward estimates.

Child protection workload

Child protection work is complex and demanding. The number of child protection notifications (reports) is growing nationally. Figures produced by the Australian Institute of Health and Welfare (AIHW) indicate that the number of notifications rose 3 per cent nationally from 309,448 in 2007 to 317,526 in 2008.⁵²⁰

Table 15.4 shows the number of notifications (or reports) received by the Department and the number of substantiations for 2006-07 and 2007-08.

Table 15.4: Number of notifications and substantiations 2000-01 to 2007-08

Year	Notifications/reports	Substantiations	Percentage of Substantiations per Notification
2006-07	38,675	6,828	17.6
2007-08	41,607	6,365	15.3

Source: Australian Institute of Health and Welfare, *Child Protection Australia 2007-08*, pp.23 and 25

Analysis of child protection data across Australia undertaken by the AIHW in relation to the increase in the number of notifications and decrease in substantiations is suggested to reflect an increased awareness of child protection concerns in the wider community and a greater willingness to report potential concerns to child protection services.⁵²¹

The Department recognises that there are difficulties associated with recruitment and retention of child protection staff. In March 2008, the Department launched a recruitment campaign to attract applicants from the United Kingdom and Ireland to child protection jobs in Victoria in an attempt to address shortages being experienced locally and nationally. As a result of this campaign, 30 new child protection workers were hired in November 2008.⁵²²

⁵¹⁹ Ms L Neville MP, Minister for Community Services, *2009-10 Budget Estimates Further Information – Community Services*, letter received 28 July 2009

⁵²⁰ Australian Institute of Health and Welfare, *Child protection Australia 2007-08*, Canberra, Australia, 2009, p.22

⁵²¹ *ibid.*, p.24

⁵²² www.dhs.vic.gov.au/humanservicesnews/nov08/uk.htm accessed 17 September 2009

The State Ombudsman's *2008-09 Annual Report* also includes a number of concerns in relation to child protection service delivery. In particular, the Ombudsman comments on the Department's inability to provide vulnerable children with a case worker and delays in the investigation of serious allegations due to demand pressures on limited resources. The report notes that as a result of these concerns, in April 2009, the Ombudsman commenced an investigation into the Department's Child Protection Program.⁵²³

As part of its response to the Budget Estimates questionnaire on staffing matters, the Department advised the Committee that, in line with government policy, staffing levels are adjusted to meet service delivery and associated support requirements as need arises.⁵²⁴

In response to concerns regarding child protection, the Premier announced on 18 September 2009, that an additional \$77.2 million will be made available over the next four years to fill existing staff vacancies in the Department and recruit additional staff. In addition, a specialist intervention team will be established to mentor staff and assist managing case backlogs.⁵²⁵

A review of the performance measures included in the Department's *2007-08 Annual Report* and also in Budget Paper No. 3, indicates that information related to child protection services staffing and workload comprises:

- the number of child protection reports received in the year;⁵²⁶
- the daily average number of placements;⁵²⁷
- the number of children receiving an intensive support service;⁵²⁸
- the total number of family services cases provided; and⁵²⁹
- the number of child protection employees.⁵³⁰

The Committee considers that it is timely for the Department to review the performance indicators for child protection services, including human resource workloads.

Recommendation 44:

The Department of Human Services review the performance indicators for child protection services including human resource workloads.

⁵²³ Ombudsman Victoria, *Annual Report 2008-09*, September 2009, pp.28-32

⁵²⁴ Ms F Thorn, Secretary, Department of Human Services, response to the Committee on the 2009-10 Budget Estimates questionnaire, letter received 28 May 2009, p.30

⁵²⁵ [www.premier.vic.gov.au/\\$77.2-million-boost-to-child-prtection.html](http://www.premier.vic.gov.au/$77.2-million-boost-to-child-prtection.html) accessed 25 September 2009

⁵²⁶ Department of Treasury and Finance, Budget Paper No. 3, *2009-10 Service Delivery*, May 2009, p.112

⁵²⁷ *ibid.*, p.112

⁵²⁸ *ibid.*, p.112

⁵²⁹ *ibid.*, p.113

⁵³⁰ Department of Human Services, *Annual Report 2007-08*, p.77

15.2.3 Out-of-home care services

Out-of-home care is a service provided by the DHS and a number of community service organisations to provide accommodation and care to children and young people (up to the age of 18 years) who cannot live with their own families. Out-of-home care can be provided for protective reasons, such as in the case of abuse or neglect or for other family reasons such as a parent or guardian illness or inability to provide adequate care.

There are essentially two types of out-of-home care provided by the Department:⁵³¹

- Home-based care is the term used to describe care provided in a carer's own home and includes:
 - foster care;
 - shared family care;
 - adolescent community placement;
 - specialised home-based care;
 - one-to-one home-based care;
 - innovative home based care;
 - kinship care; and
 - permanent care.

Residential care refers to supported accommodation provided by community service organisations contracted by DHS.

There has been an increasing preference both in Australia and overseas for children to be placed in home-based care rather than residential care. Residential care is mainly used for children who have complex needs and older children (over 10 years of age).⁵³²

According to the most recent report by the AIHW on *Child Protection in Australia 2007-08*, the statistics on children in out-of-home care in Victoria are as follows:⁵³³

- the total number of Victorian children in out-of-home care as at 30 June 2008 was 5,056 an increase of 39.9 per cent (1441 children) since 1998;
- between 30 June 2007 and 30 June 2008 the number of children in out-of-home care was stable (i.e. an increase of 4 children over the year);
- the rate of Victorian children in out-of-home care increased from 3.2 per 1,000 at 30 June 1998 to 4.2 per 1,000 at 30 June 2008;
- at 30 June 2008, 48.9 per cent of children in out-of-home care were in foster care, 36.1 per cent were in kinship or relative care, 6.1 per cent were in other home-based care and 8.4 per cent were in residential care; and
- the rate of indigenous children in out-of-home care in Victoria was nearly 14 times higher than the rate for other children.

⁵³¹ www.ocsc.vic.gov.au/iru/definition.htm, accessed 14 August 2009

⁵³² Australian Institute of Health and Welfare, *Child protection Australia 2007-08*, Canberra, Australia, 2009, pp.57-59

⁵³³ *ibid.*, pp.57-63

The Government's reform of out-of-home care

As mentioned earlier in this Chapter, the 2009-10 Budget includes \$125 million over four years for reform of out-of-home care services. In May 2009, the Government released '*Directions for out-of-home care*' which outlines a framework for reform of the system over the next five years.⁵³⁴

The reforms are aimed at:⁵³⁵

- developing and supporting families to enable more children and young people to grow up at home;
- re-designing care facilities to provide greater placement choice and better matching of children and young people to placements; and
- improving the outcomes and life chances for children and young people in care.

The Government's new out-of-home care agenda is based on seven reform directions as follows:⁵³⁶

- *Reform direction 1: Support children to remain at home with their families.*
- *Reform direction 2: A better choice of care placement.*
- *Reform direction 3: Promote wellbeing.*
- *Reform direction 4: Prepare young people who are leaving care to make the transition to adult life.*
- *Reform direction 5: Improve the education of children in care.*
- *Reform direction 6: Develop effective and culturally appropriate responses for the high numbers of Aboriginal children in care.*
- *Reform direction 7: A child focussed system and processes.*

The Committee looks forward to the results and achievements of the Government's reform of the out-of-home care system under the '*Directions for out-of-home care*' document. To this end, it is important that the Department of Human Services undertakes regular monitoring and assessment of the actions taken with respect to these reforms to assess progress and report achievements and to guide decision-making over the reform period.

⁵³⁴ *ibid.*, p.10

⁵³⁵ *ibid.*, p.3

⁵³⁶ *ibid.*, pp.4-5

Recommendation 45: **The Department of Human Services develop a formal evaluation framework for the *Directions for Out-of-home care strategy* and the outcomes arising to inform future decision-making and strategic actions.**

Recommendation 46: **The Department of Human Services ensure that:**

- (a) community service organisations, providing residential care on behalf of the State, have a clear understanding of the aims and reform initiatives outlined in the ‘Directions for out-of-home care’ and, in particular, expected improvements in outcomes intended to flow from these reforms; and**
- (b) adequate monitoring systems are in place to assess the effective implementation of the reforms, and the improvements made, by community service organisations providing residential out-of-home care.**

15.2.4 Measuring quality outcomes for children and young people in out of home care

Ongoing performance measurement is critical to assessing how well a program is meeting its objectives and the program results and achievements. Such information assists decision-making and improvement strategies. A comprehensive system of performance measurement provides useful data for targeting service improvement and more effective application of resources.

The state of Victoria’s children

Since 2006 the Victorian Government through the Department of Education and Early Childhood Development (DEECD) has published a report entitled, ‘*The state of Victoria’s children*’ which sets out the status of children and young people up to 18 years in terms of health, learning, development, safety and wellbeing.

The most recent report released in June 2009, notes that there has been a declining trend in the number of child protection substantiations per 1000 children in Victoria between 2000-01 and 2006-07. However, the report also notes that the number of child protection substantiations do not provide an accurate measure of the prevalence of child abuse as they only relate to cases which have come to the attention of child protection authorities (i.e. have been reported or notified).⁵³⁷

⁵³⁷ Department of Education and Early Childhood Development, *The state of Victoria’s children – Summary Report*, State of Victoria, Melbourne, June 2009, p.7, 9-11

The report also includes comment on the education, health and wellbeing outcomes of children in priority population groups, namely indigenous children, children with a disability, children from culturally and linguistically diverse (CALD) backgrounds and children in out-of-home care. However, the report notes that:⁵³⁸

Outcomes data in relation to children with a disability, CALD children and children in out-of-home care continue to be limited and this is particularly so in respect to Victorian data...Gaps in our knowledge about outcomes for children from these priority groups will be addressed by future data collections.

The Child Safety Commissioner provides advice to the Minister for Community Services and the Minister for Children and Early Childhood Development on issues impacting on the lives of children in particular vulnerable children and young people. The core functions of the Office of the Child Safety Commissioner are:⁵³⁹

- Promotion of child safe environments;
- Monitoring Victoria's out-of-home care system;
- Conducting inquiries into the deaths of children known to the child protection system and into other matters referred by the Minister for Children and Early Childhood Development; and
- Informing the community about the *Working with Children Act 2005* and reviewing the administration of the Act.

In May 2007, the Child Safety Commissioner released the '*Charter for Children in out-of-home care*' which identifies 16 rights that children in out-of-home care can expect. The Department of Human Services *2007-08 Annual Report* states:⁵⁴⁰

...the charter provides a comprehensive framework that guides our policies, programs and services. The charter also forms the basis for the development of outcomes for children in out-of-home care, and once developed these outcomes will be reported.

The Committee encourages DHS to collaborate with DEECD and the Child Safety Commissioner in further work on improving knowledge of outcomes for specific groups of children. The Committee also supports the Child Safety Commissioner in undertaking regular reviews of out-of-home care providers to ensure they are complying with the *Charter for Children in out-of-home care* and are meeting the Department's service standards for out-of-home care.

Outcomes for different forms of out-of-home care

As mentioned earlier in this Chapter, the proportion of Victorian children in foster care in June 2008 was 48.9 per cent compared with 8.4 per cent in residential care.

Research undertaken in Australia and internationally indicates that while the number of children needing placements is increasing, there are decreasing numbers of foster care placements available. This has been attributed to the increase of working women, the economic cost of foster care for carers, increasing expectations and 'professionalism' of foster carers and attrition through an ageing population. Also, the emphasis on 'placement' stability' and permanency planning' has increased pressure on the system as children remain in care longer. This has reduced the capacity

⁵³⁸ *ibid.*, p.11

⁵³⁹ www.ocsc.vic.gov.au accessed 17 August 2009

⁵⁴⁰ Department of Human Services, *Annual Report 2007-08*, p.55

of existing carers to take new children entering the system and has also seen changes in the age profile of children and needs of those children remaining in care longer.⁵⁴¹

In March 2009 the Government funded a \$500,000 campaign aimed at recruiting foster carers in Victoria. The campaign entitled '*Fostering a brighter future*' comprised radio and television media, posters, brochures and a DVD for prospective carers. This campaign followed the Government's funding of uniform foster care training and assessment packages in 2007 and an investment of \$16.5 million for the roll-out of therapeutic foster care.⁵⁴²

A review of the research undertaken into out-of-home care in Australia by the Australian Institute of Family Studies concluded that there were significant research gaps in relation to residential care and kinship care and also with respect to comparisons in the outcomes for children in different types of residential care and in kinship care and foster care.⁵⁴³ Further research supported by DHS would be valuable to inform future strategies and policy directions.

15.3 Emergency management and disaster relief

One of the goals under the Government's GVT vision is building friendly, confident and safe communities. This includes both strong support networks and services to meet the needs of members living in Victorian communities and excellent policing and emergency services.⁵⁴⁴

15.3.1 Black Saturday Bushfires

On 7 February 2009, Victoria experienced the worst bushfires in Australia's history. As a result of these fires 173 lives were lost, many homes and businesses were destroyed and significant other physical, psychological and environmental damage was incurred. As noted in Chapter 2 of this report, bushfire recovery was identified as a specific budget strategy in the 2009-10 Victorian Budget due to the significance of this event.

The 2009-10 Budget provides a total of \$908 million over five years and \$78 million TEI for services and infrastructure to assist bushfire response and recovery. As already noted in this report, around \$593 million of the total output funding of \$908 million was provided in 2008-09 due to the urgency surrounding assistance and recovery activities.

Following the fires, the Victorian and Commonwealth Governments together with the Red Cross established the 2009 Victorian Bushfire Appeal Fund (\$2 million donation to the Fund by the Government is included in the 2009-10 Budget). Budget Paper No. 3 states that an independent advisory panel has been established to make decisions on the allocation of the donations and as at May 2009, \$240 million had been allocated to persons affected by the fires.⁵⁴⁵

⁵⁴¹ Bromfield, Higgins, Osborn, Panozzo and Richardson, *Out-of-home care in Australia: messages from research*, Introduction, Australian Institute of Family Studies, National Child Protection Clearinghouse, 2005, pp.2-3

⁵⁴² Media release, Minister for Community Services, *Foster a brighter future for Victoria's children*, 18 March 2009

⁵⁴³ Bromfield, Higgins, Osborn, Panozzo and Richardson, *Out-of-home care in Australia: messages from research*, Introduction, Australian Institute of Family Studies, National Child Protection Clearinghouse, 2005, pp.106-107

⁵⁴⁴ Department of Treasury and Finance, Budget Paper No. 3, *2009-10 Service Delivery*, May 2009, p.418

⁵⁴⁵ *ibid.*, p.10

In addition, immediately following the fires, the Government established:

- A Royal Commission to inquire into the causes of, and responses to, the fires and to make ‘*recommendations on bushfire prevention, response policy and practices*’⁵⁴⁶ (\$40 million over two years provided in the 2009-10 Budget). The Commission brought down its Interim Report on 17 August 2009. A final report is due in July 2010; and
- The Victorian Bushfire Reconstruction and Recovery Authority (the VBRRA) to oversee and co-ordinate the restoration and recovery process across the State (\$21 million over two years is provided in the 2009-10 Budget).

In addition to the funding mentioned above, the funding package for Bushfire response and recovery, outlined in the 2009-10 Budget, includes:⁵⁴⁷

Fighting the fires

- Fire suppression activities carried out by the Department of Sustainability and Environment, the Metropolitan Fire Brigade and Country Fire Authority (\$344 million); and
- Provision of additional police resources (\$24 million).

Supporting bushfire affected people and families

- Case managers to provide Bushfire victims with assistance and support (\$70 million over two years); and
- Compassionate emergency assistance (\$36 million provided in 2008-09).

Assisting bushfire-affected businesses

- Business Assisted Packages to small businesses and primary producers (\$51 million); and
- Marketing and redevelopment of tourism infrastructure in regions economically affected by the fires (\$10 million).

Rebuilding communities

- Clean-up and demolition program (\$46 million over two years); and
- Restoration of roads and public transport services (\$15 million).
- Community Recovery Fund (\$10 million).

Preparing for the future

- Maintenance and improvement of emergency communications for the public and between emergency services organisations (\$167 million over four years);
- Modernise fire fighting equipment and provision of more operational staff (\$70 million over five years. This is in addition to the provision over five years of \$53 million for additional fire management resources announced in the *2008-09 Budget Update*); and
- Recognition, retention and recruitment of volunteer emergency services personnel (\$3.9 million).

⁵⁴⁶ ibid.

⁵⁴⁷ Department of Treasury and Finance, *Victorian Budget, 2009-10 Overview*, May 2009, pp.4-5

The Victorian Bushfire Appeal Fund

The Victorian Bushfire Appeal Fund (the Appeal Fund) was established in February 2009 immediately following the bushfires and was officially closed on 17 April 2009. The Appeal Fund has raised \$379 million in donations and generated a further \$3 million in interest over this period. The monies are held in a trust account established by the Victorian Government.⁵⁴⁸

Payments from the Appeal Fund are distributed through the DHS at the direction of an Independent Advisory Panel (Advisory Panel) which was chaired by Mr John Landy AC CVO MBE up until 8 September 2009 and is currently chaired by the Hon. Pat McNamara.⁵⁴⁹ The Advisory Panel is supported by a Secretariat, provided by the Department of Premier and Cabinet, and an Implementation Unit operated by the DHS. The Implementation Unit is responsible for assessing applications, making payments and liaising with DHS case managers to assist those affected by the bushfires.⁵⁵⁰

In August 2009, the Appeal Fund published a '*Six Month Progress Report*' detailing its activities since February and together with information about the gifts (payments/grants) made. The Advisory Panel developed criteria for gift proposals to ensure that payments made reflected the intent of donors and addressed individual and community needs. The Appeal Fund's six-month report states that as at the end of July 2009, it has made available 22 types of gifts totalling \$266 million. This amount represents best estimate of the funds likely to be required assuming a 100 per cent take-up rate.⁵⁵¹

As at the end of July 2009, a total of 15,180 payments, totalling \$172 million had been made. Table 15.5 shows the gifts made available from the Appeal Fund and the payments allocated as at 31 July 2009.⁵⁵²

⁵⁴⁸ Victorian Bushfire Appeal Fund, *Six Month Progress Report*, August 2009, p.3

⁵⁴⁹ www.dhs.vic.gov.au/bushfireappeal accessed 21 September 2009

⁵⁵⁰ Victorian Bushfire Appeal Fund, *Six Month Progress Report*, August 2009, p.3

⁵⁵¹ *ibid.*, pp.4-5, 11

⁵⁵² *ibid.*, pp.10-11

Table 15.5: Victorian Bushfire Appeal Fund – gifts available and amounts allocated

Gift	Grant amount	Total allocated (\$m)
Compassion & Bereavement	\$10,000 for next of kin	1.74
Initial Home Dislocation	\$5,000/household, \$2,000 for each person 18+ yrs, \$1,500 for each child <18 yrs	30.00
Severe Injury	\$7,500 lump sum	1.28
Household Repairs	\$3,000 lump sum	2.36
Tools of Trade	\$5,000 lump sum	1.50
Rehousing & Recovery-Destroyed Properties	\$35,000 lump sum plus \$15,000 contents, plus an up to \$50,000 needs-based payment	119.00
Rehousing and Recovery-Houses Under Construction	Up to \$25,000 pre lock-up and \$35,000 for post lock-up	(a)
Rehousing & Recovery-Damaged Properties	\$15,000 lump sum plus an up to \$7,500 needs-based payment	22.50
Rehousing & Recovery-Tenant Properties	\$15,000 lump sum	5.50
Exceptional hardship	Up to \$8,000	0.80
Community Assistance	\$9.1 million package to affected Councils	9.10
Rural Property Recovery Assistance	Up to \$5,000	5.00
Severe Injury Transition to Home	\$50,000 lump sum plus up to \$50,000 for those eligible	2.00
Winter Needs	\$2,000 per household	8.00
Community Winter Events	\$5,000 to \$25,000 per community	1.00
Bereaved Children & Children of the Permanently Impaired	\$8 million in assistance	8.00
School Holiday Programs	\$5 million package for the YMCA	5.00
Support for Boarders to Rehouse	\$5,000 per home for two residents and \$7,500 for three or more residents	0.25
Transitional Support for Home Owners	\$10,000 per home for up to two residents and \$15,000 per home for three or more residents	20.30
Transitional Support for Tenants and Boarders	\$5,000 per home for up to two residents and \$7,500 per home for three or more residents	20.30
Essential Services for Temporary Accommodation	\$11 million package	11.00
Psychological Counselling Phase 1	\$4.6 million for primary and secondary students plus \$3.5 million for services to people needing extra psychological support. \$700,000 to discussion & support groups	8.80
Total value of gifts made available		265.80
Total value of gifts disbursed to date		172.00

Notes: (a) Included in Rehousing and Recovery-Destroyed Properties

Source: Victorian Bushfire Appeal Fund

The Bushfire Reconstruction and Recovery Authority

The Victorian Bushfire reconstruction Recovery Authority (VBRRA) was established on 10 February 2009 by the Victorian and Commonwealth Governments and is chaired by Ms Christine Nixon who is also a member of the Victorian Bushfire Appeal Fund Independent Advisory Panel.

The work of the VBRRA is based on a disaster recovery framework covering, Communities and People; Reconstruction; Local Economies; and the Natural Environment.⁵⁵³ The Authority is responsible for overseeing and co-ordinating Victoria’s bushfire recovery process and liaises with communities, businesses, charities, local government and State and Commonwealth Government agencies.

In August 2009, the VBRRA also produced a six-month progress report on its activities in each of the areas identified in its disaster recovery model. The report includes information in relation to the total of grants paid by the Appeal Fund to communities and the number of cases managed in each community. Table 15.6 shows a summary of this information across each of the regional areas.⁵⁵⁴

Table 15.6: Cases and grants paid across communities as at 30 July 2009

Community area	Number of cases managed	Appeal Fund grants paid (\$m approx)
Alpine	93	1.35
Baw Baw	218	4.38
Greater Bendigo	195	4.96
Horsham	74	0.99
Latrobe	353	16.49
Mitchell	294	11.53
Mount Alexander	46	0.79
Murrindindi	1329	97.14
Nillumbuk	381	12.17
Wellington	72	1.38
Whittlesea	341	3.98
Yarra Ranges	472	13.85
Other	1316	3.82
Total	5184	172.83

Source: Victorian Bushfire Reconstruction and Recovery Authority

⁵⁵³ Victorian Bushfire Reconstruction and Recovery Authority, *Six month report*, Progress Report No.2, State Government of Victoria, August 2009, p.3

⁵⁵⁴ *ibid.*, pp.8-9

The Committee recognises the informative nature of the six month progress reports published by both the Appeal Fund and the VBRRRA and commends these organisations on the work undertaken to date in assisting Victoria's recovery from the 2009 Bushfires. The Committee looks forward to future reports on the activities of these organisations.

In relation to amounts allocated by the Appeal Fund, the Committee noted that the Appeal Fund has allocated a number of significant funding packages to provide specific services to bushfire affected communities. These amounts include:

- \$9.1 million package provided to bushfire affected local councils;
- \$5 million package for the YMCA to develop and implement school holiday programs in bushfire communities;
- \$11 million package for the provision of essential services to between 500 and 1000 private landowners residing in temporary accommodation; and
- \$8.8 million package provided psychological counselling and support services.

DHS Victorian Case Management Service

Budget Paper No. 3 notes that the DHS will play a significant role in supporting individuals and communities affected by the Victorian bushfires. Indeed at the Budget Estimates hearing the Minister for Community Services advised that the Department had taken a lead role in the recovery process directly following on from the work of emergency services in battling the fires. To support these activities the Department established Community Service Hubs in the 10 most affected communities (\$2.1 million provided in the 2009-10 Budget) to provide a single point of access for the range of services offered and a Bushfire Recovery Service Delivery Unit to manage its work in this area and co-ordinate its activities with the VBRRRA.⁵⁵⁵

The 2009-10 Budget includes an allocation to the Department of \$103.9 million (\$48.9 million in 2008-09) for bushfire response and recovery output initiatives as follows:⁵⁵⁶

**Table 15.7: DHS – 2009 Victorian Bushfire Response and Recovery
2008-09 and 2009-10 (\$m)**

Output Initiatives	2008-09	2009-10	Total
Case Management Program	15.1	55.0	70.1
Grants to Individuals and Housing Support	19.7	-	19.7
Health and Wellbeing	7.6	-	7.6
State Coordination and Regional Response and Recovery	6.5	-	6.5
Total Output Initiatives	48.9	55.0	103.9

Source: Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009

⁵⁵⁵ Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, p.84
⁵⁵⁶ *ibid.*, p.284

15.3.2 Emergency Services Communications

A critical element in the effectiveness of response to an emergency or disaster is the quality of emergency communications service and equipment. This was evident in the wake of the 2009 Victorian Bushfires. In Budget Paper No. 3, the Department of Justice identifies 'building the capacity of emergency services to respond to increased threats from more extreme weather events' as a significant challenge facing it over the medium term.⁵⁶¹

As stated earlier in this chapter, as part of the Government's response to the Victorian bushfires, the 2009-10 Budget provides \$241 million over 5 years for Emergency Services including \$167 million (\$76 million TEI) over 4 years to maintain and improve emergency services communications for the public and between emergency services organisations.⁵⁶² This amount is allocated to the Department of Justice and the Department of Sustainability and Environment as shown in the following table.

Table 15.8: Budget initiatives – 2009 Victorian Bushfire Response and Recovery – Emergency communications

Initiatives (\$m)	2009-10	2010-11	2011-12	2012-13	Total
Output initiatives- Department of Justice:-					
<i>Emergency Communications Blackspots</i>	1.8	5.6	5.7	5.9	19.0
<i>Expansion of the Victorian Bushfire Information Line</i>	0.2	0.1	0.1	5.9	0.4
<i>Project 000 Response</i>	31.3	25.4	23.2	18.9	98.8
Total output initiatives	33.3	31.1	29.0	30.7	118.2
Asset initiatives - Department of Justice:-					
<i>Emergency Communications Blackspots</i>	1.3	-	-	-	1.3
<i>Project 000 Response</i>	7.7	6.7	-	-	14.4
Total asset initiatives	9.0	6.7	-	-	15.7
Budget Initiatives - Justice	42.3	37.8	29.0	30.7	133.9
Output initiatives - Department of Sustainability and Environment:-					
<i>Project 000 response</i>	0.2	0.9	0.8	0.8	2.7
Total output initiatives	0.2	0.9	0.8	0.8	2.7
Asset initiatives - Department of Sustainability and Environment:-					
<i>Project 000</i>	3.0	15.0	12.5	-	30.5
Total asset initiatives	3.0	15.0	12.5	-	30.5
Budget initiatives - DSE	3.2	15.9	13.3	0.8	33.2
Total Budget Initiatives					167.1

Source: Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, pp.284-285 and pp.304-305

⁵⁶¹ Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, p.141
⁵⁶² ibid., p.12

The Minister for Emergency Services stated at the Budget Estimates hearing that the \$134 million provided to the Department of Justice in the 2009-10 Budget would be used to implement improved call taking and dispatch, improvements in operational voice communications and improvements in pager systems. The Minister advised the Committee that \$440 million had been provided for emergency services communications since the endorsement in 2001 of the State-wide Integrated Public Safety Communications Strategy (SIPSaCS).⁵⁶³ In Victoria, emergency services call taking and dispatch is managed by the Emergency Services Telecommunications Authority (ESTA). Under the *'Project 000 Response'* initiative included in the 2009-10 Budget, ESTA will receive \$56.2 million to improve its capacity to manage calls and dispatch units.⁵⁶⁴

In addition, \$57.1 million has been provided to the Victorian State Emergency Service and the Country Fire Authority for the purchase of new radios and upgrade radio and pager networks and \$33.2 million for the upgrade of pagers and radios for fire fighters in the Department of Sustainability and Environment.⁵⁶⁵

15.4 Road Safety

15.4.1 Introduction

Every year, many Victorians die in road accidents, are injured as a result of a road accident, or suffer from the extended trauma caused by road accidents. In fact statistics show that Victorians are more likely to *'die violently as the result of a road crash than from any other cause.'*⁵⁶⁶

Reducing the number of Victorians who die, or are seriously injured, on Victorian roads each year results in significant social and financial benefits to the community. One of the measures detailed in the Government's Growing Victoria Together (GVT) vision which relates to the Caring Communities goal of *'Building friendly confident and safe communities'*, is that *'Annual deaths and serious injuries from road crashes will be reduced by 20 per cent over the period 2002 to 2007.'*

Road fatalities and injuries

Appendix B of Budget Paper No. 3 contains a progress report in respect to the goals contained in the Government's GVT vision. It reports that the annual road toll fell by 25 per cent between 2002 (444 fatalities) and 2007 (332 fatalities). In 2008, the road toll was 303 (166 deaths in metropolitan Melbourne and 137 deaths in regional Victoria).⁵⁶⁷ This represented a decrease of 8.7 per cent on the figure for 2007. With respect to serious injuries (i.e. an injury requiring hospital admission for at least one night), Transport Accident Commission statistics record 6,504 serious injuries in 2008 compared with 7,904 in 2007 (a decrease of 18 per cent).⁵⁶⁸

⁵⁶³ Mr. B Cameron MP, Minister for Police and Emergency Services, 2009-10 Budget Estimates hearing, Police and Emergency Services transcript of evidence, 14 May 2009, slide presentation

⁵⁶⁴ Department of Treasury and Finance, Budget Paper No. 3, *2009-10 Service Delivery*, May 2009, p.291; www.premier.vic.gov.au *Premier takes action on Royal Commission Report*, 31 August 2009

⁵⁶⁵ *ibid.*

⁵⁶⁶ www.arrivealive.vic.gov.au/strategy/victorias_road_safety_strategy.html *Victoria's Road Safety Strategy*, accessed 16 September 2009

⁵⁶⁷ Department of Treasury and Finance, Budget Paper No. 3, *2009-10 Service Delivery*, May 2009, p.423

⁵⁶⁸ www.tac.vic.gov.au/jsp/statistics/seriousinjuriesannual accessed 24 September 2009

The following table shows the annual road toll for the five year period 2004 to 2008 and the average road toll over this period.⁵⁶⁹

Table 15.9: Annual road toll 2004 to 2008

Year	2004	2005	2006	2007	2008	5 year average
Number of fatalities	343	346	337	332	303	332

Source: Transport Accident Commission

2009-10 Budget initiatives

The 2009-10 Budget provides funding of \$155 million (including \$28 million TEI) over four years for a range of road safety initiatives aimed at fighting road trauma. As in excess of 30 per cent of road deaths are due to speed, \$102 million plus \$22 million TEI will be directed at the enforcement of speed restrictions in high speed zones in country areas and targeting of high incident crash sites.⁵⁷⁰

At the Budget Estimates hearing on the Police and Emergency Services Portfolio, the Minister for Police and Emergency Services presented information in relation to the \$22.4 million which includes:⁵⁷¹

- moving Mode Radar to be installed in 200 vehicles;
- extension of drug testing from 22,000 to 42,000 per year;
- 53 hand held laser speed and 87 mobile radar speed measuring devices; and
- 1,500 screening breath testing units and 270 evidentiary breath testing units.

The Committee requested further detail from the Minister in regard to road safety output and asset initiatives for 2009-10 and over the forward estimates period. The following Table shows the details provided.⁵⁷²

⁵⁶⁹ www.tac.vic.gov.au/jsp/statistics/roadtollannual accessed 24 September 2009

⁵⁷⁰ Department of Treasury and Finance, Budget Paper No. 3, *2009-10 Service Delivery*, May 2009, p.33

⁵⁷¹ Mr B Cameron, Minister for Police and Emergency Services, Budget Estimates hearing slide presentation and transcript of evidence, 14 May 2009, p.23

⁵⁷² Mr B Cameron, Minister for Police and Emergency Services, *Budget Estimates for 2009-10. Further Information – Police and Emergency Services Portfolio, Corrections Portfolio*, letter received 24 June 2009

Table 15.10: Police and Emergency Services – Road Safety Initiatives 2009-10 to 2012-13 (\$m)

Initiative	2009-10	2010-11	2011-12	2012-13	Total
Extension of moving mode radar technology					
- Output	0.82	0.31	0.32	0.33	1.78
- Asset	-	-	-	-	-
Renewal of speed measuring devices					
- Output	0.13	0.22	0.31	0.32	0.98
- Asset	0.81	-	-	-	0.81
Increase in drug driving tests					
- Output	1.66	2.21	2.79	2.86	9.52
- Asset	0.25	-	-	-	0.25
Renewal of breathalyser equipment					
- Output	-	-	-	-	-
- Asset	1.65	1.65	1.64	-	4.94
Extension of vehicle impoundment scheme					
- Output	0.76	2.82	3.16	3.21	9.95
- Asset	-	-	-	-	-
Continuation of investigation of major collisions					
- Output	-	-	-	-	-
- Asset	0.15	-	-	-	0.15
Extension of mobile safety cameras					
- Output	13.39	14.12	14.85	15.24	57.61
- Asset	-	-	-	-	-
Upgrade of 53 intersection safety cameras					
- Output	4.19	13.81	14.18	14.50	46.68
- Asset	22.08	-	-	-	22.08
Total					
- Output	20.95	33.49	35.62	36.46	126.52
- Asset	24.94	1.65	1.64	-	28.23

Note: Figures have been rounded up to two decimal places.

Source: Police and Emergency Services, Department of Justice

15.4.2 Government's road safety strategy - Arrive Alive 2

Arrive Alive 2008-2017 (Arrive Alive 2) is the Government's new 10-year road safety strategy. Under the Strategy road safety is treated as a shared responsibility between the Government, vehicle manufacturers and all road users.

The *Arrive Alive 2* Strategy involves a number of government agency road safety partners, namely Victoria Police, Vic Roads, the Transport Accident Commission (TAC) and the Department of Justice, working collaboratively on implementation of actions under the Strategy.

The Strategy formally incorporates the Safe System approach to road safety. This approach encompasses three critical components:⁵⁷³

- Safer roads and roadsides – improving the safety of road infrastructure can reduce the risk of Victorians being killed or injured as a result of common types of road accidents;
- Safer vehicles – increasing the number of vehicles with high standard safety features on Victoria's roads will substantially reduce risks for all road users; and
- Safer road users – compliance of road users with traffic safety requirements will assist in reducing the road death toll and serious injuries on Victoria's roads.

⁵⁷³ www.arrivealive.vic.gov.au/strategy/victorias_road_safety_strategy.html accessed 16 September 2009

The overall target set by the Government under *Arrive Alive 2* is to reduce deaths and serious injuries by 30 per cent by 2017. In achieving this target, the Strategy aims to:⁵⁷⁴

- Save an additional 100 lives per year;
- Prevent over 2,000 injuries per year; and
- Reduce the severity of serious injuries.

The First Action Plan 2008-10

It is intended that *Arrive Alive 2* will be implemented via three action plans developed and implemented over the 10 year life of the Strategy to ensure that it remains relevant and effective. The *First Action Plan 2008-10* was developed in consultation with the community and will be implemented by road users, State Government agencies, local councils, Roadsafe Community Road Councils, professional organisations and community groups.⁵⁷⁵ The Plan outlines major new initiatives in the following five key areas:⁵⁷⁶

- **Road improvements:** Investment of \$650 million over 10 years to improve provide road and roadside improvements targeted at reducing the major types of crashes. This includes an expanded ‘*Greyspot*’ program which is a proactive safety program targeting outer metropolitan and rural intersections and others identified as a concern by the community.
- **Safer vehicles:** new campaigns will be introduced encouraging Victorian motorists to take up vehicles with increased safety features. Research suggests that road trauma could immediately drop by one third if all Victorian motorists upgraded their vehicles to the safest available in their class. The Government will also play a lead role by committing to purchase safer vehicles and working with industry on the accelerated introduction of safety features in new vehicles.
- **Drug driving:** The Strategy recognises that driving under the influence of illicit drugs is an increasing problem. Figures indicate that in 2005, illicit drugs were found to be a causal factor in more crash fatalities than alcohol. New education programs will target this issue together with increased enforcement efforts.
- **Young drivers:** Whilst drivers aged 18 to 25 years comprise 13 per cent of all licensed drivers in Victoria, they account for 27 per cent of all driver fatalities. The *First Action Plan* introduces a new graduated licensing system which will comprise a two stage probationary licence before the driver is eligible for a full licence and include peer passenger restrictions for first year drivers. Also the National Novice Driver Program will be trialled in Victoria to improve the safety of young drivers.
- **Strategic enforcement:** A number of new intelligence based enforcement measures will be adopted in respect to those drivers who partake in anti-social behaviour such as speeding and drink and drug driving on Victoria’s roads.

⁵⁷⁴ *ibid.*

⁵⁷⁵ www.arrivealive.vic.gov.au/strategy/victorias_road_safety_strategy.html *First Action Plan 2008-10*, accessed 16 September 2009

⁵⁷⁶ *ibid.*

15.4.3 Road safety performance measurement

Budget papers

As stated earlier, the \$155 million funding package provided in the 2009-10 Budget over 4 years for road safety initiatives has been allocated to the Department of Justice, Police and Emergency Services portfolio.

Performance measures relating to road safety are included in Budget Paper No. 3 within, the Department of Justice, Policing Services outputs which include promoting safer road user behaviour and enforcing road safety laws⁵⁷⁷ and, the Department of Transport, Road Safety and Regulation which incorporates the ‘Safe System’ approach to road safety.⁵⁷⁸ The performance measures reported are presented in the following table.

Table 15.11: Performance measures in 2009-10 Budget Papers relating to road safety

Department of Justice – Policing Services
Measures relating to Quantity:- none reported
Measures relating to Quality:- <ul style="list-style-type: none"> • Proportion of drivers tested who comply with alcohol limits (%) • Proportion of drivers tested who comply with posted speed limits (%) • Proportion of drivers tested who return a clear result for prohibited drugs (%)
Measures relating to Timeliness:- none reported
Department of Transport – Road Safety & Regulation
Measures relating to Quantity:- <ul style="list-style-type: none"> • Road safety projects/initiatives completed: <ul style="list-style-type: none"> safe roads safe road users safe vehicles
Measures relating to Quality:- <ul style="list-style-type: none"> • Projects completed within agreed scope and standards
Measures relating to Timeliness:- <ul style="list-style-type: none"> • Programmed works completed within agreed timeframes

Source: Department of Treasury and Finance, Victorian Budget, 2009-10, Budget Paper No. 3, p.144 and p.229

⁵⁷⁷ Department of Treasury and Finance, Budget Paper No. 3, 2009-10 Service Delivery, May 2009, p.144
⁵⁷⁸ ibid, p.229

