Infrastructure Capability Assessment

Justice and Emergency Services

What this assessment is about
This infrastructure capability assessment is one of a series of supporting documents that Infrastructure Victoria (IV) has used to assist them in developing their paper - Laying the Foundations, Setting objectives and identifying needs for Victoria’s 30-year infrastructure strategy.

This assessment sets out to:

• Identify the major assets in the sector and provide the wider context in which assets operate, including the interconnections between assets, identification of key stakeholders and current industry trends in the sector

• Provide a base of quantitative data as a foundation from which IV can start developing the strategy in relation to asset value, historical and forecast investment, infrastructure performance and current/future capacity in each sector

• Identify the future challenges and opportunities associated with the sector, specifically related to how existing infrastructure can be used to accommodate future demand.

This assessment represents an initial view on infrastructure in the sector and has been prepared based on publicly available information and in consultation with the stakeholders with whom we have engaged to date. Data collection has been based on consolidation of existing and available information as opposed to undertaking new primary research.

This assessment is intended to set the scene for broader discussion and is complemented by a range of other technical documents available at www.infrastructurevictoria.com.au. It is IV’s intention that this work serves as one of the platforms for further engagement and refinement of Victoria’s infrastructure needs as IV progresses its 30 year infrastructure strategy development further.

What this assessment is not about
This assessment did not seek to and does not identify solutions. It does not propose options for meeting Victoria's infrastructure needs or make recommendations to Infrastructure Victoria.

In preparing the assessment we acknowledge and understand that there is likely to be additional information available that could help influence future thinking. The findings and analysis through this assessment are an initial starting point and may be subject to change as alternate views and information is identified.
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Key Findings

**Justice System**
1. The justice system is highly integrated, with increased demand for services across any component of the justice system having a direct flow-on effect, boosting demand for services throughout the system. Key drivers of service demand are changes in the population’s demographics and policy and legislative environment.
2. Whilst there has been capital investment from the public sector, more is required to boost the capacity of the sector’s physical and ICT assets to meet increased demand for services. Currently, some critical infrastructure across the sector is not fit-for-purpose.
3. The justice system would benefit from an infrastructure strategic plan that recognises the interdependencies between services.
4. Investment in ICT across the sector could improve the effectiveness of agencies and support their future state service delivery models.

**Emergency Services**
1. Historically, emergency management entities have planned and operated their own infrastructure, resulting in fragmentation. In 2014, Emergency Management Victoria became responsible for the strategic planning of the emergency management sector’s capital and ICT assets.
2. Victoria’s emergency services are becoming increasingly integrated as entities progressively collaborate to develop and leverage major capital and ICT assets to build capability.
3. There is considerable scope for Emergency Management Victoria to continue to optimise the capacity and use of the sector’s capital and ICT infrastructure, to build capability and drive interoperability.

**Infrastructure use**
- Individual Justice and emergency management services have identified capacity constraints additional analysis research would be required to establish a sector wide view.*
- Demand for services continues to grow. Whilst service demand levels are highly dependent on population growth, they are also significantly impacted by the policy and legislative environment, and hence can alter quite rapidly. Increases in service demand can also be encouraged for economic purposes e.g. an increase in the number of civil matters heard in Victorian courts is considered good for the Victorian economy. This can make it difficult for the sector to manage its capital infrastructure portfolio, increasing its reliance on driving performance efficiencies through strengthening its ICT infrastructure.
- Capital assets are not always located based on service demand patterns and hence restrict the entity’s service delivery model
- The sector is broadly pursuing colocation of capital and ICT infrastructure consolidation opportunities, enabling it to leverage expertise and infrastructure to boost capacity and drive consistency.

**Operational criticality & resilience**
- Justice and emergency services infrastructure is critical to the state of Victoria.
- Given the delivery model for justice and emergency services, it is expected that there would generally be sufficient capacity within the sector to manage isolated capital infrastructure failures. In rural areas, isolated failures can have a much larger impact on service delivery as there are fewer replacement assets (redundant capacity) and the distance between service delivery assets is greater.
- Generally, the sector has resilience and emergency response plans in place.
- This sector is highly reliant on core ICT systems and infrastructure. The failure of core systems or ICT infrastructure within the sector could have a significant impact depending on its function.

**Assets, expenditure & governance**
- Victoria’s justice and emergency services manage their capital assets through a range of different ownership models including public ownership, private ownership and PPPs. For example, Court Services Victoria predominantly owns its assets, Corrections Victoria leverages a number of ownership models and VICSES leases a number of its capital assets from local councils.
- EMV is responsible for the strategic planning of the emergency management sector’s capital and ICT assets and has recently completed a 10 year investment strategy for emergency services.
- The Department of Treasury and Finance (DTF), as Shared Service Provider, is responsible for centrally managing a proportion of the DJR’s asset portfolio including lease management, site acquisition and asset maintenance.

**Infrastructure condition**
- Information on the condition of individual items of infrastructure was only available through Victoria Police, Court Services Victoria, VICSES and MFB. For the other entities, analysis was done based on the age of the facility and the last recorded upgrade, which has limited available findings.
- The condition of infrastructure across the sector varies. Long term strategic planning is required to ensure maintenance investment, which could be costly, is appropriately aligned with operational and business outcomes.

*Please note: the capacity of the sector has been estimated based on discussions with individual entities. However, this should be confirmed through further quantitative analysis being conducted at a system level, led by the Department of Justice and Regulation.
## Future challenges and opportunities

The key challenge for the justice and emergency services sectors is to ensure that infrastructure is fit-for-purpose and has the capacity to meet future demand for services, in alignment with future state service delivery models. Investment in entities’ capital and ICT infrastructure will be required to assist them in achieving their strategic visions, whilst coordinated strategic planning across the system would enable more effective use of system-wide capacity.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Challenges</th>
<th>Opportunities</th>
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| Justice      | • Infrastructure across the system is not always fit-for-purpose and may limit entities’ ability to achieve their long-term strategic visions  
  - Capital infrastructure does not always meet current functional requirements, nor does it always have sufficient capacity to meet an increase in service demand in the short term  
  - ICT infrastructure is, in some instances, beyond end-of-life and is unsupported. This limits the ability of entities’ to achieve their long-term strategic vision.  
• Current infrastructure may not support entities’ future state service delivery models, nor enable them to meet demand for services in the long-term. Demand for services is shaped primarily by two drivers:  
  - Demand due to population growth and changing community demographics is relatively predictable  
  - Demand due to legislative and policy change can be much more difficult to predict and to plan for due to the shorter timeframes with which they are introduced.  
• Entities have developed or are developing their future state visions and service delivery models, which will in turn drive shared and unique infrastructure requirements. Entities acknowledge the importance of an integrated service delivery model to meet citizens’ expectations. There are examples of integrated service delivery models that have been deployed. However, cross sector planning is in its infancy. | • Further investment in the sector’s infrastructure is required to boost system capacity, ensuring that capital assets are fit-for-purpose and that ICT infrastructure is sufficiently leveraged to improve service delivery, build capacity and reduce reliance on capital assets to deliver services where appropriate.  
• The justice sector is an integrated system. Therefore, system-wide benefits can be derived through ensuring that the flow-on impacts of infrastructure planning undertaken by one entity are understood and provisioned for by the system more broadly. This also enables entities to more easily co-locate where community benefits can be derived.  
• It is important that ‘one-size-fits all’ infrastructure solutions are not proposed across the system. Entities will have differing strategies for ensuring that service delivery models provide coherent, accessible and high-quality services. This may vary from reducing the volume of capital infrastructure, to reviewing the location of capital infrastructure, to co-locating services based on the needs of the local community. |
| Emergency Services | • Demand for emergency services continues to increase with a growing population, changing community habits leading to increased urban density and increasingly severe weather patterns leading to a higher number of incidents requiring support from the emergency services sector.  
• Historically, each entity has pursued its own capital and ICT infrastructure strategies. In 2014, Emergency Management Victoria became responsible for the strategic planning of the emergency management sector, supporting the emergency services sector to become increasingly responsive and resilient by promoting the integration of capital and ICT infrastructure, as well as the interoperability of equipment used across entities.  
• As a result, emergency services is increasingly pursuing capital and ICT infrastructure consolidation opportunities, enabling it to leverage expertise and infrastructure across the sector to boost capacity and to drive consistency. This will support specific entities as they assess fitness-for-purpose of their infrastructure. | • There is considerable scope for Emergency Management Victoria to continue to optimise the use of the sector’s capital and ICT infrastructure, to build capacity to meet current and future service demand.  
• The role of Emergency Management Victoria should continue to be supported as it continues to drive coherent strategic planning across emergency services, driving increased integration and interoperability across the sector’s infrastructure. This is supported by the sector as it will assist emergency services to continue to meet an increase in service demand and delivery expectations. |

The review that follows provides a snapshot of the current state and is based on a review of publicly available data sources and limited stakeholder engagement. Entities should be engaged further to confirm attached findings and to assist in prioritising activities required to meet the future state vision.
Introduction
The Victorian Justice sector is comprised of the justice system and emergency services. Although a
number of other Departments, agencies and statutory authorities contribute to the performance of
these functions, this review primarily focuses on operationally specific infrastructure.

Therefore, the justice system is defined as comprising the Emergency Services Telecommunications
Authority (ESTA), Victoria Police, Court Services Victoria (CSV) and the Court network, Corrections
Victoria and Sheriff's Office. Emergency services comprises Emergency Management Victoria
(EMV), ESTA, Victoria Police, the Metropolitan Fire Brigade (MFB), the Country Fire Authority
(CFA) and Victorian State Emergency Services (VICSES). Ambulance services are included in the ‘Health
and Human Services’ Infrastructure Capability Assessment.

Scope
The purpose of this report is to provide a high level overview of the current state of the justice
sector’s infrastructure portfolio.

This report includes a high level review of capital infrastructure that is of operational significance to
the sector. It does not undertake to perform a comprehensive review of individual assets or of
capital infrastructure that is considered generic office space. For this reason, infrastructure
associated with such entities as Victoria Legal Aid and the Office of Public Prosecutions has not
been assessed as part of this review. This review also focusses on ‘mission critical’ ICT systems,
including communication networks and systems, data networks, radio networks and operationally
focussed applications. It excludes administrative systems i.e. human resources and finance
systems etc. It also excludes fleet vehicles, equipment and processes.

Findings throughout this review have largely been drawn from publicly available data and a limited
number of stakeholder interviews. Further analysis should be undertaken prior to implementing the
findings outlined in this review.

This review of the justice and emergency services sectors is focussed on nine entities, which
provide a range of services to Victorians. The adjacent diagram shows a simplified view of how
clients may enter and move through the justice and emergency services sectors.

Please note: Productivity Commission data has been used throughout this report. Data used was
current at the time the analysis was undertaken. Since drafting, some additional data has been
released. This has not been included in the latest version of this report as it is not expected to
significantly impact time-trend analysis undertaken.
Justice and Emergency Services

Sector Overview
The justice system aims to provide coherent, accessible, high-quality services to Victorians.

The justice system, civil and criminal, aims to provide coherent, accessible and high-quality services to Victorians now and into the future. This includes ensuring that the service delivery model is appropriate based on:

- the changing nature of services required
- changing societal expectations i.e. a coordinated service delivery model that provides holistic support to citizens
- the legislative and policy environment.

Increasingly, agencies such as Victoria Police are driving towards a more integrated service delivery model, collaborating with entities that have not traditionally been seen as partners of the justice sector e.g. the Department of Health and Human Services.

Capital and ICT Infrastructure across the system should support the required service delivery model through ensuring that it:

- has sufficient capacity to meet service demand
- is accessible i.e. is in an appropriate location or sufficiently leverages ICT to provide online services
- meets appropriate functional and condition requirements.

Capacity constraints and service bottlenecks directly impact the other components within the Justice System, through service delays or work-arounds.

For example, increasing the number of police officers in the community is likely to increase the volume of crime detected, impacting the workload of the courts and corrections systems. Historically, a system-wide view has not been taken to inform infrastructure planning across the sector.

Generally, civil proceedings enter through the court system directly, whereas some criminal proceedings may require services to be delivered by multiple entities within the justice system.

Below are simplified diagrams showing how clients may enter and move through the justice system, demonstrating the interdependency of the system.
Justice and Emergency Services

Sector Overview

Victoria’s Emergency Services aim to provide critical services to Victorians in a responsive manner.

Victoria’s Emergency Services aim to provide critical services to Victorians in a responsive manner now and into the future. This includes ensuring that emergency services are coordinated, resilient and fit-for-purpose.

Emergency management service are also required to consider:

- the changing nature of services required e.g. the impact of increased urban density and sprawl
- changing societal expectations i.e. expected levels of responsive which may then require entities to become more cross functional in how they operate e.g. the MFB now delivers an emergency management response
- the legislative and policy environment.

Emergency Management Victoria is responsible for ensuring that the emergency management sector has the infrastructure capacity to meet the increasing demand for services.

Emergency Management Victoria has two key functions:

1. To coordinate emergency services before, during and after an emergency
2. To assist in ensuring that the emergency management sector is sustainable, effective and community focussed

The Emergency Services sector is becoming increasingly integrated as it progressively collaborates to develop and leverage major capital and ICT assets to build sector capacity and interoperability.

This includes planning and approving major capital and ICT infrastructure initiatives across the sector to ensure that the sector is coordinated, resilient and fit-for-purpose. This is increasingly important as functional lines progressively blur e.g. the MFB frequently provides medical emergency services to meet community expectations around service delivery.

Below is a simplified diagram showing how demand for services may flow through the Emergency Services sector.

N.B. Ambulance services are described in the ‘Health’ component of this report

Process Notes:

N.B. Demand for Emergency Services may be triggered at various points, depending on the nature of the service required.

1. Emergency Management Victoria has two key functions:
   - To coordinate emergency services before, during and after an emergency
   - To assist in ensuring that the emergency management sector is sustainable, effective and community focussed
2. ESTA is often the public’s first point of contact when a call to ‘000’ is placed
3. The nature of the emergency management service dispatched is dependent on the service required. The first emergency management service at the scene of the incident will take command
Assets, expenditure and governance
Victoria Police are currently based across 330 police stations and leverage two main data storage systems – LEAP and Interpose.

Introduction to Victoria Police

Victoria Police Executive Command is responsible for setting the strategic direction of Victoria Police, as well as for organisational performance, determining key priorities and risks, and managing organisational capacity and capability. Executive Command is comprised of the Chief Commissioner of Police, three Deputy Commissioners, two Executive Directors, the CIO and an independent member.

Uniquely, Victoria Police is a key component of the justice system, Victoria’s emergency services and social services.

Physical infrastructure assets

As of December 2015 Victoria Police has a portfolio of approximately 676 sites. These include:

- 330 police stations that vary in type from 8 hour to 24 hour police stations
- 184 police residences
- 94 other support facilities including the Victoria Police academy, central property storage, documents storage and transport operations.

This also includes 68 radio communication sites (of which 47 are considered critical infrastructure sites) and 21 are strategic sites to be held.

Many of these sites have multiple buildings and other asset types (pumps, generators, garages etc.) on them. The total value of the properties under ownership as at 15 December 2015 is approximately $1.23 billion with a Net Book Value (NBV) of approximately $1.1 billion after accumulated depreciation (this does not include communication huts).

Victoria Police Headquarters are based at the Victoria Police Centre, located at the World Trade Centre, Docklands.

ICT infrastructure assets

There are two main data storage systems for Victoria Police:

- Law Enforcement Assistance Program (LEAP) is a custom-built mainframe application which is the primary application for Victoria Police operations, including incident tracking, offender tracking, theft information and vehicles of interest. LEAP is also the prime reporting system which is complimented by a suite of Non Mainframe applications that use and provide data to the LEAP Mainframe application.

- Interpose is a customised package that supports the Criminal Investigation, Intelligence and Counter-Terrorism Management System within Victoria Police.


Map of Victoria Police stations

Victoria Police map key:
Green: Headquarters
Red: Operational Safety and Tactics Training Facilities
Blue: Stations

N.B. The following five training locations are incorporated into existing police stations and typically provide office and classroom facilities only:

- Geelong Police Station
- Mildura Police Station
- Wangaratta Police Station
- Warrnambool Police Station
- Warragul Police Station.
Expenditure on police stations

- Since 1999, $775.5 million has been spent on capital works projects. The vast majority of this has contributed to police station refurbishments or construction.

- There is currently approximately $47 million in existing projects on police infrastructure that will finish in the next three years. This funding primarily targets the refurbishment and construction of stations.

- Recent large capital projects include:
  - $70 million for the Police City West complex from 2012-15
  - $40 million for the La Trobe Valley Police and Court complex from 2005-2007
  - $30 million for the 2015 opening of the Victoria Police Operational Tactics and Safety Training Facility, located next to MFB’s VEMTC
  - Protective Services Officers’ facility upgrades.

Case study: Spencer Street Police Complex

The Spencer Street Police Complex (SSPC) is a purpose built shared facility housing numerous units and divisions.

It is home to the 24 hour Melbourne West Police Station which has a response zone extending from Elizabeth Street through to the Docklands.

Case study: Police Operational Tactics and Safety Training Facility

The Operational Tactics and Safety Training Facility was opened in April 2015. It will host more than 7,000 officers undertaking a compulsory training program each year.

The facility holds a large indoor scenario village, which is big enough to run two independent exercises at once, in both day and night conditions.

The complex is equipped with mock shops, offices, schools, police station and a specialty area to test dynamic entries. Furthermore, the space offers two indoor firing ranges, an indoor training fitness assessment area, auditorium, conference facilities, classrooms and gymnasium.

Court Services Victoria is an independent body which provides services and facilities to Victoria’s courts and tribunals

Introduction to Court Services Victoria

Court Services Victoria (CSV) was established as a statutory public sector body from 1 July 2014. The primary purpose of CSV is to provide, or arrange for the provision of, administrative facilities and services to the courts, the Victorian Civil and Administrative Appeals Tribunal (VCAT) and the Judicial College of Victoria (JCV). CSV was formed to strengthen the independence of Victoria’s courts and tribunals, and to put court administration into the hands of an entity directed by the judiciary.

The governing body of CSV is the Courts Council, chaired by the Chief Justice and comprising the heads of each jurisdiction and up to two non-judicial members. The Victorian jurisdictions are:

- Supreme Court
- County Court
- Magistrates’ Court
- Children’s Court
- Coroner’s Court
- Victorian Civil and Administrative Tribunal.

Victorian courts hear both civil and criminal matters.

The responsibility for management of the state’s court’s assets was also transferred from the Department of Justice and Regulation to the newly formed Court Services Victoria on 1st July 2014.

However, all courts, including VCAT, are established by specific legislation, which provides for the composition and scope of their jurisdiction. Each court is comprised of its judicial members, has its own internal governance mechanisms, and is responsible for establishing how the judicial business of the court is managed in accordance with law.

Physical infrastructure assets

The Court system has an extensive and diverse portfolio consisting of 66 Court locations within which there are 70 separate buildings, distributed across the state. The Courts can be categorised into five tiers according to location and scale:

- **CBD:** Courts within the CBD Legal Precinct exist at the apex of the Courts hierarchy with the most superior Courts of each jurisdiction represented. These Courts have the highest capacity of any Court within the jurisdiction they head and are where disputed judgements from lower Courts in that jurisdiction are directed for resolution. The Victorian Supreme Court, County Court, Melbourne Magistrates’ Court and Children’s Court and parts of VCAT all sit within the CBD Legal Precinct, while VCAT’s main headquarters and the Coroners Court both sit within the CBD but outside the Legal Precinct.

- **Metropolitan:** The Metropolitan grouping of Courts are Magistrates Courts however access to courtrooms, hearing rooms and meeting spaces in these complexes are regularly provided to the Children’s Court and VCAT jurisdictions and to Coroners Court when required.

- **Regional Headquarter Circuit:** The five Regional Headquarter Circuit Courts (Geelong, Ballarat, Bendigo, Shepparton, Latrobe Valley) are multi-jurisdictional Courts, managed by the Magistrates’ Court of Victoria, with regular hearings of the lower jurisdictions and circuit hearings for the higher jurisdictions. They also provide access for federal jurisdictions (non-CSV). Regional coordinating Magistrates and Senior Registrars are located at each of these Courts, supporting the Regional Circuit and Small Regional Courts in each sector.

- **Regional Circuit:** The seven Regional Circuit Courts are located in larger sub-regional townships, are Magistrates’ Courts with regular hearings of the lower jurisdictions and approximately half the circuit hearings of the higher jurisdictions are at the Headquarter Circuit Courts.

- **Small Regional:** The thirty Courts of the lowest tier are the Small Regional Courts, all of which are Magistrates’ Courts. These Courts primarily consist of one or two courtrooms and a small registry area and open for limited days rostered by judicial officers and staff based at the Regional Headquarter Courts.

The Courts operate as a Victoria-wide network to provide appropriate access to justice across Victoria.

Sources: Court Services Victoria, individual jurisdictional websites
Physical infrastructure assets (cont.)
N.B. The County Court has entered into a PPP with The Liberty Group Consortium (TLG) for its facility. This ends in 6.5 years.

Source: Court Services Victoria data, data.gov.au, individual jurisdiction websites, Supreme Court Annual Report 2013-14
Court Services Victoria is currently reviewing its capital and ICT asset strategies to drive a consistent management approach across the court network.

**Capital expenditure**

Recent major capital projects include:

- The redevelopment of the State Coronial Services Centre, completed in 2014, houses the new state-of-the-art Coroner’s Court (it also includes the Victorian Institute of Forensic Medicine and the Donor Tissue Bank of Victoria).
- The $11m construction of the new Children’s Court in Broadmeadows from 2013-2015.
- The refurbishment of the William Cooper Justice Centre into a multi-jurisdictional facility.
- The opening of a new courtroom as part of the Bendigo Justice Centre.

**Infrastructure planning**

- Asset performance is assessed against functionality, compliance, condition and safety and security.
- Court Services Victoria is currently reviewing its asset strategy. This includes the development of a State Service Plan (due in 2016), a condition assessment of assets, and economic feasibility assessments of assets.
- Court Services Victoria is currently developing a 5 year IT strategy, which will explore the state of the existing ICT system and required future investments. Currently, each jurisdiction manages its own suite of ICT infrastructure.
- Notably, the Supreme Court recently commenced implementing RedCrest, a new system that will allow the jurisdiction to become paper-free.

**Case study: State Coronial Services Centre**

After five years, the redevelopment of the $93 million State Coronial Services Centre in Southbank was completed in August 2014. As well as the Coroner’s Court, the state-of-the-art facility houses the Victorian Institute of Forensic Medicine and the Donor Tissue Bank of Victoria. The State Coronial Services Centre has three new coronial court rooms, coroner’s chambers, a refurbished mortuary, two new homicide rooms, a clinical forensic medicine department and re-developed toxicology, molecular biology and histopathology laboratories.

The co-location of the court and forensic institute ensures a more efficient coronial system.

**Case study: Children’s Court, Broadmeadows**

The $11 million complex opened in October 2015. It is a centre for managing child protection cases and is the first purpose-built court of its type outside the CBD.

The complex houses two courtrooms designed for child protection cases, as well as the ‘Cubby House’ - a secure, child-focused waiting room including support for children in emergency care. Accommodation for reps of the DHHS, Victoria Legal Aid and private lawyers is provided, whilst large public waiting areas offer privacy and security. Additionally, there is an outdoor children’s play area and a separate quiet outdoor space for adults.

The complex is the first Children’s Court in Victoria to trial the Case Docketing Pilot system – whereby every case is allocated a judicial officer from beginning to end. This will help build consistency and allow magistrates to become more familiar with certain family circumstances.

Sources: Court Services Victoria, Department of Treasury and Finance State Capital Program 2005-2015, Children’s Court Annual Report 2013-14, Coroner’s Court Annual Report 2013-14
Introduction to Corrections Victoria

Corrections Victoria is a business unit of the Department of Justice and Regulation. It is responsible for prison management in Victoria and all prisoners in both publicly and privately managed prisons. It also administers the contracts of the two private prison providers. Corrections Victoria is also responsible for the supervision of offenders on parole and other community based court orders through the state-wide Community Correctional Services.

Physical infrastructure assets

- 15 prisons / prison precincts* – detail opposite
- Post sentence accommodation – Corella Place and Emu Creek
- 50 Community Correctional Services: these buildings usually offer other services including: birth / death certificates, Justice of the Peace, consumer help, dispute resolution.

Victoria’s corrections system is primarily managed by Corrections Victoria, coordinating both publicly and privately owned assets.
Victoria ranks third in terms of total net operating expenditure and capital expenditure on its prison system

Capital asset investment
- Between 2012 and 2015, the Department of Justice added more than 2,100 beds to the Victorian prison system.
- Existing projects in the State Capital Program are valued at $650 million and will be finished across the next few years. These are all linked to increasing prison capacity.
- In the Victorian Budget 2015-16, Corrections Victoria was allocated $332.8 million. This includes:
  - $119 million over four years to expand the women’s prison system which is under significant capacity pressure. This includes funding for a purpose built 44-bed mental health unit at Dame Phyllis Frost Centre (DPFC) and prisoner accommodation and supporting infrastructure across DPFC and Tarrengower.
  - $124.9 million in essential infrastructure across the men’s prison system to support recent and upcoming expansion activity. This includes the expansion of health centres, program delivery areas, industries, and other essential services. It also includes the expansion of reception capability at the Melbourne Assessment Prison (MAP) and Metropolitan Remand Centre and cell safety upgrades at MAP.
  - $88.9 million over four years to support the expansion of Community Correctional Services to support the expected increase in offenders subject to Community Correction Orders due to the abolition of suspended sentences.

In terms of total net operating expenditure and capital costs on community corrections, VIC ranks second in the country, behind NSW. VIC has the lowest spend on community corrections per capita in the country, along with QLD and TAS.

In terms of total net operating expenditure and capital costs on prisons, VIC ranks third in the country, behind NSW and QLD. VIC has the lowest spend on prisons per capita in the country.
Ravenhall Prison will be opened in 2017, relieving current capacity constraints

Capital asset investment (cont.)
Ravenhall Prison, due to open in 2017, will house over 1,000 inmates. Ravenhall will be delivered as a public-private partnership with the private sector, through GEO Consortium, responsible for design, construction, facility management and operations.

Corrections Infrastructure planning
The demand model used by Corrections Victoria to forecast future demand for services, is considered accurate over 3 to 5 year time span. The model considers drivers of demand such as:

- Projected population
- Historical imprisonment rates
- Historical sentence lengths
- Amendments to policies and laws.

Further information on these models is provided in later chapters.

Case study: Ravenhall Prison
Construction commenced in early 2015 and will finish in late 2017.
Ravenhall will initially hold 1,000 adult male prisoners but will have capacity to hold 1,300 prisoners. The facility will also have a 75-bed Forensic Mental Health Unit and a 25-bed Close Supervision Unit.
The first of its type in Australia, Ravenhall Prison will introduce a payment-by-results model, based on a reduction in reoffending rates.
GEO is part of the GEO Consortium, awarded the contract in September 2014 to design, build, finance and manage Ravenhall Prison.
The YMCA, Melbourne City Mission, Kangan Institute, and The Gathering Place work with the prison’s operator – GEO – to bring about lasting positive change in the lives of prisoners and ex-prisoners.

Sources: Corrections Victoria, Victorian Auditor-General 2012, Corrections Victoria website, Geo group website
The Sheriff’s Office Victoria (SOV) is usually co-located with other Departmental services, with assets managed by the Department of Treasury and Finance’s Shared Service Provider

Introduction to the Sheriff’s Office Victoria

Sheriff’s officers take action against people who do not comply with their debt-related court orders. They enforce warrants and orders issued by Victorian courts for both criminal (arising from unpaid fines) and civil (arising from orders made following civil disputes) matters.

Sheriff’s officers take action against people who do not comply with their debt-related court orders. They enforce warrants and orders issued by Victorian courts for both criminal (arising from unpaid fines) and civil (arising from orders made following civil disputes) matters.

Physical infrastructure assets

• 17 offices across Victoria.
• Sheriff’s offices are typically co-located with other DJR entities in the same building. Usually, these buildings will offer a range of services including: birth / death certificates, community correctional services, Justice of the Peace, consumer help, dispute resolution.
• Physical infrastructure assets are managed by the Shared Service Provider (SSP), located in the Department of Treasury and Finance (DTF). The SSP is responsible for managing leases, building maintenance and the acquisition of new buildings.
• The Communications Centre is a critical node in the service’s operating model.

ICT infrastructure assets

• The Sheriff's operations are primarily supported by the Victorian Infringement Management System (VIMS), the ‘backbone’ of the infringement system, from the Tullamarine Communications Centre. It has been identified that VIMS is currently outdated and this system will be replaced over the next couple of years.
• The Sheriff’s Office have undertaken a number of large ICT regional projects, including the introduction of Automatic Number Plate Recognition (ANPR) technology and the rollout of computer tablets and network infrastructure to Sheriff’s Officers.
• SOV is one of four Agencies involved in the Australian Communications and Media Authority (ACMA) Compliance Project, managed by Emergency Management Victoria (EMV). This project will provide agencies with replacement terminals, that are compliant to new spectrum arrangements, as a managed service. Agencies will also transition from the current StateNet Mobile Radio (SMR) onto the Regional Mobile Radio (RMR) and Metropolitan Mobile Radio (MMR) networks.

Sources: State Government website, Sheriff’s Office

Sources: State Government website, Sheriff’s Office
The Sheriff’s Office is investing significantly in its ICT infrastructure

**Capital asset investment**
- The Sheriff’s Office capital infrastructure planning and investment strategy is managed on its behalf by the Department of Justice and Regulation more broadly.

**ICT investment**
- The Sheriff’s Office have undertaken a number of large ICT regional projects, including the introduction of Automatic Number Plate Recognition (ANPR) technology and the rollout of computer tablets and network infrastructure to Sheriff’s Officers.
  
  - The ANPR technology takes an image of a number plates and matches it with a list of vehicles with outstanding warrants. The implementation of the ANPR technology occurred between 2011-2013 for over $1 million.
  
  - Sheriff’s Offices will move onto the RMR and MMR networks as part of the ACMA Compliance Project. The networks will seamlessly connect, thus providing more reliable and robust communications across regional Victoria.
  
  - Most ICT projects undertaken by the Sheriff’s Office are cyclical in nature i.e. maintenance or renewal projects.

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**Case Study: Automatic Number Plate Recognition Technology**

The Sheriff’s Officer uses Automatic Number Plate Recognition (ANPR) technology to identify vehicles that have outstanding warrants. This cutting-edge technology makes Victorians more accountable for their unpaid fines. ANPR cameras take images of number plates and compare these against a list of vehicles with outstanding warrants. If there is a match, the software notifies the Sheriff’s officer and records the time, date, location and number plate. These cameras can operate in both mobile and stationary modes:

- Sheriff’s officers conduct mobile operations at locations such as carparks by mounting cameras to the exterior of their vehicles and reading number plates as they travel.
- The technology can be set up in a fixed position and used at roadblock operations. The ANPR technology has enhanced Sheriff’s Operations and sent a strong signal to Victorians that sheriff’s officers are out in force to target unpaid fines and outstanding warrants.

Image source: Herald Sun website

Sources: Sheriff’s Office, Department of Justice website, Department of Justice Annual Report 2013-14
Emergency Management Victoria was established in 2014 to expand the operational capability, interoperability and resilience of Victoria’s emergency services.

Introduction to Emergency Management Victoria
Emergency Management Victoria (EMV) sits within the Department of Justice and Regulation and is responsible for the coordination before, during and after major emergencies including management of consequences of an emergency. It also plays an integral role in ensuring that Victoria’s emergency management system is sustainable and effective.

EMV was created in July 2014 and provides policy support and advice across the emergency management sector and to the Minister for Emergency Services. In addition, EMV advises on investment priorities and effective resource use to maintain and build the capacity and capabilities of Victoria’s emergency service agencies. EMV focuses on effective governance, interoperability and building the capacity of staff to contribute to emergency management.

Physical infrastructure assets
- Emergency Management Victoria (EMV) is present in 49 locations across Victoria. This includes:
  - 8 Regional Control Centres (RCC)
  - 40 Incident Control Centres (ICC)
  - the State Control Centre (SCC).

The State Control Centre
- The State Control Centre (SCC) is controlled by EMV and is Victoria’s primary control centre for the management of emergencies. The SCC is the hub of a network of Regional and Incident Control Centres across the state.
- The State Control Centre was activated on 123 days of the previous year and training, exercising and briefing sessions were facilitated at the State Control Centre for over 800 participants.
- The State Control Centre also has the capacity to live stream briefings to the emergency management sector.

ICT infrastructure assets
- EMV uses Emergency Management Common Operating Picture (EM-COP) technology to assist with preparing and planning for emergencies, as well as with recovery. EM-COP is a web-based information gathering, planning and collaboration tool that runs on any device with a modern browser such as desktop computers, laptops, tablets and smartphones. It is designed to provide users with a simple way to gather, organise, create and share emergency management information between emergency managers at no cost to agencies.

Sources: Department of Justice Annual Report 2013-14, Emergency Management Victoria, EMV Annual Report 2013-14
EMV has completed a 10 year asset investment strategy for the sector and is developing a strategy for the sector’s ICT assets

Capital asset investment

- EMV recently completed a 10 year asset investment strategy for the sector. This aims to create a level of consistency across the sector and to provide a level of certainty for emergency management service organisations and the market.

- As input into the investment strategy, EMV also recently completed a review of its Regional and Incident Control Centres to ensure that they are guided by a uniform strategic direction.

- Whilst it aims to lead strategic planning of assets across the sector, EMV also aims to reduce the volume of assets it owns. Its preferences is for assets to be owned by other Victorian departments, agencies or emergency management service organisations.

- EMV is currently in negotiations with the Commonwealth Government to purchase an additional training site for emergency management service organisations.

ICT investment

- EMV has commenced a detailed review of the ICT infrastructure across the emergency management sector. It aims to consolidate infrastructure, where possible, to promote collaboration and data sharing across emergency management service organisations.

- Whilst service contracts are owned by EMV, they are administered by other Victorian departments, agencies or emergency management service organisations.

- Victoria’s Emergency Alert system is currently used by other Australian jurisdictions. EMV manages this service.

Sources: Emergency Management Victoria
ESTA manages Victoria’s emergency telecommunications across three sites, with its ICT infrastructure being core to its operations.

**Introduction to ESTA**

ESTA provides the critical link between the Victorian community and the State’s emergency services agencies. ESTA provides Victoria’s 24-hour emergency call-taking and dispatch services for police, fire, ambulance and VICSES, with CAD, the telephony system and Geographic Information Systems (GIS) being critical infrastructure for the provision of call-taking and dispatch services.

ESTA also manages the provision of advanced, operational communications for Victoria’s emergency services. These operational communications support police, fire, ambulance and VICSES personnel in the field.

**Physical infrastructure assets**

- ESTA has 3 State Emergency Communications Centres (SECCs) in Victoria:
  - Ballarat
  - Burwood East
  - Docklands.
- ESTA currently leases at all 3 addresses and is co-located with Victoria Police in the World Trade Centre building.
- ESTA’s contact centres are designated critical infrastructure and therefore there are a number of essential peripheral infrastructure assets (for example: air-conditioning systems, electrical and UPS systems and generator) to provide redundancy and capacity to support our Centre’s operational requirements.
- ESTA’s support (non-operational) functions are performed from the Burwood East office.

**ICT infrastructure assets**

- ESTA supports operational personnel in the field through the Metropolitan Mobile Radio service (MMR), Mobile Data Network (MDN) and the State-wide Emergency Alerting System (EAS). In addition, there are a number of other radio networks used to communicate with agencies (RAVNET, RMR & SMR) and these are not managed by ESTA.
- The Emergency Alerting System alerts and mobilises CFA, VICSES and Ambulance Victoria staff. The EAS is reliable, efficient and can sustain a high level of service during peak events. The EAS is owned by the State and is managed by ESTA providing management and governance of 60 State Assets (remote radio tower locations) on behalf of the State. This includes the ongoing management, asset auditing, access to and colocation of third party providers.
- The Mobile Data Network connects emergency service resources in the field, corporate databases and ESTA call-taking and dispatch environment.
- The Metropolitan Mobile Radio service is a digital radio voice communications system that provides mission critical high quality and secure communications to Victoria Police, Ambulance Victoria and MFB.
- The MDN and MMR networks are PPP arrangements owned by Motorola and managed by ESTA.

Sources: ESTA Annual Report 2013-14, ESTA website
ESTA's National Emergency Communication Working Group’s (NECW) ‘NG000’ strategy will require significant ICT investment to ensure emergency services are accessible from ‘any device, anywhere, anytime’

Major projects

• ESTA has undertaken a number of capital projects in recent years, including:
  - From 2014-2015, $8 million worth of communications enhancements were completed
  - From 2010-2012, $16 million was spent on the relocation of the communication centre
  - In 2005, a $1.7 million upgrade was completed at Tally-Ho, Burwood East
  - From 2011-2014, $8.5 million was spent on a CAD upgrade
  - From 2012-2013, $1.4 million was spent on CAD Resilience.

• Additionally, ESTA:
  - is currently seeking funding for security initiatives and to better fire proof the Ballarat site
  - has identified a small number of State Assets that require replacement due to age and OH&S concerns
  - has identified facility assets require funding to support the lifecycle management of the assets.

• ESTA’s lease at the WTC ends in 2020, with the requirement to transition out of the building in 2019.

• The leases for ESTA’s two other centres end in 2021 and 2022 respectively. ESTA is currently embarking on a Concept of Operations which will incorporate a facility master plan. It is expected that there will be a significant capital cost to relocate services and staff in 2019/2020.

• ESTA’s assets are managed through their lifecycle to provide for service availability and performance. Some assets require significant capital investment and funding for this is sought through existing budgetary processes.

Infrastructure planning

• ESTA is currently guided by the Next Generation (NG000) strategy, with a vision of enabling any person in Australia to contact emergency services on ‘any device, anywhere, anytime’. NG000 aims to deliver seamless multi-channel communication between the public and responders. This supports ESTA’s mission of:
  - Providing the critical link between the community and emergency services
  - Providing integration of State-wide emergency communications services
  - Working together with the Emergency Services Organisations to help them achieve their goals.

Emergency Services Telecommunications Authority (ESTA)

Duress activates the transmitter and provides an open mike for a predetermined period as programmed in the radio. This transmission is heard by all radios on that talk group and the dispatch console.

A workflow management system is used to predict workload and forecast resource requirements at the communications centres.

ESTA has migrated from Spectrum to Genesys telephony that includes softphones on the operators’ desktops. This will enable future integration capability of caller information.

Sources: Department of Treasury and Finance State Capital Program 2005-2015, ESTA Annual Report 2013-14, ESTA website, ESTA
The MFB and CFA provide emergency services to Victorians as per legislated geographical boundaries.

Introduction to Fire Services

Fire services in Victoria are split between two organisations based on geographical boundaries:

- **The Metropolitan Fire Brigade (MFB):** services cover the metropolitan district, an area of over 1,000 square kilometres across 26 Local Government areas.
- **The Country Fire Authority (CFA):** services the remainder of Victoria (over 230,000 square kilometres), dividing the State into 5 regions and 21 CFA districts.

Physical infrastructure assets

**Metropolitan Fire Brigade**
- The MFB is based across 48 locations in the metropolitan area including:
  - 47 fire stations across the metropolitan area – Ambulance Victoria co-locates with the MFB in a number of these locations
  - Victorian Emergency Management Training Centre in Craigieburn.

**Country Fire Authority**
- The CFA is based across over 1,000 locations in Victoria including:
  - 38 District Headquarters
  - 1,224 fire stations
  - 8 training grounds
  - 1 State Logistics Centre.

ICT infrastructure assets

**Metropolitan Fire Brigade**
- 2 data centres, in Richmond and Melbourne CBD
- A fibre optic cable managed by the MFB on behalf of itself and the CFA. The networking equipment is owned by the MFB, whilst the fibre optic cable is licensed from third parties.

**Country Fire Authority**
- Radio network consisting of 9,000 Tait P25 radios installed across 1,220 CFA brigades, as well as 1,500 ‘Transportable Radios’ in CFA brigades.

The fire services sub-sector has commenced reviewing its assets from a whole of emergency services perspective

**Metropolitan Fire Brigade**

**Capital investment**
- Over $380 million was allocated to MFB over the last 10 years through the State Capital Program. The vast majority was for the refurbishment and construction of stations.
- The MFB is currently planning to invest around $119m in station refurbishments, IT projects, fleet and operational equipment over the next three years.

**Major projects**
- In 2014, the Victorian Emergency Management Training Centre in Craigieburn was completed, costing $109 million.
- MFB has recently completed a new fire station at Altona and an ICC at Burnley, together with upgrades of Bundoora, Newport, Kellor, Sunshine and Greensborough fire stations.
- MFB has recently replaced the old Firecom system. The introduction of new middleware technology and hardware will improve the reliability and performance of ‘000’ response data received from ESTA.
- MFB recently completed upgrades to its two data centres, which will improve efficiency and security.

**Country Fire Authority**

**Capital investment**
- Over $270 million was allocated to the CFA over the last 10 years through the State Capital Program. The vast majority of funding was for the refurbishment and construction of stations.
- There is currently $168 million in existing projects targeting the refurbishment of stations that will finish over the next few years.
- In 2014, the new Regional Radio Dispatch Service network was rolled out, managed by the CFA, connecting the CFA brigade to ESTA dispatchers via a new generation digital network. The new network interfaces with the metropolitan radio network, thus providing more reliable and robust communications between ESTA and emergency personnel across regional Victoria.

**Infrastructure planning**
- CFA is finishing work on its Asset Strategy, which will bring together four portfolios: land and buildings; information and communication technology; fleet; and personal protective equipment and clothing. It will provide an improved framework for asset allocation. The strategic objectives of asset management, interoperability, public value and front line capability will guide CFA as it works to better plan and manage its assets. Along with other emergency service partners, this will enhance CFA’s response capability and deliver greater public value by ensuring brigades have the assets and infrastructure needed for front line service delivery.

**Case Study: Victorian Emergency Management Training Centre (VEMTC)**

The VEMTC is a state-of-the-art purpose-built training facility, managed and operated by MFB, which replicates complex live incidents designed to enhance and test the skill of operational personnel. The entire training facility was built to world class environmental standards to maximise resource sustainability and minimise environmental impact.

The Centre provides realistic emergency scenarios tailored to Melbourne’s urban landscape. The primary focus of VEMTC is to provide MFB firefighters with access to consistent, high quality, cost effective training that maximises the safety of the community and firefighters.

The Centre also provides access to training across the Emergency Services Sector more broadly, emphasising the importance of collaborative emergency sector training.

*Image source: Woods Bagot website*


Deloitte Touche Tohmatsu © 2016 - Infrastructure Capability Assessments
Where possible, VICSES leverages the capital and ICT assets of other emergency services organisations

Introduction to SES

Victoria State Emergency Service (VICSES) works to ensure the safety of Victorian communities by responding to emergencies and disasters across the state. A volunteer-based organisation, VICSES provides emergency assistance to the community 24 hours a day, seven days a week.

VICSES is the control agency during emergency responses to floods, storms, earthquakes and tsunamis in Victoria, and is the largest provider of road rescue in the state.

Physical infrastructure assets

- VICSES has a presence in 159 locations across Victoria
- VICSES does not receive extensive funding from the State Government. Therefore, it leverages other entities’ assets where possible, including those of local councils.

![Building ownership (n=161)]

VICSES leases 68% of its buildings from local councils.

Land ownership (n=161)

VICSES occupies $10m worth of buildings, but does not own any of the land that they are on.

ICT infrastructure assets

VICSES uses:
- the CFA’s operational incident management systems
- ESTA’s state-wide operational communications networks.

Sources: VICSES Annual Report 2013-14, VICSES data

Deloitte Touche Tohmatsu © 2016 - Infrastructure Capability Assessments
VICSES is based across 159 Victorian locations

VICSES’ 12 main offices

<table>
<thead>
<tr>
<th>Region</th>
<th>Offices</th>
<th>Incidents</th>
<th>Hours</th>
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<tr>
<td>Central</td>
<td>Mulgrave, Sunshine West</td>
<td>20,301</td>
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<td>Melbourne</td>
<td>44</td>
<td>997</td>
</tr>
</tbody>
</table>

Source: Victoria State Emergency Services Annual Report 2013-14

VICSES map key:
- Red: Central Office
- Purple: Head Office
- Green: Units
- Brown: Incident Control Centre

Sources: VICSES Annual Report 2013-14, VICSES data
VICSES recently invested in opening two state-of-the-art Incident Control Centres in Geelong and Benalla

**Capital asset investment**

- Recent investments through the State Capital Program include:
  - $37m program to improve or replace VICSES assets since 2007
  - Geelong and Benalla recently opened state-of-the-art, multi-agency Incident Control Centres (ICC), which were incorporated into upgraded regional offices. Both host response control needs for VICSES and partner agencies. The ICCs provide a central control room focus to encourage information sharing – an element critical to successful incident management.
- VICSES has also benefitted from more general investment in the emergency management sector. Through the State Capital Program, the following grants have been awarded to the sector:
  - $72m towards state-wide emergency service assets since 2011
  - $109m from 2011-14 to build the Victorian Emergency Management Training Centre. VICSES staff were provided training in the advanced facility.
- VICSES’ investment program, as outlined in its Multi Year Strategy, allocates $17m between 2016 and 2022 across 31 locations. This represents growth investment.

**ICT investment**

- VICSES has directly benefited from ESTA’s investment in their own ICT infrastructure:
  - In order to strengthen the Emergency Alerting System, ESTA recently delivered brand new Unication EAS Alpha Legend pagers to VICSES staff. These are performing well and have made communication between VICSES and ESTA more reliable.

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### Case study: New Incident Control Centres (ICC)

#### Geelong

The new Geelong SES headquarters were opened in December 2013.

The $1.6 million facility is used as a base for crews in emergencies, including floods, fires and storms. It is purpose-built to cater to level 3 incident management requirements as well as hosting response control needs for VICSES and partner agencies.

The headquarters also serve as a centre for training service workers and volunteers.

It is a base where SES, CFA, DEPI and Victoria Police can all operate in the event of emergencies.

It is intended that this will improve working relationships between different emergency services and provide the community with better information and warnings.

#### Benalla

The new regional headquarters in Benalla was opened in April 2014.

The facility cost $1.5 million to build and is home to 15 permanent staff, an incident control centre and improved training facilities.

Up to 60 people can work at the station to handle multiple incidents.

The Benalla headquarters are purpose-built to cater to level 3 incident management requirements.

The ICCs provide a central control room focus to encourage information sharing – an element critical to successful incident management.

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Infrastructure condition
In the past four years, Victoria Police has upgraded approximately a third of its police stations, the majority of which were over 10 years old (1 of 2)

Maintenance of infrastructure

• The quality of Victoria Police's capital assets is generally pretty good, with close to 50% of all assets scoring a 9 or a 10 and less than 25% scoring less than 6.

- Structure Rating
  - 23, 5% (50%)
  - 156, 31%
  - 252, 50%

- Functional Rating
  - 35, 7% (26, 5%)
  - 136, 27%
  - 245, 49%

- Fit-out Rating
  - 26, 5% (25, 5%)
  - 139, 28%
  - 245, 49%

- Services Rating
  - 21, 4% (26, 5%)
  - 59, 12%
  - 245, 48%

- Victoria Police has a significant number of physical assets which contribute to the effective and efficient delivery of policing services. Maintenance of this asset base is a key cost issue for Victoria Police and requires long term strategic planning to ensure maintenance investment is appropriately aligned with operational and business outcomes. The bulk of the maintenance focus is on police stations and support facilities.

- Maintenance is carried out either via a scheduled maintenance contract or corrective maintenance work orders.

- Victoria Police’s Blue Paper states that “a growing number of Victoria Police buildings and other fixed assets are degraded to at least some extent, are not fit for purpose, and do not meet modern operational policing needs.

- Generally buildings and other assets require upgrading due to:
  - aging (not accelerated)
  - changes in technology
  - functional requirements
  - legislative / policy position
  - changes in service delivery demand.

- Should any change (i.e. security or disability upgrade) to the built environment take place it is always done so in accordance with the relevant act, legislation or code.

- In the past four years, Victoria Police has upgraded 106 police stations, the majority of which were over 10 years old. When the facilities were upgraded, they were done so in order to comply with current Building Code of Australia (BCA) and Disability Discrimination Act (DDA) requirements. Additionally, as far as practical and possible the Victoria Police Design Guidelines were used as an overarching guide to the type of facility delivered.

- Victoria Police has recently implemented a Strategic Maintenance Management Plan to improve the management of their assets. This is stage one of a multi stage project focussed on improved asset management.

- Victoria Police is currently undertaking a condition and compliance review of its assets.

- Victoria Police is incorporating such measures as the installation of energy efficient fittings, solar panels (photovoltaic), rainwater harvesting facilities for toilet flushing and landscape irrigation e.g. smaller (8/16 hour) police stations are routinely fitted with photovoltaic systems that allow these buildings to be completely self-sufficient in terms of energy generation.

Sources: Victoria Police - Note: Condition assessments were provided by Victoria Police and have been used to provide a high level overview of the current asset quality. The assets have been ranked from 1 to 10, with 10 being of highest quality.
In the past four years, Victoria Police has upgraded approximately a third of its police stations, the majority of which were over 10 years old (2 of 2)

**Maintenance of infrastructure**

- Generally, newer assets are generally of a higher standard than older assets. The quality of older assets varies significantly across the portfolio.

Sources: Victoria Police

Note: Condition assessments were provided by Victoria Police and have been used to provide a high level overview of the current asset quality. The assets have been ranked from 1 to 10, with 10 being of highest quality.
There has been a consistent under-investment in court assets, resulting in 84% of owned buildings within the portfolio ranking below the required asset condition benchmark.

Maintenance of infrastructure

The information used for this assessment is from CSV’s draft Strategic Asset Plan. The condition assessments are taken from CSV’s Building Condition Assessment. This work initially undertaken by DJR in 2011 for the Legal Services Masterplan Asset Review and was updated by CSV in 2014. In 2014, Court Services Victoria’s Building Condition Assessment estimated that maintenance and compliance works required would cost approximately $104 million.

It rates each owned building (leased properties are not included in Assessment) against Condition/ Function/ Compliance to give a total rating out of 5.

CSV has set the benchmark for assets at 3.5 out of 5, of which only 16% of CSV owned courts meet or exceed the overall rating of 3.5 out of 5.

- Only 18% meet or exceed the Compliance rating of 3.5 out of 5
- Only 18% meet or exceed the Functionality rating of 3.5 out of 5
- Only 57% meet or exceed the Condition rating of 3.5 out of 5.

CSV will continue to update the Building Condition Assessment to ensure that it aligns with the service planning priorities identified in the CSV Strategic Asset Plan (including a proposed separate Safety and Security rating) and is representative of current asset conditions.

The security of court facilities varies significantly across Victoria based on how capital assets have evolved, rather than against an assessment of risk. The age of some capital assets makes it difficult to upgrade them to ensure that they are fit-for-purpose e.g. the Magistrates’ Courts has 19 buildings over 100 years old, with the average age of buildings being 70 years old.

CSV’s Strategic Asset Plan (SAP) is currently being developed and due for completion in mid-2016. It will provide strategic direction on the future planning and investment of the courts asset portfolio to meet service delivery needs.

Key outputs of the SAP include a Service Plan and Multi-Year Investment Strategy. Demand modelling uses a systems modelling approach. This allows for inclusion of policy decisions; technological impacts on demand and likelihood of demographic change.

The plan will account for the complexity of issues facing each Jurisdiction and enable transformation into a modern, safe and secure, cohesive and high quality service environment.

Future investment will be focussed on four key areas:
- Addressing immediate condition and compliance issues to raise the overall standard of court assets to a more acceptable
- Enhancing safety and security in our court environments and undertaking work to support victims of family violence
- Addressing demand generated by population growth and/or inappropriate facilities
- Ensuring capacity and technological capability for identified contemporary service delivery models

Priority projects emerging include:
- Ensuring sustainable budgets to address a history of chronic underfunding in asset upkeep and condition compliance; and enabling incremental asset improvements to be addressed in a planned, systematic and rigorous way
- Expansions/ alterations to headquarter and regional circuit courts to enable expansion of Family Violence Division for the Magistrates’ Court Victoria
- Redevelopment of Bendigo Law Courts
- Developing a sustainable strategy for Melbourne’s CBD Legal Precinct, including redevelopment of the Supreme Court Victoria from its current outmoded environment; a new County Court contract phase and creation of additional footprint to meet CBD demand across all jurisdictions; enabling relocation of VCAT so it may be integrated into the Legal Precinct
- Development of three additional multi-jurisdictional headquarter courts in Melbourne’s rapidly expanding growth corridors over the coming 10 year period

**Assessment of CSV and DJR-owned assets (n=49)**

- **Meet benchmark**
  - 16%
- **Below benchmark**
  - 84%

**Case study: Strategic Asset Plan**

CSV’s Strategic Asset Plan (SAP) is currently being developed and due for completion in mid-2016. It will provide strategic direction on the future planning and investment of the courts asset portfolio to meet service delivery needs.

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- Development of three additional multi-jurisdictional headquarter courts in Melbourne’s rapidly expanding growth corridors over the coming 10 year period

Source: Court Services Victoria data
There has been a consistent under-investment in court assets, resulting in 84% of owned buildings within the portfolio ranking below the required benchmark (cont.)

**Maintenance of infrastructure (cont.)**

- In 2014, Court Services Victoria’s Building Condition Assessment estimated that maintenance and compliance works required would cost approximately $104 million.

- Consistent under-investment in Court assets in the past has meant that facilities have been operating until they fail, which has significant repercussions through reducing the public’s access to justice services e.g. the Heidelberg Court.

- The poor overall asset condition results from very low spending on maintenance compared to the value of the asset base. In the past six years the investment has been approximately 0.22% of the total asset replacement value, against an industry standard of 1-2%.

- The introduction of the Essential Safety Measures legislation, mandating annual serviceability compliance of building safety services, has improved percentage spend.

CSV includes an Asset Planning and Management division, responsible for strategic planning, property and contract management, capital project management and strategic, whole-of-portfolio facilities management.

Day-to-day and soft maintenance of court assets is currently the responsibility of the court jurisdiction responsible for individual court buildings. Planning for ongoing facilities management of the entire courts portfolio is currently under development, with an overarching Property Division due for roll-out in July 2016, to be led by the Asset planning and Management division.

**Case study: Heidelberg Court**

The Heidelberg Law Courts, a seven courtroom Court in metropolitan Melbourne, plays a significant role in the structure of the Victorian court system. However in February 2015, it was flooded during a serious storm due to a burst water main, leading to damage so severe that the building had to be closed to allow substantial repairs. It is not expected to reopen until mid 2016.

Assessment conducted after the major flooding showed the condition of the court had deteriorated to the point that remediation is required to a significant amount of the building. Combined with the damage, the age of the building and lack of routine maintenance in past years, it has now become necessary for the works to include upgrades to meet the current building standards.

Whilst matters have been redirected to other courts, the Heidelberg Court closure has caused impact on all court services, but in particular affected the specialist Family Violence Division that is located there. People seeking family violence intervention order applications are alternatively having to attend the Broadmeadows, Ringwood and Melbourne Courts, which is likely to impede some applicants within that community from seeking critical support. It is also creating further delayed listings, custodial management and courtroom availability issues, increased pressure on court facilities and heightened security risks due to higher numbers of people attending the alternate venues. The closure also continues to affect the Children’s Court, the Victorian Civil and Administrative Tribunal, and stakeholders such as Victoria Police, Victorian Legal Aid, and Corrections Victoria.

This is an example of an isolated event affecting a building that has not benefitted from a rigorous maintenance regime (current funding for CSV assets has been sitting at approximately 0.2% of portfolio value over the last six years, against industry standards of 1 to 2%) and resulting in significant cost, time and social impacts to remediate.
Pre-2001 prison contracts with private service providers do not adequately specify accommodation service quality, although this is progressively being addressed as contracts are renegotiated and renewed

**Maintenance of infrastructure**

**Publicly controlled assets**

- Historically, a decentralised approach to assessing the operational performance of capital infrastructure has been taken, with this function being performed by the facility's operational manager.

- A new unit has been established within Corrections Victoria to centralise this process. They are currently developing:
  - Asset management guidelines
  - An audit process
  - A lifecycle approach to asset maintenance.

- The operational performance of assets will be evaluated against these standards.

**Privately controlled assets**

- Contracts with private service providers primarily assess the capacity of the facility to take prisoners. Historically, this was not specifically linked back to asset management.

- Lessons have been learned from previous contracts - contracts now stipulate required performance standards against both proactive and reactive asset management performance indicators. For example, the contract governing the Ravenhall PPP will include a 'presentation' clause i.e. stipulation around how graffiti should be managed by the service provider. Full operations private prisons contracts will include KPIs related to:
  - Carrying out planned scheduled Facility Management Services tasks - to ensure the security of the facility and to ensure that it is maintained to infrastructure quality standards
  - Rectifying failure events – to ensure failure events are rectified in a timely manner.

- The contracts for Fulham Correctional Centre and Port Phillip Prison have recently been renegotiated to include these KPIs.

Sources: Corrections Victoria, Victorian Auditor-General 2010
The Sheriff’s Office’s capital assets are currently maintained to a sufficient standard.

**Maintenance of infrastructure**

- Physical infrastructure assets are managed by the Shared Service Provider (SSP), located in the Department of Treasury and Finance (DTF). The SSP is responsible for managing leases, building maintenance and the acquisition of new buildings.

- Asset condition and maintenance is managed via the lease renewal process for leased buildings.

Source: Sheriff’s Office
Emergency Management Victoria’s Nicholson Street property, home to the State Control Centre, is no longer considered fit-for-purpose

Maintenance of infrastructure

• Physical infrastructure assets are managed by the Department of Treasury and Finance’s (DTF) Shared Service Provider (SSP). The SSP is responsible for managing leases, building maintenance and the acquisition of new buildings. Asset condition and maintenance is managed via the lease renewal process for leased buildings.

• The lease for the current State Control Centre (SCC) ends in December 2018. The evolving nature of emergency management requirements necessitates that consideration be given to the establishment of a Next Generation State Control Centre (NGSCC) to ensure arrangements for the management of emergencies remain fit for purpose into the future.

• The existing State Control Centre has been effective in its role to date, however the emergency events of recent years have required investment in upgrading deficiencies identified at the facility in order for it to remain at the necessary standard to cope with the likely current emergencies. However, these investments and the current configuration of the Centre are not expected to be satisfactory beyond the lease expiry period of December 2018.

• Challenges that need to be overcome for future operations in a Next Generation State Control Centre include:

  IT / Communications
  - Identification of a coordinated operating platform that can cope with the variety of agencies (including: emergency services, State agencies, Federal agencies, local government, Defence, utilities, telecommunications operators)
  - Versatility to future proof investments and accommodate the rapid evolution of technology and systems to avoid stranded asset purchases.

Workflow/layout

- Planned and logical workflow layout for a variety of configurations and emergency events, minimising distances between synergistic activities to encourage an engaged operating environment.

Capacity for surge

- The ability to cope with multiple emergency events concurrently and not diminish the operating capacity of the NGSCC, along with an ability to expand should an emergency become protracted or increased in scale.

Flexibility

- All hazard capability requires a facility that is flexible, able to be reconfigured, can source information from multiple diverse sources, can be stood up rapidly and sustainably accommodate for extended periods of 24 hour operations.
ESTA’s facilities and assets are maintained under contract

Maintenance of infrastructure

• ESTA’s management and governance of State Assets includes maintenance contracts with service providers to ensure assets operate reliably and efficiently to support the State’s Emergency networks including MMR, MDN and EAS other emergency services that are located at these remote sites such as SMR and RRDS, which are managed by EMV and the CFA.

• ESTA’s facilities and assets are maintained by maintenance and service providers under contract. ESTA’s Facilities Asset Management Plan details required service levels, standards and support arrangements in place to manage specified assets in a consistent and cost effective manner. This ensures facilities and assets operate reliably and efficiently to support the Centre’s Operational requirements.

• Upgrades are managed by monitoring the lifecycle of the equipment and ensuring that upgrades and replacements are made to continue performance of facility primary infrastructure.

• ESTA’s assets are managed through their lifecycle to provide for service availability and performance. Some assets require significant capital investment and funding for this is sought through existing budgetary processes.

Source: ESTA
The fire sector conducts regular audits of its capital infrastructure to maintain its condition

**MFB: Maintenance of infrastructure**
- Building standards change frequently. Approximately 80% of the MFB's building stock has a 40 to 50 year lifespan and hence does not meet the latest operational standards.
- Design standards can also be difficult to meet if insufficient land is available.
- MFB Property Services provided an asset management report dated November 2015, #985531 which outlined the condition, functionality and remaining useful life of 46 stations. The summary results of this report are captured below. It can be seen that only one station is considered to be in 'poor' condition. The rest are 'fair', 'good' or 'very good'. 72% of the stations are reported as having fair (or better) functionality. 83% of stations have 9 years remaining useful life, the others reported have only 2 or 3 years.
- When reporting on issues relating to functionality, there were a variety raised. Items included poor truck manoeuvrability, and accommodation configuration (and privacy).

**CFA: Maintenance of infrastructure**
- The CFA performs regular inspections of its capital infrastructure as part of its maintenance program.
- Assets are inspected regularly as part of a defined schedule program to determine asset maintenance and replacement requirements.
- Assets are assessed against Australian compliance standards, including occupational health and safety standards and environmental standards.

N.B. Equivalent information on the CFA’s infrastructure condition was not available.

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**MFB Station Condition**
- Very Poor: 7%
- Poor: 0%
- Fair: 2%
- Good: 35%
- Very Good: 56%

**MFB Station Fitness for Purpose**
- Very Poor: 11%
- Poor: 5%
- Fair: 84%
- Good: 22%
- Very Good: 22%

**MFB Station Years of remaining useful life**
- 2 Years: 11%
- 3 Years: 5%
- 9 Years: 84%

Source: Metropolitan Fire Brigade (July 2015), Country Fire Authority
Source: MFB data
VICSES has full or partial responsibility for maintaining the condition of approximately 58% of its asset portfolio.

**Maintenance of infrastructure**
- VICSES has full or partial responsibility for maintaining the condition of approximately 58% of its asset portfolio.
- Local councils are responsible for maintaining 11% of VICSES’s asset portfolio.

**Condition of infrastructure**
- Currently, 86% of VICSES’s asset portfolio is in a reasonable to good or very good to excellent condition.
- Less than 9% of VICSES’s asset portfolio has a useful life of less than 10 years.

Graph notes:
1. Responsibility for payment of property maintenance – ‘VICSES - shared’ includes sharing with CFA, landlord and Council, ‘Council’ includes Alpine Resort management, City of Greater Geelong, Southern Grampians Shire and Colac Otway Shire, ‘Unknown’ includes TBC, NS, Nil, TBA and N/A
2. Condition assessment – conservative approach used; took the lowest number present in the rating (out of MR or Admin) and ignored ‘+’ signs
3. Remaining useful life – when more than one number was given for a location, the average was taken

Condition Assessment Key
1 = Inadequate / Unsafe (not suitable for operations and need to close)
2 = Poor to Fair (In need of repair / maintenance / OH&S issues)
3 = Reasonable to Good (Adequate, some minor modifications required)
4 = Very Good to Excellent (no additions required)

N.B. The above analysis is based on an assessment of the condition of VICSES’s capital infrastructure, rather than its fitness for purpose.
Infrastructure service performance
Citizens are increasingly expecting government services to be delivered promptly and in an integrated manner across numerous portfolios, impacting infrastructure requirements to support service delivery models.

### Challenges Impacting Service Delivery Performance

The following ‘realities’ are causing Government service providers to reassess service performance across portfolios, including the justice sector. Whilst they don’t feed directly into the sector’s current service performance metrics, they shape and drive the justice sector’s future state service delivery models, including how Departments, agencies and authorities interact with one another.

1. **Increasing citizen expectations for easy access to services, while being required to do more with less funding.**

   Departments and agencies face increasing pressure to improve the delivery of citizen, business and Government services using fewer resources.

   This directly impacts on how Government uses capital and ICT infrastructure to improve and streamline service delivery to improve citizen access.

2. **Cost inefficiencies by maintaining multiple systems performing similar functions.**

   Departments and agencies across the Victorian Government maintain similar systems, that perform a similar function, including numerous business intelligence, analysis and statistic systems.

   Opportunities exist to create common system platforms to improve customer service and reduce service inefficiencies.

3. **Lack of common processes and systems to deliver citizen, business and government services.**

   A number systems and business processes are replicated. DTF has identified a suite of initiatives through its Digital Blueprint that could be delivered through standard systems and business processes.

   This level of interoperability could reduce duplication of effort when multiple Government services are engaged, enabling service capacity to be redeployed.

4. **Limited information sharing for operational decision-making and Victorian policy making.**

   Departments and agencies could better share data between one another in the delivery of services. Departments use aging and ineffective technologies to exchange information, reducing the effectiveness of operational decision-making and policy making.

   Shared ICT infrastructure and data storage systems could increase process efficiency and reduce transaction costs.

5. **Lack of foundation to support future capabilities, i.e. mobility.**

   Primary ICT investment across Victorian Government is in maintaining systems and not in building future capability.

   Consequently, investment in ICT is inconsistent, many departments see their ICT stack as outdated and difficult to upgrade.

   This directly impacts on Government’s ability to meet citizens expectations of a mobile and integrated service.

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**Case study: Transparency in Government Bill 2015**

To meet citizen’s expectations, the Government is seeking to improve service delivery across the sector through initiatives such as the Transparency in Government Bill 2015. This bill focuses on improving the response times of emergency services by publishing response times on a quarterly basis.

The purpose of this Act is (a) to facilitate regular public reporting of performance related data in relation to certain emergency and health services; and (b) to ensure transparency in relation to the delivery of those services.

The objective of this Act is to facilitate transparency in Government by (a) making information about performance that is required by this Act readily and continuously available to the public; and (b) providing that information in easy to understand, relevant and meaningful formats; and (c) encouraging the provision of additional information in reports required under this Act; and (d) improving the accountability and performance of certain emergency and health services by enabling greater public scrutiny based on the information provided under this Act.
7. Condition of the infrastructure in the sector
Methodology and overall view of the sector

Methodology
Condition assessment ratings have been determined through assessing the following criteria:

• **Physical Condition** – considers the general condition of assets in the network, likely life remaining in the assets and required investment to maintain full functionality
• **Fit for purpose** – considers whether the infrastructure meets the required service needs of the network, measuring against industry best practices.

The assessment includes consideration of network improvements currently being planned and implemented.

Ratings were assigned to sub-sectors from 1 to 5 where:
- 1 is poor condition insufficient to meet current demands and use requirements
- 5 is superior condition sufficient to be suitable for future demands and use requirements for the following 30 years.

The assessment of the condition of the assets within the Justice sector has been influenced and limited by the information we have received from the relevant agencies and departments in conjunction with any publicly available resources and should be read within this context.

The sector score is the average of all sub-sectors, where we were able to determine a rating.

Overall Justice Condition Rating
The aggregated rating of the Justice sector is considered to be about **3.3**, indicating the condition of the sector is in good condition with sub-sectors generally providing the service for which they are designed. However, in addition to projects currently being planned and implemented, further investment to maintain condition, particularly fitness for purpose is needed.

Detailed information was only available for those sub sectors shown on this diagram. For the other sub sectors (CFA, Sheriff's office and corrections), commentary has been provided based on the information available, however this was not enough to determine a score on the same scale as the others. In determining the overall sector rating, MFB, Victoria Police and the CSV & Court Network were weighted 25% whilst ESTA and VIC SES were weighted 10% and 15% respectively. This is because the size of the Victoria Police, MFB and CSV portfolios is much larger than ESTA and VIC SES.

Further commentary and justification is provided on the following slides. A breakdown of the weighting of physical condition and fitness for purpose, along with their scores is provided for each subsector in the Appendix. Generally there was not a lot of variation – except for CSV where they rated fitness for purpose considerably lower than physical condition.
Victoria Police’s service performance is favourable in comparison to other jurisdictions when assessed against key performance measures of community satisfaction

Service Performance

Victoria Police’s service delivery is measured against the Policing Services output as published in the 2015-16 State Budget Paper No.3 Service Delivery (BP3). Overarching performance indicators include proportion of community satisfied with policing services (general satisfaction), proportion of successful prosecution outcomes and the proportion of community who have confidence in police (an integrity indicator).

Proportion of community satisfied with policing services acts as a key quality measure, with Victoria Police exceeding the 2014-15 target of 70% satisfaction, with an expected outcome of 78.5%.

Based on data published by the Productivity Commission, general satisfaction with the services provided by Victoria Police compares favourably with other jurisdictions.

As a timeliness measure, Victoria Police finalised investigation of 37.9% crimes against the person within 30 days, exceeding their 2014-15 target of 36%.

As a quantitative measure of effectiveness of service delivery, Victoria Police achieved their 2014-15 target of less than 653.8 crimes (per 100,000 people) with 594.2 crimes (per 100,000 people) in 2014-15.

Based on data provided by the Productivity Commission, Victoria Police performed on par with other jurisdictions in terms of finalising investigations of crimes against the person. There were also fewer victims of recorded crime.

General satisfaction with services provided by the police (satisfied and very satisfied)

![Graph showing general satisfaction with police services]

Finalised investigations of crimes against the person: 30 day status, 2013

![Graph showing finalised investigations of crimes against the person]

Victims of recorded crime - select crimes against people in 2013 (per 100,000 people)

![Graph showing victims of recorded crime]

Sources: Victoria Police Annual Reports 2006-14, Victoria Police, Productivity Commission 2015
The ‘Victoria Police – Police Station Design guidelines’ reflect police operational needs, regulatory and legislative requirements and available technologies

**Capital infrastructure**

Victoria Police is engaged in continually assessing its entire asset base on a rolling three year program. When assessing the performance and capability of capital infrastructure, Victoria Police measures:

- Age of infrastructure
- Functionality of infrastructure
- Condition of infrastructure
- Compliance of Infrastructure

The ‘Victoria Police – Police Station Design guidelines’ and ‘Voice and data cable specification’ are continuously evolving guidelines and have undergone a number of changes in the last 10 years, according to police operational needs, regulatory and legislative requirements and available technologies. The ‘Voice and data cable specification’ is also produced on a site / project specific basis. Hence, it has been determined that those police stations that have not undergone an upgrade in more than 10 years are likely to have issues with fitness for purpose.

Victoria Police provided information on condition assessments of their portfolio of buildings. Conditions were rated on a 10 point scale against the criteria of: Fit Out, Functional, Structure and Services. These ratings were averaged across the portfolio to provide an indication of the infrastructure service performance. These reviews were done a number of years ago, and Victoria Police have noted they are currently undergoing an asset review.

Asset renewal can be difficult due to the distributed nature of the services required and interruption to a twenty-four hours, seven days a week operation. The design guidelines for Police stations have changed over time due to changes in service delivery philosophy. OH&S requirements have impacted on the design of interview and holding rooms for example.

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**Infrastructure Service Performance Rating**

![Infrastructure Service Performance Rating](image)

Victoria Police have a broad asset portfolio that consists of buildings of various sizes and age. The general condition of the assets, from a structural, services, fit-out and functionality perspective, is good, with approximately 50% of all buildings scoring 9 or higher on a 10 point scale. However there is still a need for further investment, particularly on older buildings, as 25% of the building stock is rated below 6 on all measures.
Considerable investment is required to replace significant and obsolete ICT infrastructure upon which Victoria Police is largely dependent

**ICT infrastructure**
- Victoria Police's core information management systems are coming to the end of their effective lifecycle and will not be able to support policing activities beyond the short-term.

- Current information, information systems, processes and practices impede Victoria Police from effectively reforming service delivery in line with its strategy and Victorian Government priorities.

- In their current state, Victoria Police's information systems are incapable of effectively integrating with other agencies’ systems to support timely and reliable information sharing. Across the Victorian Government and nationally, this is increasingly recognised as critical to ensure that public services can keep Australians safe and well.

- Victoria Police's information systems are not keeping pace with external developments in technology – which means the organisation is not keeping up with the community’s ability to commit or help tackle crime.

**Reform**
IT initiatives during 2014-15 and 2015-16 have focussed on building key IT infrastructure platforms to bring Victoria Police to a more contemporary standard operating environment. Funding has been received, by Emergency Management Victoria, to upgrade the Regional Mobile Radio to a digitised format and Victoria Police have recently managed an IT services contract tender that has resulted in a number of service improvements.

**IT Governance**
- The renewal of the Information Management Committee aims at strengthening Victoria Police's risk management and investment decision making in IT projects. The Committee has responsibility for improving the process for establishing business needs and prioritising investment, whilst also placing greater focus on effective project delivery.

**IT Refresh**
- Victoria Police completed the IT Refresh project in 2015. This project replaced all desktop, laptop, network and operating system software across Victoria Police. This three year project included the refresh of IT equipment that police use on a day-today basis, the replacement of the distributed server network and design of new data centres. It also encompassed the transition of the operating environment from Windows XP to Windows 7.

- While some further infrastructure works are programmed for 2015-16, the project has successfully replaced more than 30,000 IT devices across 500 sites and is largely now complete.

**PIPP**
- The Policing Information Process and Practice Reform Program (PIPP) focuses on maintaining the performance of core information systems and commencing planning for longer term reforms to ICT systems and processes. PIPP is developing a strategic view of Victoria Police’s information, IT and business needs, to better meet the changing requirements of the community and the police.

- PIPP received $23.3 million, over four years, in the 2013-14 budget to fund two projects for improving police systems. The first, the Sustain Project, focuses on necessary maintenance of the LEAP and Interpose systems for the coming five years. The second project, the Transform Project, is developing a long-term, integrated and sustainable solution for managing investigations and intelligence to support future police service delivery, as part of a long-term information management strategy.
Service Performance

Court performance can be measured through a number of indicators including, but not exhaustively, the public’s ability to access justice, activity indicators such as court clearance rates, the condition and functionality of the courts’ assets and the safety and security of service users.

Whilst it is challenging to compare court performance across Australian states and court jurisdictions due to their varying characteristics and activity profiles, the following two indicators, enable some comparison, albeit limited, to be made based on activity levels:

- **Clearance rate**: Clearance rate is the number of finalisations divided by the number of lodgements.
- **Case backlog**: Backlog indicator is the percentage of pending cases that have been pending over a certain period of time (for Supreme and County, this is 12 months, for Children’s and Magistrates’, it is 6 months).

Infrastructure capacity constraints will directly impact the courts’ performance against these indicators. Court backlogs and clearance rates are also heavily influenced by court procedural and case management reforms. Significant gains have been made in recent years through these reforms rather than by building courts.
Service Performance (cont.)

Some jurisdictions have adopted or are in the process of adopting the International Framework for Court Excellence, a quality management system designed to help courts improve their performance. Amongst 11 variables that the framework measures, key ones are:

- Clearance rate
- Case backlog
- Court user satisfaction
- On-time case processing.

CSV’s draft Building Condition Assessment provides the baseline for assessing service delivery capacity at each of the courts, which will be detailed in the Strategic Asset Plan.

Approximately 41% of the asset portfolio is over 50 years old and of that, 78% of the asset portfolio is over 100 years old. The Magistrates’ Courts has 19 buildings over 100 years old, with the average age of buildings being 70 years old. Sixteen of the courts are listed on the Victorian Heritage Register and one building is also on the National Heritage Register.

The age of some capital assets makes it difficult to upgrade them to ensure that they are fit-for-purpose e.g. the security of court facilities varies significantly across Victoria based on how capital assets have evolved, rather than against an assessment of risk; disability access across facilities varies as does the ability to separate the offender from the victim etc.

Source: Court Services Victoria

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Infrastructure constraints directly impact on the Courts’ service delivery performance (2 of 2)

<table>
<thead>
<tr>
<th>Infrastructure Service Performance Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 1.5 2 2.5 3 3.5 4 4.5 5</td>
</tr>
<tr>
<td>The Courts operate as a Victoria-wide network to provide access to justice across Victoria. Periods of peak demand are mitigated through a delay in hearings. The Court network’s sub sector is rated a score of 2.89 for its infrastructure condition.</td>
</tr>
</tbody>
</table>

Please note: The Court network’s infrastructure service performance rating has been calculated from detailed asset condition data provided. The score derived has not been standardised against the infrastructure service performance ratings calculated for other entities in the sector.

Source: Court Services Victoria data, Supreme Court Annual Report 2013-14, courtexcellence.com
Consideration should be given to implementing a common ICT infrastructure across the court network to replace ICT assets that are no longer fit-for-purpose and to its improve capacity

ICT infrastructure

- The courts’ systems generally do not meet the needs of the business, are on aging platforms, may not be supported and are not shared. They are largely legacy systems with a high risk of failure, which would have a high impact on the court network i.e. through preventing the judiciary from being able to access required data.

- Unsuccessful attempts have been made previously to upgrade systems. As a result, some jurisdictions have put in place shadow systems i.e. case management systems.

- There is potential for a consistent set of systems to be shared across the courts, such as:
  - Case management
  - Courts scheduling
  - Document management
  - Secure gateway with other participants of the justice systems.

- Western Australia and New South Wales already have state-wide case management systems in place, whilst Queensland is developing one. Victoria is open to such a system but remains concerned about the risks involved.

Case study: Supreme Court ICT

Following difficulties with an earlier IT case management system (the Integrated Court Management System ), the court developed a new case management system called RedCrest, with the support of Government.

The new system has run successfully as a pilot in the Technology, Engineering and Construction List. With support from Government, the Court is in the process of rolling out RedCrest into the busy Commercial Court. RedCrest is considered a solution to many of the problems and deficiencies in the current system. It is also an efficient and cost effective system that is expected to benefit the Court.

RedCrest is the central pillar of the Court’s aim to be paper-free by 2016. It is a one-stop shop that allows practitioners to initiate cases, pay fees and share documents with the Court and other parties online. On filing an originating process, RedCrest creates a case page and electronic Court file and provides the filing party with a copy of their document complete with case number, filing date, return date and a Court seal, ensuring the document is immediately ready for service.

The project team plans on rolling out the system across the remainder of the Court during 2015.

Case study: Children’s Court ICT

The Children’s court has four courtrooms equipped with video conferencing facilities. These facilities are used extensively for the taking and giving of evidence in both the criminal and family jurisdictions to link courts and court users in metropolitan and rural locations.

The system allows for the giving of evidence or production of documents without attendance at the hearing court. This results in improved access to justice and significant cost savings.

The court is also equipped with two remote witness rooms. These facilities allow for the giving of evidence in a room at the court other than the hearing room. There has been an increase in the number of video conferencing links to rural regions for the purpose of conducting pre-trial hearings in contested family matters. Whenever a specialist judicial member from Melbourne is sitting in a contested matter in a rural region, a directions hearing will be conducted from Melbourne by video link.
The service performance of Victoria’s corrections services varies in relation to other jurisdictions

**Service Performance - Prisons**

- In 2013-14, there 0.77 escapes per 100 Victorian prisoners / detainees. These were open rather than secure custody prisoners.

**Escapes, 2013-14 (per 100 prisoners/detainees)**

- Performance goals are primarily linked to the rehabilitation of prisoners and making them safe for the community. These KPI’s include:
  - Percentage of offenders that come back into the system
  - Percentage of prisoners taking part in education
  - Percentage of eligible prisoners in employment.

**Prisoner education and training: % of eligible prisoners, 2013-14**

- Performance goals linked to prison effectiveness include:
  - Assaults in custody: Victoria has the second highest rate of prisoner on prisoner assaults comparatively
  - Death from apparent unnatural causes – Low for Victoria.

**Assaults in custody per 100 prisoners/detainees, 2013-14**

**Death from apparent unnatural causes per 100 prisoners, by year**

Sources: Corrections Victoria, Department of Justice Annual Report 2013-14, Victorian Auditor-General 2012

Source: Productivity Commission
Approximately 60% of the prison portfolio has been upgraded in the past 10 years.

**Service Performance – Prisons (cont.)**

- Over the last 15 years, Victoria has never had the lowest recidivism rates nationally, although between 2001-02 to 2009-10 the state’s recidivism rate trended down, with an overall decline of 8.8% to a low of 33.7%.
- However, between 2009-10 and 2014-15, Victoria’s recidivism rate has increased by 10.8%, to 44.1%, with a 5.5% increase in twelve months since 2013-14.

**Service Performance - Community Corrections**

- Completion of community corrections orders has steadily grown since 2011, increasing from 59% to 67%.
- Comparatively, generally other jurisdictions have a higher proportion of community correction orders completed, with the exception of Western Australia.

**Capital infrastructure performance - Prisons**

An individual assessment of buildings was not available. However, approximately 80% of facilities are greater than 10 years old, whilst 13% of facilities are less than 10 years old. From this it was assumed a physical and fit for purpose assessment of 2.3 for the portfolio.

**Completion of all community correction orders (all orders), 2013-14**

![Graph showing completion of community correction orders](source)

**Sources:** Corrections Victoria, Department of Justice Annual Report 2013-14, Victorian Auditor-General 2012, Victorian Ombudsman 2015
The Sheriff’s Office has previously been unable to action all actionable warrants

**Service Performance**

- The Sheriff’s Office only has capacity to collect a small percentage of the total outstanding warrant pool. Since 2012, this proportion has fallen from 21%* to 13%* of the pool being collected in 2015 – this compares to 22% for the Sheriff’s Office in NSW.

- This is largely due to the current capacity of systems and processes, that do not enable the Sheriffs to access data through a self-service function. Rather, data is currently accessed by Sheriffs centrally through the Communications Centre, an onerous and manual process.

- Service target benchmarks are linked to the number of actioned warrants and the volume of fines collected. Benchmarks (in terms of actioned warrants) are absolute, not relative to the size of the pool of warrants.

- New Zealand’s Bailiffs use a tracking and queue work allocation technology (Genesys platform) to manage and prioritise workflow, maximising output.

**Capital infrastructure performance**

The sheriff’s offices are typically co-located with other departments. They do not have purpose built facilities and maintenance is typically minimal and reactive. There is an issue at some locations with parking not being located within a convenient distance of the offices. A detailed breakdown of individual property condition and fitness for purpose was unavailable, so findings were based on discussions with stakeholders only.

*Includes actionable warrants both ‘filed’ and ‘in progress’

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**Breakdown of total pool of actionable warrants by $ value**

- **2012 financial year**
  - Filed: 8%
  - In progress: 13%
  - Not actioned: 79%

- **2013 financial year**
  - Filed: 7%
  - In progress: 10%
  - Not actioned: 83%

- **2014 financial year**
  - Filed: 5%
  - In progress: 10%
  - Not actioned: 85%

- **2015 financial year – YTD April**
  - Filed: 5%
  - In progress: 8%
  - Not actioned: 87%

*Source: Sheriff’s Office*

*Source for graphs: Sheriff’s Office data*
Emergency Management Victoria is responsible for leading the implementation of the Emergency Management Operational initiatives to improve the service performance of Victoria’s emergency services.

Emergency Management Victoria was established in response to state-wide emergencies such as the Black Saturday bushfires that occurred in 2009 to improve the capacity of Victoria’s emergency services.

Findings made by the Victorian Bushfires Royal Commission highlighted that during the Black Saturday bushfires the emergency management response faltered due to:

- a lack of clear leadership
- confusion about responsibilities and accountabilities
- operating procedures were not fully consistent across entities
- technology systems used were separate across entities
- functions performed were duplicated across entities.

To mitigate these shortcomings, Emergency Management Victoria is responsible for leading the introduction of the Emergency Management Operational initiatives, including:

2014 Victorian Long Term Communications Plan
- Emergency Management Victoria is leading a multi-agency approach to police and emergency services operational communications systems - the Plan outlines the next steps in the Sector’s transition to a future operational communications environment, which includes a public safety mobile broadband platform.

Incident Management Team (IMT) Relocation
- For circumstances that an Incident Controller (IC) and IMT need to relocate from one Incident Control Centre (ICC) to another, relocation may include transfer of control to another IC and IMT who may have a better understanding of local issues.
- Focus on developing consistent approaches to transfer of control through exercises on IMT relocation to ensure appropriate, timely and effective transfer of control.

Human Resource Management
- Extensive level of fire activity across the state in 2013-14 created significant demands on the resources of fire services and its emergency management partners.
- Improved HR planning with greater transparency of regional capacity and workload improved sharing of resources across regions to support efficiency of response to multiple incidents.
- Encouraging regions to adopt an agile and collaborative approach in managing resourcing constraints, particularly in resourcing incident management teams.

Traffic Management Points (TMPs)
- TMPs are established to safeguard the community and emergency management personnel by regulating the flow of road traffic into an area where an emergency has occurred, is presently occurring or has the potential to occur.
- Reviewing training and education needs of all IMT roles regarding TMP processes and the implications for communities.

Evacuation
- Developing training regarding evacuation planning for IMT and EMT personnel.
- Relevant templates are being reviewed to ensure they are appropriate and scalable to better support evacuation planning processes.

Managing Multiple Emergencies
- Use exercises to practice the management of multiple emergencies, improve planning, and refine and test arrangements with all agencies.
- Considering greater engagements of EMTs in reviews of ICC and RCC design standards and functionality.

ESTA’s Burwood East facility is not purpose-built, its Ballarat facility is in a high fire danger zone and its lease can not be extended on the World Trade Centre Communication Centre (1 of 2)

Service performance

Victoria’s Emergency Services Commissioner determines quantitative and qualitative standards for ESTA’s call-taking and dispatch performance, which are reported on a monthly basis. ESTA aims to achieve a consistent state-wide level of performance for each agency in metropolitan and regional areas. ESTA reports call answer and dispatch performance on a metropolitan, regional, and state-wide basis for Victoria Police and Ambulance Victoria, based on the relevant metropolitan performance standard.

Mobile Data Network Performance

- In 2014-15, the availability of the MDN core network was 99.93%, against a target of 99.90%. In 2013-14, availability was 99.99%.
- As observed by VAGO in 2012, the MDN contractor has performed well against demanding performance measures, and the system has evolved to meet changing operational requirements.

EAS and CAD Performance

- Emergency Alerting System performance for 2014-15 resulted in a message delivery success rate of 99.997%, above the target level of 99.95%.
- Computer Aided Dispatch (CAD) System availability during 2014-15 was 99.98%.

Metropolitan Mobile Radio - Network Performance

- The MMR core network availability for 2014-15 was 100% against a target of 99.995%.

Victoria Police

- ESTA answered 87.6% of emergency calls within 5 seconds in 2014-15 (with an average of 4.3 seconds), exceeding the performance benchmark of 80%.

Fire Services

- ESTA answered 96.4% of CFA calls within 5 seconds in 2014-15, against 90% target (average answer time of 1.5 seconds).
- ESTA answered 95.1% of MFB calls within 5 seconds in 2014-15, against a 90% target (average answer time of 2.1 seconds).
- ESTA dispatched 91.3% of CFA Priority 1 events within the benchmark in 2014-15, compared to a target of 90%.
- ESTA dispatched 93.7% of MFB Priority 1 events within the benchmark time, compared to a 90% target.

VICSES

- ESTA answered 70.6% of storm calls within 20 seconds in 2014-15, compared to a benchmark of 90%, meeting the benchmark in only 4 months of the year.
- In 2014-15, ESTA did not meet the 90% Priority 1 Events dispatch benchmark, with 84.7% of events dispatched within 60 seconds.

Ambulance Victoria

- ESTA answered 92.6% of calls within 5 seconds in 2014-15, exceeding the benchmark of 90% (average time of 3.5 seconds).
- ESTA dispatched 78.4% of code 1 events in 150 seconds, below the benchmark rate of 90% (average time of 122.2 seconds).

ESTA’s Burwood East facility is not purpose-built, its Ballarat facility is in a high fire danger zone and its lease can not be extended on the World Trade Centre Communication Centre (2 of 2)

Capital infrastructure

Based on discussions with ESTA, current capital infrastructure is not fit for purpose and is susceptible to failure:

- **Ballarat Communication Centre:**
  - Lease expires in 2021
  - Situated in a fire-prone area - the CFA identified a number of bushfire impact prevention initiatives to be undertaken to allow the Centre to operate safely under Code Red Fire conditions
  - The geographical location can at times make it difficult to hire in sufficient volume
  - A security upgrade is required.

- **Burwood East Communication Centre:**
  - Is not-purpose built
  - Lease expires in 2022
  - A security upgrade is required.

- **World Trade Centre Communication Centre:**
  - Lease expires in 2020 with no option to extend.

ESTA is rated a score of 2.7, based on feedback from ESTA, due to issues relating to site location and the adequacy of facilities e.g. ESTA highlighted that the Ballarat facility is in a high danger fire zone area.

Infrastructure Service Performance Rating

![Infrastructure Service Performance Rating](image)

ESTA’s critical ICT infrastructure currently performs satisfactorily

**ICT infrastructure**

**Regional Radio Rollout**

In 2014, the new Regional Radio Dispatch Service (RRDS) network was rolled out, managed by the CFA, connecting the CFA brigade to ESTA dispatchers via a new generation digital network. The RRDS interfaces with the Metropolitan Mobile Radio (MMR) networks, however they are not seamlessly integrated. The MMR and RRDS are two disparate radio networks which cannot communicate with each other.

**Triple Zero telephony**

- In 2015, ESTA’s unsupported Spectrum telephony was replaced with a NEC/Genesys solution that will provide greater redundancy and capability for the acceptance of emergency reports from the community. This infrastructure will also facilitate delivery of the NG000 strategy.

**CAD**

- Two incidents occurred that required unplanned use of ESTA’s back-up systems for call-taking and dispatch:
  - In July 2013, the back-up was used for three hours at all three locations after an incident related to data contention
  - In August 2013, a localised hardware failure at the Tally Ho SECC caused the CAD System to fail.

- Nevertheless, during 2013-14, the CAD System operated at satisfactory service levels. The combined availability across the three SECCs of 99.96% exceeded the target of 99.8%.

- ESTA continues to work closely with its vendors to ensure steps are taken to prevent CAD disruptions. Work also commenced in 2013-14 to identify options for a technology based CAD back-up system.

**Qualitative performance**

- ESTA measures qualitative performance by using a combination of results from regular internal quality and service delivery audits of call-taking and dispatch.

- ESTA also refers to Observation Reports by other emergency service agencies, which may include complaints or compliments.

- Monthly Qualitative Performance standards are specific to each service and apply to all agencies in the categories of call processing, dispatch, messaging and data transfer.

- The Quality Improvement team conducted audits for Ambulance and Police and provided feedback to staff who opted to receive it or when performance issues were identified. After the resolution of a new Enterprise Agreement in March 2014, there was a significant uplift in quality audits, with results improving every month.

- During 2013-14, ESTA received 694 Observation Reports for the year. Of these, 489 suggested that there was room for improvement. This equates to approximately 0.02% of events dispatched.

Sources: ESTA Annual Report 2013-14, ESTA website
Based on quality and timeliness related service performance indicators, Victoria’s fire services’ performance is relatively strong in comparison to other jurisdictions.

**Service Performance – Quality**

- Performance goals primarily linked to the quality of fire services are:
  - Containment of building fires to room of origin for all ignition types
  - Reported road crash rescue incidents (per 100,000 people).

- This indicates that Victoria’s fire service delivery is of high quality as compared to other jurisdictions.

**Service Performance - Timeliness**

- Emergency response times are the key performance indicators of the timeliness of fire services. Victoria’s response times are relatively strong in comparison to other jurisdictions.

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Sources: Metropolitan Fire Brigade, Country Fire Authority, Productivity Commission

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Deloitte Touche Tohmatsu © 2016 - Infrastructure Capability Assessments
NSW’s Service Standards stipulate:

Funds are provided from the Rural Fire Fighting Fund (RFFF) for the cost of brigade stations only if the buildings conform to: (a) the Building Code of Australia, and; (b) the plans and specifications approved by the Director Infrastructure Services.

1.3 This Service Standard will:
(a) set an acceptable standard for brigade stations and thereby assist in complying with the state government position on total asset management
(b) use recommendations from the Standards of Fire Cover together with the brigade classification process to appropriately allocate a size and type of brigade station to a brigade
(c) outline the key points to cover in the management of a brigade station construction process
(d) set the standards for brigade stations across the state.

Sources: Metropolitan Fire Brigade, Country Fire Authority

Approximately 66% of MFB’s infrastructure has been upgraded in the past 10 years in contrast with 6% of the CFA’s capital asset portfolio

**Capital infrastructure – MFB**
Access to a detailed breakdown of physical condition and fitness for purpose assessment for the MFB infrastructure was not available. The assessment is based on the age of the infrastructure.
Those facilities that have been upgraded in the last 10 years, or are scheduled to have an upgrade in the next 3 years have been given a rating of 3.

Those that have not been upgraded in over 10 years have been given a rating of 2 for fitness for purpose. Given the maintenance arrangements in place, a rating of 3 for physical condition was assumed. Note that land purchases are not considered in this assessment.
The subsector scored 2.8 as the facilities appear to be well maintained and meeting performance criteria. If additional information was available on the condition of all facilities, the overall score may have been higher.

**Infrastructure Service Performance Rating**

<table>
<thead>
<tr>
<th>1</th>
<th>1.5</th>
<th>2</th>
<th>2.5</th>
<th>3</th>
<th>3.5</th>
<th>4</th>
<th>4.5</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>66%</td>
<td>17%</td>
<td>17%</td>
<td>Not upgraded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgraded (last 10y)</td>
<td></td>
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</tbody>
</table>

The MFB currently meets performance targets and are able to draw on resources from interstate and overseas jurisdictions in periods of high demand.

**Capital infrastructure – CFA**
Access to a detailed breakdown of physical condition and fitness for purpose assessment for the CFA infrastructure was not available. Therefore, a numerical rating has not been assigned.

However, it is noted that facilities have generally not been upgraded in over 10 years, so are assumed to be likely to have some fitness for purpose issues.

The CFA currently meets performance targets and are able to draw on resources from interstate and overseas jurisdictions in periods of high demand.

<table>
<thead>
<tr>
<th>1</th>
<th>1.5</th>
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<th>3</th>
<th>3.5</th>
<th>4</th>
<th>4.5</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>93%</td>
<td>6%</td>
<td>Not upgraded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgraded (last 10y)</td>
<td></td>
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</tr>
</tbody>
</table>

**Case Study: NSW – Service Standards 5.1.11 Standard Brigade Stations**

Funds are provided from the Rural Fire Fighting Fund (RFFF) for the cost of brigade stations only if the buildings conform to: (a) the Building Code of Australia, and; (b) the plans and specifications approved by the Director Infrastructure Services.
Fire services have invested heavily in building the capacity of their ICT infrastructure increasing their service performance and, going forward, will be required to align to EMV’s ICT asset strategy

**MFB ICT infrastructure**

**Combined telephony**

The Combined Telephony Upgrade / Replacement Program comprises several projects that maintain and enhance MFB’s telephony systems. It is designed to maintain compatibility of the MFB telephone system with that used by the CFA and the State Control Centre through extension-to-extension dialling between agencies and the replacement of obsolete telephony systems at fire stations. All old analogue phones at fire stations have now been replaced.

**Records digitisation plan**

In May 2015, MFB commenced a project for implementing a Records Digitisation Plan. This will reduce reliance on paper and establish more effective recordkeeping practices. There are currently four pilot digitisation projects underway, which will review existing recordkeeping methods.

**FIRECOM replacement**

The FIRECOM system takes dispatch data from ESTA into the MFB network and feeds a number of MFB applications, including the system that notifies firefighters to turn out to an emergency. The FIRECOM system is reaching the end of its service life and a project to replace the system was initiated in 2014. This was completed in December 2015, reducing the reliance of critical systems on legacy hardware. This platform will provide the centrepiece for MFB’s business systems integration going forward.

**Enterprise Resource Planning**

The MFB has recently commenced a review of its current ERP system (SAP). This is run by the MFB on behalf of the CFA and VICSES.

**Data centre upgrades**

MFB runs two data centres that house all computer servers and communications switches and storage. These data centres are in the Melbourne CBD and Richmond and are integral to keeping fire stations, corporate offices and control centres communicating effectively with sector partners and the community. Upgrades in air conditioning and uninterruptible power supplies were leveraged to upgrade old switching equipment and servers to contemporary standards. A program of works to refresh MFB’s legacy server environment that hosts essential business systems was successfully completed. The refresh and upkeep of the server environment with current and up-to-date equipment is an important component in meeting the expectations of the community. The refresh provides a higher degree of resilience, reliability and security compared to the existing environment while reducing the risk associated with using older obsolete technology.

**CFA ICT infrastructure**

**Radio Rollout**

The Radio Replacement Project (RRP) managed by CFA, Tait Communications and AA Radio Services, ended in 2012. More than 9,000 Tait P25 digital portable and mobile radios were installed at 1220 CFA brigades across Victoria, putting better communications technology into the hands of firefighters.

In addition to these new units, the RRP developed new ‘Transportable Radios’ to replace the old ‘seat belt radios’ that were mounted on the front seat of CFA and brigade vehicles. More than 1,500 of these radios were distributed amongst CFA brigades.

Sources: MFB Annual Report 2014-15, CFA website
Service Performance

- VICSES performs strongly against its performance measure targets.

Service Performance Measures for 2014-15

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road crash rescue accredited brigades/units</td>
<td>102</td>
<td>102</td>
</tr>
<tr>
<td>Level 3 Incident Controller trained staff and volunteers</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Timeliness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency response times meeting benchmarks (road accident rescue)</td>
<td>90%</td>
<td>93%</td>
</tr>
<tr>
<td>Total number of emergency responses</td>
<td>N/A</td>
<td>744</td>
</tr>
</tbody>
</table>

Capital infrastructure performance

- The functional quality of premises varies from incredibly poor to good as the funding and ownership of premises is largely the responsibility of local governments.
- VICSES has an updated standard design for units, which has not been retrospectively applied to existing facilities.
- Those facilities shared with other emergency management agencies are generally in better condition.
- VICSES’ preferred model of operation is to share capital assets with other emergency services. In particular, the CFA is thought to be an ideal partner due to the nature of services delivered and the nature of the organisation i.e. a large volunteer base. Co-location generally leads to a higher standard of asset, which assists with volunteer retention and sense of community and includes the natural benefits associated with interoperability.

- VICSES provided a review of their portfolio including condition assessment which was last completed in 2010. As access to the details of the condition assessment was unavailable, the findings are based on the remaining useful life that was determined at that time (extrapolated to 2015). The majority of the portfolio was found to have a useful life of greater than 20 years.
- VICSES currently meets its key performance measures of VICSES for Budget Paper 3. However, it leverages a decentralised structure, drawing on the expertise of local volunteers to meet the community's needs. This could make it difficult for VICSES to scale up to meet a dramatic increase in demand for services.

![SES property portfolio useful remaining life](chart.png)

**Please note:** VICSES’s infrastructure service performance rating has been calculated from detailed asset condition data provided. The score derived has not been standardised against the infrastructure service performance ratings calculated for other entities in the sector.

Source: VICSES, VICSES Annual Report 2015-15
VICSES is heavily reliant on the ICT infrastructure of other emergency services

**ICT infrastructure**

VICSES relies heavily on its partners to provide a robust ICT managed service for both applications and networks. VICSES uses:

- the CFA’s operational incident management systems
- ESTA’s state-wide operational communications networks.

Please see relevant sections for an overview of these entities’ systems.

---

**Case study: Emergency Alerting System upgrade**

The Emergency Alerting System (EAS) upgrade project was established by ESTA in 2013 to assess a range of options to improve the message delivery performance and coverage of the EAS pager network. As part of this project VICSES, CFA and Ambulance Victoria, endorsed the replacement of the Infostream X3 pager with the Unication EAS Alpha Legend pager. The implementation of the new pager provides better coverage due to greater receiver sensitivity as well as improved battery life.

Additionally, a major upgrade to the EAS pager network was endorsed, to add a second channel on the network. This will provide up to 100% improvement to message throughput and allow for the splitting of message traffic across two channels instead of the single channel currently relied upon.

Sources: VICSES, VICSES Annual Report 2013-14
Operational criticality and resilience
Operational criticality and resilience approach.

Methodology

The operational criticality assessment is measured using two key drivers – frequency and impact, to illustrate the relative frequency and impact of failure of all asset sub-classes. The assessments were made based on discussions with stakeholders, and are not based on hard numbers. For this reason the scales are shown as a range.

Frequency

Frequency refers to the probability of a network level failure that renders the serviceability of entire towns or large suburbs non-operational. The frequency of an event occurring should be measured as per the table adjacent.

Impact

Impact refers to the impact of a network level failure. The key assessment criteria would be the impact it has on the system performance, the damage it would cause, the impact it would have on public health, the impact it has on the state economy, and the level of environmental damage that the failure is likely to cause.

<table>
<thead>
<tr>
<th>Likelihood of a network level failure</th>
<th>Impact of a network level failure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequent 1 in 1 year likelihood of network level failure</td>
<td>Catastrophic A failure which could potentially result in the failure of the primary function of the network leading to serious damage being caused, having a large public health impact (several deaths), halting large sections of the Victorian economy and creating serious environmental damage that may be irreversible.</td>
</tr>
<tr>
<td>Probable 1 in 5 year likelihood of network level failure</td>
<td>Critical A failure which could potentially result in the failure of the primary function of the network leading to serious damage being caused to portions of the network, having a large public health impact (few deaths), halting isolated sections of the Victorian economy and creating serious environmental damage that is reversible.</td>
</tr>
<tr>
<td>Occasional 1 in 20 year likelihood of network level failure</td>
<td>Marginal A failure mode which could degrade system performance without causing any significant damage to the network, having minimal impact on public health (small chance of death), halting only small parts of the Victorian economy and causing minimal environmental damage.</td>
</tr>
<tr>
<td>Remote 1 in 50 year likelihood of network level failure</td>
<td>Insignificant A failure mode which could degrade system performance but will not cause any damage to the network (superficial damage only), have no impact on public health, will not impact the Victorian economy and will cause no environmental damage.</td>
</tr>
<tr>
<td>Improbable 1 in 100 year likelihood of network level failure</td>
<td></td>
</tr>
</tbody>
</table>
A failure in the justice system infrastructure is improbable but would have critical consequences

**Victoria Police**
- Victoria Police has substantial redundancy within its asset portfolio to maintain service delivery. In rural areas, isolated failures could have a much larger impact on the service delivery as there are fewer replacement assets - redundant capacity and the physical distance between assets is much greater.
- Victoria Police has both disaster recovery and backup for most of its systems, including full business continuity plans.

**Court Services Victoria & Court Network**
- The Courts operate as a Victoria-wide network to provide appropriate access to justice across Victoria. Therefore, it is expected that there would be sufficient capacity within the system to manage isolated failures for a limited duration e.g. closure of the Heidelberg courts. In rural areas, isolated failures can have a much larger impact on service delivery, as there are fewer replacement assets (redundant capacity) and the physical distance between assets is much greater.
- Backlog would blow out if there was a failure for a prolonged period of time. This would put pressure on other parts of the sector such as corrections and / or police.

**Corrections Victoria**
- Due to the nature of the service provided it would cause major public concern (and potentially safety hazard) if there was an event or major failure of one of the assets, making it a critical impact if it were to occur.
- There is some spare capacity, particularly once Ravenhall is opened, to move prisoners within the system if there were a failure (such as water supply) to a facility for a short period of time.
- There are trends to move to alternative forms of incarceration (rather than physical) which could add to the resilience in the system over time.

**Sheriff’s Offices**
- It is expected that there would be sufficient capacity within the system to manage isolated failures.

- Almost all of the sub sectors are subject to the risk of a legislative or policy change having a large / unexpected impact on service demand levels. For example, a new law may be passed that leads to greater numbers of items being confiscated and requiring storage by police. Similarly, incarceration rates and court backlogs can be affected by changes in law due to policy.
- Some of the sub sectors are affected by perceptions / presence. For example the public may feel ‘safer’ if a new police station is opened in their neighbourhood, however the more police stations that are built, the less police are ‘out on the street’ as they need to man the stations. Political agenda or perceptions can sometimes drive demand which is hard to predict and to deal with.
- A failure that renders one of these services completely unavailable is unlikely as there are resilience and emergency response plans in place.
A failure in emergency services infrastructure is improbable but would have critical consequences

**Emergency Management Victoria**
- It would cause major public concern (and potentially safety hazard) if there was an event or failure of the State Control Centre, as it would leave the state vulnerable upon the occasion of a large scale emergency, particularly as it coordinates the activities of the other emergency management service entities.

**ESTA**
- Given the nature of the service provided it would cause major public concern (and potentially safety hazard) if there was an event or failure of one of the assets.
- However, complete failure is very unlikely as the sub sector has a resilience and emergency response plans in place, and ESTA’s communication centres can operate independently of one another.
- A failure within this sub sector would have the knock-on effect of putting more pressure on other emergency services communications.

**Victoria State Emergency Services**
- VICSES has two buildings that could act as headquarters if required.
- If an Incident or Regional Control Centre failed, VICSES could leverage another VICSES-operated centre or a centre operated by another agency.
- If a Divisional Command Post or Unit failed, they would be able to shift these functions to the next closest Divisional Command Post or Unit.
- VICSES only have access to one state-wide logistics centre, located in Sunshine.
- A common ‘command’ ICT across the sector would improve its resilience.

**Fire Services**
- It would cause major public concern (and potentially safety hazard) if there was an event or failure of one of the assets.
- A failure within this sub sector would have the knock-on effect of putting more pressure on other emergency services.
- There is a network of assets, and some services could be diverted within this network to respond to a short term failure.

**Sector wide issues**
- A failure that renders one of these services completely unavailable is unlikely as there are resilience and emergency response plans in place and emergency services are generally networked. This means that if one asset was to fail, another asset could replace it over the short-term.
Infrastructure use
The Criminal Justice System forecasts service demand through the Criminal Justice Forecast Demand Model

**Forecasting service demand**

To forecast and plan for the level of demand expected through the criminal justice system, the Department of Justice and Regulation uses the Criminal Justice Forecast Demand model.

**The Criminal Justice Forecast Demand model**

The criminal justice system forecasting model commenced in May 2010. The model collects data from 22 entities across the criminal justice system, going back to 2004. The model is an innovative tool that takes a holistic view of the system in order to project future likely demand on the system.

This enables entities within the justice system to examine ‘what if?’ scenarios, anticipate and assess the likely downstream impacts and outcomes of policy changes, facilitates evidence-based decision making and enables individual justice entities to assess the likely impact of system-wide changes.

The model’s first three year projections (2010 to 2013) were compared against actual data and were found to be generally within a 5% margin of error. The model is revised annually and projections over periods longer than three to five years are subject to wider margins of error because of changes in policy settings that can have a significant impact on the system over the longer term.

Sources: Corrections Victoria, Victorian Auditor-General 2012
Victoria Police’s current capital and ICT infrastructure may not enable it to meet expected growth in demand based on its current service delivery model (1 of 2)

Forecasting service demand

Victoria Police’s Blue Paper (the Blue Paper) states that ‘as it stands, the [current] model [of service delivery] will not meet expected growth and patterns of demand in the coming years’.

Levels of service demand are impacted by a number of drivers and are in the context of broader societal changes. The Blue Paper highlights that community values are changing and diverging through a loss of shared identity driven by increasing individualism and risk avoidance. This is heightened through the evolution of a greater range of societal values. At the same time, greater expectations are placed on Government to manage risk, and to respond to public demands.

In addition, technology is enabling new forms of criminal activity, and providing new methods for commissioning ‘old’ crimes. Scrutiny on police is increasing through social media and citizen journalism, whilst these same channels assist in upholding public safety.

Furthermore, Victoria Police are increasingly driving towards a more integrated service delivery model, collaborating with entities that have not traditionally been seen as partners of the justice sector e.g. the Department of Health and Human Services.

Drivers of service demand

Rapidly increasing demand for services is driven by major social, economic and environmental trends. The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in population</td>
<td>• Demand for services increases with population, as does the likelihood of crime associated with higher density living.</td>
</tr>
<tr>
<td>Changing Demographics</td>
<td>• The population is aging, becoming increasingly diverse, concentrated on Melbourne’s urban fringe and there are growing levels of disadvantage within the population.</td>
</tr>
<tr>
<td>Change in community habits &amp; expectations</td>
<td>• Based on discussions with Victoria Police, an older population values the visual comfort of having a local police station, whereas a younger population places an increasing emphasis on service accessibility through technology.</td>
</tr>
<tr>
<td>Change in Reported Crime Rates</td>
<td>• The public has increasing expectations of emergency response efficiency.</td>
</tr>
<tr>
<td>Policy &amp; the legislative environment</td>
<td>• There are increasing levels of crime resulting from social problems such as alcohol abuse, use of illicit drugs, family violence, child abuse, online sex offences, and mental illness.</td>
</tr>
<tr>
<td></td>
<td>• The Blue Paper has identified that serious and organised crime is growing rapidly, as it becomes increasingly national and international.</td>
</tr>
<tr>
<td></td>
<td>• The true extent of some types of crime, including family violence, sexual abuse and fraud, is not currently reflected in reports to Victoria Police. Reporting is expected to increase.</td>
</tr>
<tr>
<td></td>
<td>• A changing legislative or policy environment can rapidly impact demand for services through changing police numbers, police practices, deployment strategies and the nature of offences.</td>
</tr>
</tbody>
</table>

Victoria Police’s current capital and ICT infrastructure may not enable it to meet expected growth in demand based on its current service delivery model (2 of 2)

Mapping current Infrastructure to 2046 population estimates

The Blue Paper proposed three strategic directions to enhance public safety, and increase value for money for the Victorian community through its investment in Victoria Police:

- Better matching of resources to demand, by rethinking the traditional operating model
- Improving capability through workforce reform and technology
- Collaborating more closely through partnerships.

The Blue Paper discusses the need to replace the current model of multiple, smaller and less operationally effective sites with a more streamlined and consolidated facilities. Historically, the geographic distribution of operational staff appears to have been matched to population size, rather than crime rates or the likely need for policing activity.

This means that any future changes to the policing models needs to involve community and stakeholder engagement at their core. It is essential that the community be given opportunities to be involved in shaping police services in their area.

A Vision for 2025: divisional supersites

The Blue Paper proposes, for consultation, that Victoria Police’s service delivery footprint could be based around divisional supersites or hubs. These would be larger consolidated facilities, which would replace the current model of multiple, smaller and less operationally-effective sites, releasing more police officers back into the field, allow better integration of different operational units and deliver economies of scale across support functions.

Service points could include: ‘shopfronts’ in commercial or business districts, or co-located with other public services for services such as reporting non-urgent matters and accessing information or reporting on bail.

Sources:
- Victoria Police Blue Paper 2014
- data.gov.au

Capacity of current infrastructure to meet forecasted demand

Victoria Police launched the Blue Paper on 3 June 2014. The Blue Paper is a consultation document to inform and guide the development of a new Victoria Police strategic plan.
Victoria’s courts are currently at capacity and are delaying hearings to meet an increased demand for services (1 of 2)

Drivers of service demand

Currently, the court network is able to balance service demand. However, it is under considerable strain, delaying hearings when insufficient capacity exists to meet service demand requirements. Court backlogs and clearance rates are also heavily influenced by court procedural and case management reforms. Significant gains have been made in recent years through these reforms rather than building courts.

The following drivers impact service demand levels:

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<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
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</thead>
<tbody>
<tr>
<td>Increase in population</td>
<td>• Demand for services increases as the local population increases in size i.e. the number of civil and criminal cases arising increases proportionally. Crime also changes in nature as populations become increasingly concentrated.</td>
</tr>
<tr>
<td>Change in Reported Crime Rates</td>
<td>• Serious and organised crime is growing rapidly, as it becomes increasingly national and international.</td>
</tr>
<tr>
<td></td>
<td>• The true extent of some types of crime, including family violence, sexual abuse and fraud, is not currently reflected in reports to entities within the justice system. Reporting of incidents is expected to increase.</td>
</tr>
<tr>
<td>Policy &amp; the legislative environment</td>
<td>• A changing legislative and policy environment can rapidly impact demand for services through changing police numbers and hence crimes being prosecuted, sentencing policies and the nature of criminal activities. It can also impact the facilities that courts are required to provide e.g. security requirements.</td>
</tr>
<tr>
<td>Changing nature of Court Services</td>
<td>• The Supreme Court is looking to increase the number of commercial cases that it hears. Therefore, the Commercial and Equity Division of the Trial Division will be restructured into an enlarged Commercial Court.</td>
</tr>
</tbody>
</table>

Mapping current infrastructure to 2046 population estimates

Court Services Victoria is reviewing the location of the courts in relation to other services of strategic importance to its clients i.e. police services and mental health support services. Court Services Victoria has also recognised the importance of improving public access to its services through online channels. This will assist in mitigating any misalignment between court services locations and population density.

Sources: ABS Statistics, data.gov.au, Court Services Victoria

2046 ABS Population Projection
- 145-190k
- 190-243k
- 243-432k
- 243-588k
- 588-740k
- 740-930k
- 930-1,214k

Court Network map key:
- Dark blue: CBD Legal Precinct
- Light purple: Metropolitan Courts
- Grey: Regional Circuit Courts
- Purple: Regional HQ Circuit Courts
- Blue: Small Regional Courts

N.B. Court Services Victoria’s Strategic Asset Plan forecasts and maps demand to 2031
Victoria’s courts are currently at capacity and are delaying hearings to meet an increased demand for services (2 of 2)

Capacity of current infrastructure to meet forecasted demand

According to its own forecasts, the County Court does not have capacity to meet projected demand over the next 30 years.

To date, capacity issues have been resolved through efficiency gains. These are now realised and investment in buildings and ICT will be required in the near future to increase capacity.

The ability for the jurisdictions to balance service demand is also limited by the public transport system, and the ability of service users to access services that are not local to them. Melbourne’s CBD has a significant proportion of existing legal infrastructure and expertise within a close proximity. However, the precinct is unable to easily expand across existing sites due to a lack of physical space.

Throughput issues could be partially addressed through the improved use of ICT, as improved ICT systems could assist in generating process efficiencies and in improving access to some types of court services.

Court Services Victoria are also considering expanding its multi-jurisdictional approach to asset usage, which currently occurs in regional and rural areas, but could be better leveraged in metropolitan areas.

Court Services Victoria is currently reviewing its asset strategy. This includes the development of:

- A State Service Plan (due in 2016)
- A condition assessment of assets
- Economic feasibility assessments of assets.

CSV is currently developing a Strategic Asset Plan, incorporating a Service Plan and Multi-Year Investment Strategy, to guide future development and management of CSV’s assets. CSV is also developing a 5 year IT strategy, which will explore the state of the existing ICT system and inform future investment. There is potential for a consistent set of systems to be shared across the court network across key functions such as case management, scheduling and document management.
Capacity constraints in the corrections system have eased for sentenced prisoners as a result of significant recent investment and changes to policy (1 of 2)

**Forecasting service demand**
To forecast and plan for the level of demand expected through the criminal justice system, the Department of Justice and Regulation uses the Criminal Justice Forecast Demand model (the model).

**Forecasting Demand – Corrections Victoria**
The model is provided to Corrections Victoria, which then applies that data to its Corrections "Walker Model".

The Walker Model is the primary forecasting model used by corrections services.

**Drivers of service demand**
The capacity of infrastructure to meet service demand remains limited. Demand for services is largely dependent on the current policy and legislative environment in which the prisons operate.

<table>
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</table>
| Change in Reported Crime Rates | • Serious and organised crime is growing rapidly, as it becomes increasingly national and international.  
• The true extent of some types of crime, including family violence, sexual abuse and fraud, is not currently reflected in reports to entities within the justice system. Reporting of incidents is expected to increase. |
| Policy & the legislative environment | • A changing legislative environment can rapidly impact demand for services through impacting sentences and parole conditions. |

Sources: Corrections Victoria, Victorian Auditor-General 2012
Capacity constraints in the corrections system have eased for sentenced prisoners as a result of significant recent investment and changes to policy (2 of 2)

Mapping current infrastructure to 2046 population estimates

Prisons should ideally be located within easy access of railways, yet sufficiently far away from other social infrastructure e.g. schools.
Community Correctional Services should remain co-located with other non-custodial Departmental services.

Capacity of current infrastructure to meet forecasted demand

There has been considerable pressure on prisons to keep up with high growth in service demand, leading to strain on the system.

- Utilisation has been above 90% for the past few years, notably reaching 97% in 2013
- This has since been met with investment to increase capacity. Utilisation in 2014 dropped to 93% and will keep decreasing as capacity expands
- Capacity is currently at 6,600 adult prisoners. This will increase to 7,900 when Ravenhall opens. Additional expansion plans will increase capacity further in coming years.

In addition, the 2015-16 Victorian State budget provided for an expansion of Community Correctional Services to meet current and future demand and to support the expected increase in offenders subject to Community Correction Orders due to the abolition of suspended sentences.

The capacity requirements of Corrections Victoria are heavily influenced by the policy and legislative environment. Some amendments to policy i.e. a review of bail laws, can actually reduce demand for services. This could lead to an oversupply of services. This has been a key consideration of private providers looking to enter into the market.

An oversupply of capital infrastructure could provide Corrections Victoria with the opportunity to close assets considered of insufficient quality to meet service requirements.

The Sheriff’s Office is unable to meet current service demand and does not use a prioritisation method by which to select warrants for recovery (1 of 2)

**Forecasting service demand**

The private sector currently collects 99.5% of debt. Historically, the Sheriff’s Office have only actioned a small fraction of all outstanding warrants or recovered a small percentage of fines. Significant service demand exists that is not being prioritised or serviced. The current operating model has reached its capacity. Other jurisdictions have demonstrated that operating models can be redesigned to increase capacity.

**Drivers of service demand**

Historically, the Sheriff’s Office have only actioned a small fraction of all outstanding warrants or recovered a small percentage of fines, due to staff resource constraints and highly manual processes. Toll road infringements are now the largest type of warrant issued (approximately 50%). The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy &amp; the legislative environment</strong></td>
<td>• A changing legislative environment can rapidly impact demand for services through changing regulatory and enforcement practices.</td>
</tr>
<tr>
<td><strong>Increase in population</strong></td>
<td>• The number of warrants and orders issued by the Victorian courts for unpaid fines increases proportionally to the population.</td>
</tr>
<tr>
<td><strong>Changing social demographics</strong></td>
<td>• Changing social demographics impacts where people are located and hence where warrants are to be issued to. Areas with a lower socioeconomic status tend to correlate with a higher number of warrants issued. Changing sociodemographics also impact the operating model through shifting established practices i.e. the best time to issue a warrant at someone at home is during the day.</td>
</tr>
<tr>
<td><strong>Increase in government based user pays systems i.e. toll roads</strong></td>
<td>• An increase in the number of government based user pays systems operating in Victoria directly impacts the number of warrants to be recovered by the Sheriff’s Office, as do other government charges i.e. congestion charges.</td>
</tr>
</tbody>
</table>

Sources: ABS Statistics, State government website, Sheriff’s Office

**Mapping current infrastructure to 2046 population estimates**

The Sheriff’s Offices should consider changing sociodemographics and its future state operating model prior to reviewing its service locations. Where possible, this service should remain co-located with other Departmental services.
The Sheriff’s Office is unable to meet current service demand and does not use a prioritisation method by which to select warrants for recovery (2 of 2)

Capacity of current infrastructure to meet forecasted demand

The current operating model results in long wait times and significant process inefficiencies due to:

- **Resourcing** – Ability to scale Communications Centre resources to support additional call volumes is limited, particularly when scheduled roadblock operations are carried out. Due to a reliance on Victoria Police to conduct operations, SOV operations are dictated by their schedule and they are unable to spread their operations over a period of time to reduce peak volumes.

- **Technology** – VIMS platform does not support business requirements, and a high number of effort intensive technology and process workarounds are required to address system constraints.

- **Processes** – Second and third handling of information is required due to system limitations and process design, resulting in significant process inefficiencies.

- **Governance and Contractual Arrangements** – Tenix is not held accountable to their KPIs due to a lack of tracking and reporting transparency and no clear dictated vendor management role to ensure the best interests of SOV are upheld.

A number of reforms and initiatives are underway but will deliver foundational capability required to enable self-service.

A number of other jurisdictions and entities are exploring methods of reducing process inefficiencies with significant results.

### New Zealand

New Zealand has been identified as leading the way in infringement management and enforcement, having recently introduced legislative changes for greater penalties and adapted their operating model to these changes.

Recently introduced legislative changes significantly reducing operational field work load and administrative overheads through creating tougher penalties that do not require Bailiff enforcement. Access to quality information has also significantly improved with legislative changes, providing access to systems such as the social security system and credit reporting system.

The Genesys platform is used to support workflow management and real time tracking capability to identify the location of Bailiffs. Radios are used by Bailiff’s to contact a Communications Centre to perform registration checks.
EMV is responsible for managing the capacity of the Emergency Management System to enable it to meet future service demand

**Forecasting service demand**

Emergency Management Victoria is responsible for:

- Maximising the ability of the emergency management sector to work together
- Leading and facilitating key initiatives focused on system-wide reform with integrated policy, strategy, planning, investment and procurement
- Ensuring a stronger emphasis on shared responsibility, community resilience, consequence management and post emergency recovery activities
- Leading and coordinating emergency preparedness, response and recovery with the emergency management sector and community.

As such, drivers of service demand will be an aggregation of the demand across each of the emergency management entities.

However, it does undertake trend analysis and risk assessments for the sector through initiatives such as the State Risk Report, Critical Infrastructure Resilience and Operational Reviews.

**Drivers of service demand**

The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in population</td>
<td>Demand for services increases as the local population increases in size.</td>
</tr>
<tr>
<td>Severe Weather Patterns</td>
<td>An increase in severe weather patterns, as a result of climate change, is causing an corresponding growth in the number of severe weather incidents reported by the public including fires, floods and heavy wind related incidents.</td>
</tr>
<tr>
<td>Change in community habits &amp; expectations</td>
<td>The public has increasing expectations of emergency response efficiency, even as emergency management service organisations operate in a progressively constrained fiscal environment.</td>
</tr>
</tbody>
</table>

**Capacity of current infrastructure to meet forecasted demand**

The Victorian Emergency Management (EMV) Capability Blueprint outlines the current and desired future state for Victoria’s emergency management capability aligned to the priorities of the EMV Strategic Action Plan (SAP).

The overall aim of the SAP is to build an effective emergency management capability across Victoria that can meet current and future needs.

As well as measuring the State’s current capability and capacity, the Blueprint identifies current gaps and reinvestment opportunities. It has identified that across the Emergency Services sector, there is currently:

- Limited visibility of each other’s capability and capacity
- Inconsistent description and use of language
- Limited alignment of systems of work
- Unsustainable systems and processes to support the integration, implementation and delivery of capability for the future
- Mix of engagement activities across community, business and government
- Under developed community, business and government partnerships.

Sources: Emergency Management Victoria, Department of Justice Annual Report 2013-14
To meet service demand, ESTA will be required to accurately forecast call volumes and match resources to that requirement, which may require a review of its capital infrastructure to meet capacity requirements (1 of 2)

**Forecasting service demand**

To enable it to resource appropriately based on fluctuating service demand, ESTA uses a workforce management system, using several years’ historical call data, that enables forecasts to be built on a time of day, day of week, and agency by agency basis. This data is broken into 15 minute intervals and prescribes current and future call resource demands, and provides baseline information for building work schedules.

This is supplemented through weekly and daily monitoring enabling revisions to forecasts to be made during heavy or unexpected demand periods. As real time data is received throughout the day, work force administrators and team leaders will review performance against service levels and make decisions accordingly, e.g. whether a training session should be rescheduled.

Where there are predictions of extreme weather events or known times of high demand, call forecasts are reviewed with consideration given to historical and seasonal factors, scale, and time of day that the event is likely to occur.

In 2015, a revised labour model was delivered that outlines the number of people required across each of the services by site at particular times of the year, outlining resource projections to FY20. This labour model identified that ESTA’s resource requirements for call-taking and dispatch are growing at a rate that exceeds its annual funding model. An inability to accurately forecast call volumes, and match resources to that requirement will lead to call answer and total time to dispatch delays.

**Drivers of service demand**

During the 2014-15 financial year, ESTA answered more than 2.4 million calls, or on average received a call every 13 seconds. The number of Triple Zero emergency calls received is increasing at a compound annual growth rate (CAGR) of 6.8 % for the period FY11 to FY15, as is the number of emergency response vehicles requiring dispatch. Increases in call-taking and dispatch volumes and the transactional time for each of these activities has direct impacts on the quantum of organisational resources required including accommodation, IT infrastructure and people.

The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing and ageing population</td>
<td>• Demand for services increases as the local population increases in size. Crime also changes in nature as populations become increasingly concentrated.</td>
</tr>
<tr>
<td></td>
<td>• The population is aging, increasing the number of health related services required.</td>
</tr>
<tr>
<td>Change in Reported Crime Rates</td>
<td>• Serious and organised crime is growing rapidly, as it becomes increasingly national and international.</td>
</tr>
<tr>
<td></td>
<td>• The true extent of some types of crime, including family violence, sexual abuse and fraud, is not currently reflected in reports to entities within the justice system. Reporting of incidents is expected to increase.</td>
</tr>
<tr>
<td>Severe weather patterns and climate change leading to increased likelihood of disasters</td>
<td>• An increase in severe weather patterns is causing an corresponding growth in the number of severe weather incidents reported by the public including fires, floods and heavy wind related incidents.</td>
</tr>
<tr>
<td>Change in community habits &amp; expectations</td>
<td>• The public has increasing expectations of emergency response efficiency, even as emergency management service organisations operate in a progressively constrained fiscal environment.</td>
</tr>
<tr>
<td>Introduction of new technologies</td>
<td>• Triple Zero is more accessible via mobile devices, but caller identification takes longer.</td>
</tr>
<tr>
<td>Agency changes</td>
<td>• The introduction of new technology can be disruptive and increase call-answer and time to dispatch.</td>
</tr>
<tr>
<td></td>
<td>• Agency requested changes and changes to procedures can result in increased call handling times and total time required to dispatch emergency response vehicles.</td>
</tr>
</tbody>
</table>

Sources: ESTA, Victorian Auditor-General 2014, ESTA Annual Report 2013-14, ESTA website
To meet service demand, ESTA will be required to accurately forecast call volumes and match resources to that requirement, which may require a review of its capital infrastructure to meet capacity requirements (2 of 2)

Mapping current infrastructure to 2046 population estimates

ESTA should consider the location of its physical infrastructure to ensure that it is protected from natural disasters and events that could impact service provision to the community. Any review should also consider locating assets in areas of higher population density to optimise availability and access of staff.

Capacity of current infrastructure to meet forecasted demand

ESTA's call-answer and dispatch performance standards are set by the Inspector-General of Emergency Management (IGEM), who makes the determination after consultation with each of the Emergency Service Organisations.

While ESTA has historically met its performance standards for call-taking and dispatch, recent under target performance highlights a deficit in resource availability when compared with demand.

The 2015 revised labour model outlined the number of people required to meet demand for each year for the period FY15 to FY20. This labour model identified that ESTA is insufficiently resourced to meet IGEM service standards for call-answer and dispatch, and that if service demand continues to increase in line with these forecasts, this negative variance will grow. In addition, ESTA's facilities are almost at seating capacity.

VAGO concluded in its Review of Emergency Response ICT Systems that ESTA would be challenged to meet its performance standards, given the year on year growth in demand (6.8% for the period FY11 – FY15) for its services.

Operational performance can be impacted when the ESTA core systems, e.g. telephony or CAD, are unavailable, and manual processes are activated. When CAD fails, computer aided decision tools (such as incident mapping and crew location tracking) are severely degraded, and call handling time can increase.

The EAS, MMR and MDN capacity continues to grow along with the requests for Emergency Services. A change in public infrastructure, such as the relocation of the Royal Children's Hospital, population growth, increasing urban sprawl and density changes the demand for EAS, MMR and MDN coverage.

Service demand may grow as urban density continues to increase within the MFB’s geographical boundaries, requiring it to review the location of its capital infrastructure (1 of 2)

Forecasting service demand

- The MFB is landlocked geographically and boundaries are not expected to alter in the near future.
- However, the MFB reviews the location of its stations regularly based on the length of time taken to arrive at the required destination - its key service performance measure.
- It can be difficult for the MFB to locate a station where it may be required, due to the challenges associated with purchasing a suitable location within fairly dense residential locations. Based on discussions with the MFB, land may be purchased opportunistically based on the MFB’s forecasted service demand figures over a 5 to 10 year period.
- A ‘Transparency Bill’ is being proposed that will require emergency management service organisations to publish their service performance data down to the Local Government area level.

Drivers of service demand

The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in population</td>
<td>Demand for services increases as the local population increases in size. An increasingly dense urban environment also impacts the volume of equipment required at each station, as well as the types of equipment i.e. equipment required to service apartment blocks.</td>
</tr>
<tr>
<td>Severe Weather Patterns</td>
<td>An increase in severe hot weather patterns is causing an corresponding growth in the number of severe weather incidents reported by the public including fires, floods and heavy wind related incidents.</td>
</tr>
<tr>
<td>Change in community habits &amp; expectations</td>
<td>The public has increasing expectations of emergency response efficiency, even as emergency management service organisations operate in a progressively constrained fiscal environment.</td>
</tr>
<tr>
<td>Policy &amp; the legislative environment</td>
<td>Ministerial commitments and Government priorities can influence the location of particular facilities, equipment or districts</td>
</tr>
<tr>
<td>Increasing rates of interoperability</td>
<td>Increasingly, the expectation is that emergency services sector will be interoperable across equipment, information systems and training</td>
</tr>
</tbody>
</table>

Sources: MFB, MFB Annual Report 2014-15
Service demand may grow as urban density continues to increase within the MFB’s geographical boundaries, requiring it to review the location of its capital infrastructure (2 of 2)

Mapping current infrastructure to 2046 population estimates

The MFB’s service locations are bound by legislation to metropolitan Melbourne. However, there may be opportunity for the MFB to explore opportunities for co-location with other emergency services.

Capacity of current infrastructure to meet forecasted demand

- The majority of the MFB’s infrastructure is generally in acceptable locations; however with the projected increases in population and density as well as the change in built environment with increased medium and high rise continuing to occur, the future capacity of fire stations will need to change. Some of the ageing building stock requires larger footprints to accommodate acceptable capacity of increased personnel and different and sometimes larger appliance types to be accommodated.

- The ability to obtain suitable sites for future fire stations is very challenging in the inner suburbs due to site availability and market competitiveness. The ability to maintain service delivery if using existing fire stations sites whilst rebuilding or refurbishing is very difficult and in many occasions not viable.

- The recent development in Docklands and proposed Fisherman’s Bend developments are proving challenging for the MFB to acquire suitable location to fill the emergency service delivery gap with a fire station with marine capacity to service this area.

- The MFB currently has 7 co-located fire stations with Ambulance Victoria.

- The MFB planned infrastructure program, currently being updated, will continue to address the OH&S needs of modern emergency service delivery, as well as accommodating the increased capacity needs that are being generated.
The nature and volume of services offered by the CFA may continue to change and increase as populations grow within its geographical boundaries, requiring it to review the location of its capital infrastructure (1 of 2).

**Drivers of service demand**

The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in population</td>
<td>Demand for services increases as the local population increases in size. CFA is also situated in a number of population growth corridors, heavily impacting the volume of services it provides.</td>
</tr>
<tr>
<td>Severe Weather Patterns</td>
<td>An increase in severe hot weather patterns is causing an corresponding growth in the number of severe weather incidents reported by the public including fires, floods and heavy wind related incidents.</td>
</tr>
<tr>
<td>Changing geographical footprint</td>
<td>The CFA’s geographic footprint has changed dramatically as urbanisation has continued across what was once regional and rural Victoria. An increasingly densely populated environment has also led to a change in the CFA’s service mix.</td>
</tr>
<tr>
<td>Change in community habits &amp; expectations</td>
<td>The public has increasing expectations of emergency response efficiency, even as emergency management service organisations operate in a progressively constrained fiscal environment.</td>
</tr>
<tr>
<td>Policy &amp; the legislative environment</td>
<td>Ministerial commitments and Government priorities can influence the location of particular facilities, equipment or districts.</td>
</tr>
</tbody>
</table>

**Mapping current infrastructure to 2046 population estimates**

The CFA’s service locations are bound by legislation to what was traditionally regional and rural Victoria. However, with Melbourne’s urban sprawl increasing in size, CFA increasingly located in regions identified as metropolitan Melbourne. There may be opportunity for the CFA to explore opportunities for co-location with other emergency services.

The CFA also recognises the importance of reviewing the location of fire stations based on the size of local populations, local road networks, traffic conditions and a location’s vulnerability to fires.

**Capacity of current infrastructure to meet forecasted demand**

The CFA has recently completed a revised long-term Asset Strategy bringing together four portfolios: land and buildings; information and communication technology; fleet; and personal protective equipment and clothing. It provides an improved framework for asset allocation and matching local risks and service demands.

Inspections of CFA facilities and equipment are conducted regularly, based on a defined schedule, to inform the CFA’s capital works program, ensuring that access to appropriate facilities and equipment based on the needs of the local community.

The CFA is looking for opportunities to combine facilities with Victoria Police, Ambulance Victoria and VICSES to strengthen its capacity and capability. For this reason, it is also looking to drive common standards across equipment with the MFB.

The CFA also has agreements with other international and interstate jurisdictions to obtain resources to boost local capacity, if required, through the provision of required human resources and equipment.
The nature and volume of services offered by the CFA may continue to change and increase as populations grow within its geographical boundaries, requiring it to review the location of its capital infrastructure (2 of 2).
The number of requests for assistance to VICSES is expected to grow, as weather patterns become increasingly severe, requiring VICSES to review the location of its capital infrastructure.

### Drivers of service demand
The following drivers impact service demand levels:

<table>
<thead>
<tr>
<th>Key Demand Drivers</th>
<th>Expected Impact on Levels of Service Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase in population</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Demand for services increases as the local population increases in size.</td>
</tr>
<tr>
<td><strong>Severe Weather Patterns</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- An increase in severe hot weather patterns is causing an corresponding growth in the number of severe weather incidents reported by the public including fires, floods and heavy wind related incidents.</td>
</tr>
<tr>
<td><strong>Change in Land Use</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Changes in land use changes the operating model required as grasslands require very different skillsets and facilities compared to urban settings.</td>
</tr>
<tr>
<td><strong>Change in community habits &amp; expectations</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The public has increasing expectations of emergency response efficiency, even as emergency management service organisations operate in a progressively constrained fiscal environment</td>
</tr>
<tr>
<td></td>
<td>- There public’s perception of the role of VICSES also varies significantly. Some see the VICSES’s role as one of building community resilience i.e. helping communities to help themselves. Others see them as a frontline agency. This is heavily impacted by Government policy.</td>
</tr>
</tbody>
</table>

### Mapping current infrastructure to 2046 population estimates
When reviewing its infrastructure, VICSES should continue to assess its service locations against community need. However, due to the nature of the VICSES workforce i.e. largely volunteer, this is likely to occur naturally with population shifts.

Sources: VICSES, Bureau of Meteorology, CSIRO, ABS Statistics
Bibliography


Bibliography


Appendix

The justice system

Criminal justice map key:
Red: Courts
Blue: Corrections
Yellow: Sheriff’s Office
Green: Victoria Police

2046 ABS Population Projection
- 145-190k
- 190-243k
- 243-432k
- 243-588k
- 588-740k
- 740-930k
- 930-1,214k

Sources: ABS Statistics, data.gov.au, State Government website
Appendix

Emergency management Services

Emergency services map key:
Red: VICSES  
Blue: Victoria Police  
Yellow: MFB  
Black: CFA  
Green: ESTA

Sources: ABS Statistics, data.gov.au, State Government website
Appendix

Operating expenditure per sub-sector

Victoria Police

Victoria Police operating expenditure has increased steadily for 10 years, except for a drop in 2009. Overall, growth has been at 5% CAGR.

Court Services Victoria & Court Network

The Magistrates’ Court has the highest operating expenditure out of the 6 courts. The County Court had a steep increase in expenditure in 2014 with the introduction of new items in its financial statement.

Sources: Victoria Police Annual Reports 2006-14, individual jurisdictions’ Annual Reports 2009-14
Appendix

Operating expenditure per sub-sector

Corrections Victoria

Victoria has the second highest net operating expenditure on community corrections and prisons, behind New South Wales. On a per capita basis, Victoria ranks last and fifth in the country respectively.

Net operating expenditure on community corrections by state (2013-14)

ESTA

Operating expenditure increased steadily from 2007 to 2013, growing at 11.1% CAGR. This expenditure appears to have flattened in 2014 and 2015.

ESTA operating expenditure (2007-15)

Sources: Productivity Commission 2015, ESTA Annual Reports 2007-15
Operating expenditure per sub-sector

Metropolitan Fire Brigade

MFB operating expenditure has grown by 3.8% CAGR between 2006 and 2015.

Country Fire Authority

CFA operating expenditure has grown by 8.5% CAGR between 2006 and 2015.

Source: Metropolitan Fire Brigade annual reports

N.B. Approximately 70% of the MFB's operating costs are labour

Source: Country Fire Authority annual reports

Sources: MFB Annual Reports 2006-15, CFA Annual Reports 2006-15
VICSES operating expenditure has increased steadily since 2007, growing at 15.2% CAGR.

Source: Victoria State Emergency Services annual reports

N.B. The operating expenditure of Emergency Management Victoria and the Sheriff’s Office is reported through the Department of Justice and Regulation.
### Infrastructure condition assessment matrix – Victoria Police

#### Criteria Assessment Table

<table>
<thead>
<tr>
<th>Physical Condition</th>
<th>Fit for Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average</strong></td>
<td></td>
</tr>
<tr>
<td>Measures the level of maintenance required to maintain full functionality</td>
<td>Measures the ability of the asset, including infrastructure, technology and fit-out, to meet current and likely future standards and operating practices</td>
</tr>
<tr>
<td>Police stations that have been built or upgraded in the last 10 years, or are scheduled for an upgrade in the next 3 years.</td>
<td>Police stations that have been built or upgraded in the last 10 years, or are scheduled for an upgrade in the next 3 years.</td>
</tr>
<tr>
<td><strong>Below Average</strong></td>
<td></td>
</tr>
<tr>
<td>Police stations that have not been recorded as having major upgrade in over 10 years are assumed to have some physical and fit for purpose issues.</td>
<td>Police stations that have not been recorded as having major upgrade in over 10 years are assumed to have some physical and fit for purpose issues.</td>
</tr>
</tbody>
</table>

Note: Information on the physical condition and FFP of each facility are not available. The above assessment criteria was used to give an indication of the assumed condition based on age/last major upgrade. A 'major upgrade' was considered as building and construction works > $250k in value. Detail description of the works was not provided. Numbers were aggregated based on total number of properties assessed. Numbers were aggregated based on total number of properties assessed.
## Appendix

### Infrastructure condition assessment matrix - VICSES

<table>
<thead>
<tr>
<th></th>
<th>Physical Condition</th>
<th>Fit for Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Above Average</strong></td>
<td>20 years + remaining useful life</td>
<td>20 years + remaining useful life</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>10 to 20 years remaining useful life</td>
<td>10 to 20 years remaining useful life</td>
</tr>
<tr>
<td><strong>Below Average</strong></td>
<td>5 to 10 years remaining useful</td>
<td>5 to 10 years remaining useful</td>
</tr>
<tr>
<td><strong>Poor</strong></td>
<td>0 to 5 years remaining useful life</td>
<td>0 to 5 years remaining useful life</td>
</tr>
</tbody>
</table>

*Note: that information was available on useful life as assessed at 2010, this was extrapolated to 2015 values for use in the assessment. In extrapolating the values by 5 years, 5 years was taken off the useful remaining life assumed in 2010 to give a current figure. The numbers were then aggregated based on total number of properties assessed. This was then used assumed as a representation of the condition and fitness for purpose.*
## Infrastructure Assessments

<table>
<thead>
<tr>
<th></th>
<th>Physical condition</th>
<th>Fit for purpose</th>
<th>Overall weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weighting</td>
<td>Score</td>
<td>Rationale</td>
</tr>
<tr>
<td>Victoria Police</td>
<td>0.33</td>
<td>3.5</td>
<td>Based on asset data provided by Victoria Police</td>
</tr>
<tr>
<td>CSV &amp; Court Network</td>
<td>0.33</td>
<td>3.50</td>
<td>Based on asset data provided by CSV</td>
</tr>
<tr>
<td>Corrections Victoria</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A detailed information not available. Please refer to commentary provided based on building age.</td>
</tr>
<tr>
<td>Sheriff's Office</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A detailed information not available. Please refer to commentary provided based on building age.</td>
</tr>
<tr>
<td>ESTA</td>
<td>0.33</td>
<td>3.00</td>
<td>This is based on stakeholder feedback received from ESTA</td>
</tr>
<tr>
<td>MFB</td>
<td>0.33</td>
<td>3.60</td>
<td>Based on asset data provided by MFB</td>
</tr>
<tr>
<td>CFA</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A detailed information not available.</td>
</tr>
<tr>
<td>VICSES</td>
<td>0.33</td>
<td>3.46</td>
<td>Based on asset data provided by VIC SES</td>
</tr>
</tbody>
</table>
Appendix

Additional maintenance information

From DJR annual report 2014-2015

**Service concession arrangements (public private partnerships)**

The Department sometimes enters into certain arrangements with private sector participants to design and construct or upgrade an asset used to provide public services. These arrangements are typically complex and usually include the provision of operational and maintenance services for a specified period of time. These arrangements are often referred to as either public private partnerships (PPPs) or service concession arrangements (SCAs).

From CSV annual report 2014-2015

Courts meet statutory obligations required under Essential Safety Measures with respect to maintenance and building provisions as under Building Regulations 2006, Schedule 9. CSV sometimes enters into certain arrangements with private sector participants to design and construct or upgrade assets used to provide public services. These arrangements are typically complex and usually include the provision of operational and maintenance services for a specified period of time.

From Victoria Police annual report 2014-2015

Victoria Police complies with the requirements of the Building Act 1993, the Building Regulations 2006, and other Victorian legislation referenced by the Building Commission. Victoria Police controls a large property portfolio comprising: 8, 16 and 24 hour police stations; police residences; educational and training complexes; forensic laboratories; and other special purpose facilities.

Maintenance of Buildings in Safe and Serviceable Condition

Maintenance of Victoria Police owned buildings, including Essential Safety Measures (ESM), was arranged through internal resources. The Victorian Government Shared Services Provider (SSP) continues to manage all maintenance, including ESM, for leased facilities. Occupational health and safety, functionality for service delivery and upkeep of plant and equipment are the key corporate priorities for the allocation of funding for maintenance. All legislative requirements for asbestos inspections and monitoring have been met. Victoria Police has no cooling towers at its owned sites.

From MFB annual report 2014-2015

Major plant and equipment is required to be serviced on a regular basis. This is managed as part of an ongoing major cyclical maintenance program. Maintenance costs are charged as expenses as incurred, except where they relate to the replacement of a major component of an asset, in which case the costs are capitalised and depreciated. Other routine operating maintenance, repair costs and minor plant renewals are also charged as expenses as incurred.

VICSES complies with the Building Act 1993, with respect to alterations and maintenance to the buildings owned by VICSES. It is not aware of any material non-compliance with the current building standards.
Appendix

Legislative and Regulatory Environment

Victoria Police

- The Victoria Police Act 2013 is the legislation that governs and regulates Victoria Police.
- The Victoria Police Manual sets the behavioural, operational and administrative standards for the organisation.
- Complaints are investigated by either the Independent Broad-based Anti-corruption Commission (IBAC) or internally by Victoria Police, usually by the Police Conduct Unit of the Professional Standards Command.
- Police stations recently upgraded comply with requirements stipulated in the Building Code of Australia, Disability Discrimination Act, and where possible, the Victoria Police Design Guidelines.

Court Services Victoria & Court Network

- The Court Services Victoria Act 2014 established Court Services Victoria as an independent statutory body corporate to provide services and facilities to Victoria's courts, Victorian Civil and Administrative Tribunal and the Judicial College of Victoria.
- The following Acts relate to the establishment and structure of the Supreme Court:
  - Constitution Act 1975
  - Supreme Court Act 1986.
- The County Court Act 1958 establishes and sets out the structure of the County Court.
- The Magistrates' Court Act 1989 establishes and sets out the structure of the Magistrates’ Court.
- The Victorian Civil and Administrative Tribunal Act 1998 establishes and sets out the structure of VCAT.
- The following regulations and standards govern the build and maintenance of capital assets:
  - Occupational Health & Safety Act
  - Disability Discrimination Act
  - Building Code of Australia
  - Essential Safety Measures Act
  - Building Regulations
  - Asset management Accountability Framework
  - Victorian Court Complex Design Guide.

Corrections Victoria

- The Corrections Act 1986 and the Corrections Regulations 2009 provide the direct legislative basis for the delivery of adult correctional services and supervision of offenders on parole and other community based court orders in Victoria.
- Corrections Victoria is responsible for prison management in Victoria and all prisoners in both publicly and privately-managed prisons, including administering the contracts of the two private prison providers.
- The Office of Correctional Services Review reports independently to the Secretary of DJR on the effectiveness of Corrections Victoria's management of the prison system.
- The National Standard Guidelines for Corrections in Australia constitute outcomes or goals to be achieved by correctional services rather than a set of absolute standards or laws to be enforced.
- The Victorian Correctional Management Standards for Prisons focus on the outcomes and outputs to be achieved by public and private prison operators. They form the basis for the development of operating procedures.
Appendix

Legislative and Regulatory Environment

Emergency Management Victoria

The Emergency Management Act 2013 (the Act) established EMV including:

- The Emergency Management Commissioner is responsible for coordinating the response to major emergencies (including ensuring appropriate control arrangements are in place) and operating effectively during Class 1 and Class 2 emergencies. The EMC is also responsible for co-ordinating consequence management and recovery for all major emergencies.
- The Chief Executive of Emergency Management Victoria is responsible for the day-to-day management of Emergency Management Victoria, and the coordination of investment planning for large scale strategic projects for the responder agencies including major procurement and communications and information systems.

The Act also established the following separate positions and functions:

- The State Crisis and Resilience Council includes the Secretaries from all Government Departments, CEO of the Municipal Association of Victoria, the Emergency Management Commissioner, the Chief Executive and the Chief Commissioner of Victoria Police, and is responsible for providing emergency management policy and strategy advice to the Victorian Government.
- The Inspector-General for Emergency Management is responsible for developing and maintaining a monitoring and assurance framework, and evaluating the performance of the sector.
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The Emergency Management Act 2013 is the first part of four planned stages to renew emergency management arrangements in Victoria. The 2013 Act focused on governance and first principle legislative requirements.

ESTA

- Under the Emergency Services Telecommunications Act 2004, the Inspector-General for Emergency Management (IGEM) determines the non-financial performance standards for ESTA’s delivery of services to the emergency management organisations and the community.
- The Emergency Management Act 2013 requires IGEM to monitor and investigate ESTA’s performance against these standards and report any related issues to the Minister for Emergency Services.
- ESTA is the delegated authority for the MDN, MMR Public Private Partnership’s contracts and are therefore regulated by DTF Partnerships Victoria guidelines.

Fire Services

- The Victorian Government (Emergency Services Minister) can initiate a review of the CFA and MFB’s resourcing, operations and management (i.e. Fire Services Review).
- The Inspector-General for Emergency Management (IGEM) provides assurance the Government and the community in respect of emergency management arrangements in Victoria.
- The Country Fire Authority derives its power and is regulated by the Country Fire Authority Act 1958. Some of the CFA’s duties and responsibilities are also derived from other statutes:
  - Building Act 1993
  - Liquor Control Act 1987
  - Caravan Parks and Mobile Dwelling Regulations 1993
  - Dangerous Goods Act 1985
  - Dangerous Goods and Handling Regulations 1989
  - Fire Services Commissioner Act 2010
Fire Services (cont.)

The Metropolitan Fire Brigade is a statutory body established in Victoria pursuant to the Metropolitan Fire Brigades Act 1958. The MFB derives its operational powers from this Act along with the:

- Metropolitan Fire Brigades (General) Regulations 2005 (Regulations)
- Metropolitan Fire Brigades (Contributions) Regulations 2009
- Country Fire Authorities Act 1958
- Electricity Safety Act 1998
- Emergency Management Act 1986
- Gas Safety Act 1997
- Building Act 1993
- Building Regulations 2006
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010.

Victoria State Emergency Services

- The Victoria State Emergency Service Act 2005 regulates the operation of the SES.
- The Inspector-General for Emergency Management also deals with the Victoria State.
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