

ANNUAL REPORT 2016 - 2017

POLICE REGISTRATION AND SERVICES BOARD

prsb.vic.gov.au



Contents

President's Foreword	2
Board Profile	5
Registration Division Activity	10
Review Division Activity	14
Professional Standards Division Activity	21
Financial Reporting Directions	22
Financial Statement	23



President's Foreword

I am pleased to submit this Annual Report in accordance with the *Victoria Police Act 2013*.

Professionalisation

If the purpose of the Board's work was to be summed up in one sentence, it would be to help transform policing into a full profession.

Professionalisation is a goal in key Victoria Police strategic documents such as the *Blue Paper*, the *Capability Plan* and the *Education Master Plan*, as well as national plans.

During 2016-2017, the Board undertook a project to explore this professionalisation journey. We conducted extensive stakeholder consultations and desk-top research. The resulting paper, *Towards a Shared Vision of Police Professionalisation in Victoria*, was provided to the Minister for Police and shared with Victoria Police and other key stakeholders. It identified the elements of professionalisation which underpin the Board's strategic direction and projects, as follows.

- A body of policing knowledge which members contribute to and engage with through a commitment to continuing professional development, sharing knowledge and techniques and research.
- Clearly articulated standards, including capabilities required for entry at each rank and education and training standards.
- Ethical conduct standards which comprise the shared values and expectations of members of the policing profession.
- High quality education and training qualifications and programs.
- Registration to support career mobility.

In 2016-2017, the Board has continued on its reform path, aligning its activities towards achieving each element of professionalisation.

Exploring Leadership

It is critical to the ongoing success of Victoria Police and the professionalisation of policing to

have leaders able to respond to the complex challenges of modern policing and who support, enable and develop the people they supervise, to do the same.

At our May 2016 Board meeting, we explored the qualities of an effective leader in a modern police organisation. We examined the *Victorian Equal Opportunity and Human Rights Commission Report* and the *Mental Health Review*, each of which observed the importance of people-focused leadership to achieve cultural shifts. A paper was prepared for the Board examining these reports as well as policing and leadership literature to identify desirable (and undesirable) leadership qualities and approaches. Dr Peter Cotton (key author of the *Mental Health Report*) presented to the Board on these matters. The Board gave careful consideration to the *Victoria Police Capability Plan 2016-2025* and explored the concept of 'character' as it applies in policing.

The Board has endeavoured to apply this deeper level of understanding of leadership across all its activities, including appeals against promotion decisions and in assessing applicants' capabilities for registration.

Career Mobility

Career mobility refers to the ability to move temporarily or permanently between Victoria Police and other employers (including police forces) with recognition of capabilities and experience gained elsewhere. The registration system administered by the Board was created to support career mobility.

The Board considered it would be timely and helpful to better understand the capabilities and career paths followed by former members of Victoria Police. A second major research paper was published by the Board in 2016-2017 titled *Careers and Capabilities: Former Victoria Police Members Survey Report*. It examined survey data to learn more about the career paths and capabilities of former



President's Foreword

members, their reasons for leaving Victoria Police and their experience of the registration and re-entry systems. The Board also undertook a workshop at its May 2016 meeting to examine likely cultural barriers to re-entry.

The findings of this research support the benefits of career mobility as a strategy and identified opportunities to enhance the system. This Board is now well-underway with planning and implementing the initiatives set out in this Report to achieve these goals.

Design-thinking, Process Reforms and Efficiency

Another theme of our work has been to identify opportunities for more efficient practices (in terms of cost and time) and to improve the quality of our services to police, including by providing helpful information in a useful format, at the time it is needed.

To support our capacity to design better processes and user-experiences, the Board engaged with the Behavioural Insights Unit within the Department of Premier and Cabinet. Board personnel also undertook further training in this interesting and important field.

We have made various changes to processes and documents, with more changes planned. The Board has also improved the accessibility and look of its website and communications.

In June 2017 the Review Division resolved to change how we conduct appeal hearings by using interview-style questions. We also agreed to develop a 'step by step' information guide for participants to support them in the appeal process. In September 2016, Board members undertook training on decision-making (including reducing the impact of unconscious bias) which has helped in our design of the new process. The process and new guide will be launched in 2018.

Following amendments to the Act, the Board is now able to conduct hearings by audio- and video-conferencing, which took effect in

December 2016. This will improve productivity and be more convenient for police members.

A major concern I hold is the inordinately long period of time which is sometimes taken to deal with discipline matters within Victoria Police. There are often very long delays in criminal charges being dealt with by the Courts. Staffing issues have resulted in a number of matters taking several years to finalise. Such excessive delays cause significant mental health and other harms to applicants and witnesses, as well as organisational harms. The Board has made several critical observations in review decisions about such delays and warmly welcomes announcements from Victoria Police about reforms to the discipline system, which are in part intended to prevent such delays.

The Board does not come to this issue with 'clean hands': Excessive delays have also affected the Board's operations. An important achievement for the Board in 2016-2017 has been the significant reduction in the average amount of time taken to finalise reviews, with the time taken from lodgement to decision reducing from 225 days in 2015-2016 to 121 days in 2016-2017. This reduction was the result of process reforms made by the Board in December 2016. Hearing dates are now allocated immediately on receipt of an application and strict timelines are set for filing documents. I intend to press for more time reduction and be vigilant in preventing any slippage in this area.

The work of the Board described above has benefited significantly from active engagement with our stakeholders, including Victoria Police, The Police Association Victoria, the Victorian Human Rights and Equal Opportunity Commission and others, who have provided helpful feedback and support in a number of these projects. I have balanced the desirability of close engagement on such issues with the need to guard the Board's standing and



President's Foreword

independence. Another way in which the Board has sought to drive efficiencies and improve service delivery is to engage with similar small specialist tribunals and registration bodies, such as the Victorian Institute of Teaching and the Architects Registration Board of Victoria, and with peak bodies such as the Council of Australian Tribunals. Through such engagement we have gained access to best practice resources, 'Bench Books', obtained new ideas for improvements and shared some costs of professional development activities.

Future Challenges and Next Steps

At the close of the reporting year, I am pleased to report that the Board is close to 'bedding down' major reforms affecting the work of the Review Division as well as many of the initiatives in the Registration space.

As we finalise some major projects and move into 2017-2018, there is opportunity to take on new challenges, including supporting the Chief Commissioner and the profession by undertaking new projects within the Board's Professional Standards functions (providing advice on education, competency standards and professional development).

I consider that the Board's value in this field of work lies in focusing on areas where a knowledge gap or 'blind-spot' may exist, in identifying emerging trends and innovations or where an independent approach would be of benefit to the particular issue. The Board's work on professional boundaries in policing is an example of such an area.

Finally, I would like to thank the members of the Board and especially the Deputy Presidents for their important contributions and support. I also thank outgoing staff member Chris Deftereos, who supported the new Board from 2013 for his contributions. The Board is now ably supported by Dr Sally Whyte in this senior role. I acknowledge the excellent work of

senior policy adviser Shay Keating on our major research and registration projects. Sarah Wardley assisted us to modernise (and beautify) our communications during her secondment. Board Secretary and stalwart Graeme Knights continues to provide great service to police members, myself and the Review Division.

I look forward to working with the Board and our team on the exciting program of work which lies ahead.

Andrea Lester
President



Board Profile

This 4th Annual Report of the Police Registration and Services Board (the Board) is for the year ended 30 June 2017 (reporting year). Previous annual reports were tabled by leave, however under 2016 amendments to the *Victoria Police Act 2013* (the Act), this is the first year that the Board is required to table its annual report.

Establishment

The Board is an independent statutory body established under the Act. The President of the Board is accountable to the Minister for Police for the performance of the Board's functions.

Functions

The functions of the Board are set out in section 202 of the Act and are summarised as follows.

Registration

To register former Victoria Police officers on the Police Profession Register after assessing for the eligibility requirements (good character and reputation, capabilities required for the relevant rank, qualifications and experience); maintaining the register; and advising the Chief Commissioner on proposed appointments.

Review

To hear and determine appeals related to promotion and selection decisions; conduct reviews of other decisions (including discipline related dismissals and other sanctions such as demotions and fines); and certain other decisions (directed transfer).

Professional Standards

To advise the Chief Commissioner about competency standards, practice standards, educational courses and supervised training arrangements; and to support and promote continuing education and professional development, for police officers, protective services officers and police reservists.

General

The Board has functions to advise the Chief Commissioner and Minister about any matters related to its functions and to inquire into and report upon any matter referred to it by the Minister or Chief Commissioner.

Governance, Accountability and Support

The President, Ms Andrea Lester is responsible for overall Board management and leadership with support from three Deputy Presidents: Mr Peter Bull (Registration), Ms Bernice Masterson (Review) and Professor Leigh Gassner (Professional Standards). Four Victoria Police public servants report to the President and manage daily business. Victoria Police provides the Board's premises, operational budget and corporate services.

In the reporting year, the Board identified a number of actions: a formal instrument of delegation to Board officers was made in December 2016; to clarify employment arrangements, a memorandum was entered into with the Chief Commissioner under section 217(2) of the Act concerning the provision of seconded staff for the Board; and a 12 month project position was created to assist the Board to achieve its work-plan.

Leadership Changes

Professor Leigh Gassner completed his term as the Deputy President (Registration) in December 2016 but remains as Deputy President (Professional Standards), on a sessional basis. Mr Peter Bull was appointed Deputy President (Registration) in June 2017 after acting in the role for a period.

Membership of the Board

Board members are appointed and allocated to the Divisions of the Board in accordance with the Act. Appointments are made by the Governor in Council. The President may allocate a member of the Board to more than one Division.



Board Profile

Appointments

In September 2016, following a merit-based, open selection process, five new members were appointed to the Review Division: Dr Rhonda Cumberland, Ms Alanna Duffy, Mr Christopher Enright, Dr Penelope Webster and Ms Harriet Witchell. These members have brought specialist expertise in areas such as misconduct investigations, bullying, management and leadership capability, and issues related to sexual misconduct.

Profiles of Board Members

Ms Andrea Lester President

Appointed October 2015

Ms Lester worked as a solicitor for 12 years, specialising in public sector workplace relations and employment matters (including in relation to police). She conducted litigation in all State and Commonwealth courts and tribunals. From 2002 to 2010, Ms Lester acted in senior public policy and management roles with the Victorian and Commonwealth Governments, with a focus on workplace relations, workplace reform and productivity and justice matters. From 2010, Ms Lester conducted a consulting practice specialising in policy and systems reviews, workplace relations, mediation and workplace and other investigations. She holds degrees in law (with honours) and science and a Masters of Public Policy and Administration from the University of Melbourne.

Mr Peter Bull APM

Deputy President, Registration

Appointed February 2014

Mr Bull is a former Superintendent of Victoria Police who served for 39 years and worked in corporate, operational, service and training roles in metropolitan and rural areas. He performed Government liaison and industrial relations duties, managed corporate projects, a large station and several operational divisions. He is a graduate of the Australian Institute of

Police Management, a Williamson Fellow (Leadership Victoria) and was awarded the Australian Police Medal. First appointed to the Board in 2014, Mr Bull served as a member of both the Review and Professional Standards Divisions and was re-appointed in 2016. Mr Bull was appointed Acting Deputy President (Registration) in December 2016 and on an ongoing basis in June 2017.

Ms Bernice Masterson

Deputy President, Review

Appointed (then Police Appeals Board) 2004

Ms Masterson is a former Assistant Commissioner of Victoria Police. She has a total of 36 years of experience in policing in Victoria and internationally. She has worked as a consultant in policing and justice in the Pacific and Asia, including Cambodia and East Timor. She was Deputy Chairperson of the Police Appeals Board (the Board's predecessor) from 2004 and served as its Chairperson from 2006 to 2013. She was appointed as Deputy President (Review) in 2013.

Adjunct Professor Leigh Gassner APM

Deputy President, Professional Standards

Appointed June 2013

Professor Gassner is a former Assistant Commissioner of Victoria Police and holds 34 years of experience in policing including leadership roles across regional commands and police education and development. In recent years, he has advised government and social services sectors on complex social issues including Aboriginal health, violence against women and gender equity in the medical research sector. In May 2016 he was appointed Adjunct Professor, Torrens University. He was appointed as the inaugural Deputy President (Registration and Professional Standards) in 2013. Professor Gassner completed his term as Deputy President (Registration) in December 2016 and continues as Deputy President (Professional Standards).



Board Profile

Registration Division

Commander Shane Cole APM

Appointed May 2015

Commander Shane Cole joined Victoria Police in 1976 and his policing career in Victoria now spans over 40 years. He was appointed to the rank of Commander in 2012 and currently oversees the Health, Safety and Deployment Division of the Human Resource Department. He holds a Graduate Diploma in Public Administration and has participated in various executive leadership courses.

Senior Sergeant Alexandra Griffith

Appointed May 2015

Senior Sergeant Alexandra Griffith is currently attached to the Fitzroy Police Station. She has 19 years operational experience working at police stations such as Altona North, Footscray, Frankston and South Melbourne. She was Officer in Charge of the Prahran Proactive Unit. Ms Griffith is passionate about member welfare and increasing the profile of female officers in Victoria Police. She holds a Bachelor of Applied Science. Ms Griffith was The Police Association Victoria delegate for Port Phillip and one of two female Executive members of The Police Association Victoria.

Superintendent Fred Johansen APM

Appointed May 2015

Superintendent Frederick Johansen has been a member of Victoria Police for 44 years and has served in crime, emergency management internal investigation, general duties and traffic functions. He is a recipient of the Australian Police Medal. Mr Johansen has previously held the role of President of The Police Association Victoria, member of the Board of Control of the Police Federation of Australia and Director of the Police Credit Cooperative (BankVic).

Detective Inspector Chris Murray APM

Appointed May 2015

Detective Inspector Chris Murray is currently working in the Surveillance Services Division. He has 31 years of policing experience specialising in serious and organised crime investigation with duties in areas including: the Asian Squad; Echo Taskforce; Joint Counter Terrorism Team; and Organised Crime Squad - work acknowledged by his recent awarding of the Australia Police Medal.

Commander Clive Rust APM

Appointed May 2015

Commander Clive Rust has served in Victoria Police for 44 years and presently, is Commander, Eastern Region. Previously he led the School of Policing Leadership and Management which provides development programs to senior police and managers. Commander Rust was a metropolitan divisional commander and served at the Professional Standards Command, promoting a culture of high, ethical standards throughout Victoria Police. Other experience includes leading investigations into serious and organised crime, general policing and corporate projects. Commander Rust is a recipient of the Australian Police Medal.

Mr Anthony Walsh

Appointed April 2014 (Resigned 7 October 2016)

Mr Walsh was previously employed in the Victorian Department of Justice and Regulation where he developed legislation, including the amendments that established the Police Registration and Services Board, together with road safety initiatives. Previously, he was engaged in legislative development at the Department of Premier and Cabinet and provided advice on governance issues and general legal advice and conducted litigation. Mr Walsh was also a member of the Review Division.



Board Profile

Review Division

Mr Ron Beazley

Appointed (then Police Appeals Board) 2002

Mr Beazley was the Victorian Government Solicitor from 1991 until 2000. He was principal legal advisor to the Attorney General, Ministers, departmental secretaries and statutory office-holders during a period of unprecedented change in the public sector. He served as Deputy Chairperson of the then Police Appeals Board from 2002 to 2013 before being appointed to the Board in 2014. He is Chair of the Racing Victoria Integrity Council.

Dr Rhonda Cumberland

Appointed September 2016

Dr Cumberland is CEO of South East Community Links. From 2009 to 2015 she was the inaugural CEO of Good Shepherd Australia New Zealand and was a former CEO of Safe Steps. As a former Director of the Office of Women's Policy in the Victorian Government, she co-chaired the State-wide Steering Committee to Reduce Family Violence. She was a Victorian Institute of Teaching sessional panel member for 9 years and Councillor of the City of Melbourne. She holds a Masters of Social Policy and Doctor of Philosophy from the University of Melbourne.

Ms Alanna Duffy

Appointed September 2016

Ms Duffy has worked as a barrister since 2004 (and was previously a solicitor), practising mainly in employment and industrial relations law and administrative law, including discrimination and disciplinary matters. She has appeared in various courts and tribunals, including the High Court and provides advice on a wide range of matters. Ms Duffy holds a Masters in Law from the University of Melbourne and has completed the AICD company directors course. She is a member of a number of sporting tribunals and is Chair of the Harness Racing Victoria Appeals and Disciplinary Board.

Mr Chris Enright

Appointed September 2016

Serving for 29 years with Victoria Police including in criminal and operational investigation with the Homicide Squad, Mr Enright obtained a law degree (first class honours) in 2003. In 2004 he was seconded to the Australian Crime Commission. He lectured in criminal law at RMIT University for 10 years to 2013. Mr Enright worked in legal roles within the Office of Public Prosecutions and several regulatory agencies. Currently, he is a senior executive with the Fair Work Ombudsman working on the regulation of industrial organisations. He is also a member of the Racing Appeals and Disciplinary Board.

Mr John Frame APM

Appointed (then Police Appeals Board) 2004

Mr Frame is a former Deputy Commissioner of Police. He holds a Bachelor of Arts (Criminal Justice Administration) and a Diploma in Criminology; and is a recipient of the Australian Police Medal, Centenary Medal and National Medal and Clasp. In 1993 he became the inaugural Director of Security and Loss Prevention for Coles-Myer Ltd. He is the Chair of the Barwon Child Youth and Family Board, Geelong. From 2004 to 2013 he was Deputy Chairperson of the then Police Appeals Board and appointed to the current Board in 2014.

Ms Rosalyn Hunt

Appointed (then Police Appeals Board) 2000 (Resigned 30 November 2016)

Ms Hunt worked in senior roles with the Victorian Public Service until 1999 including 6 years as the Director of Women's Affairs and 4 as Registrar, Land Titles. She holds a degree in law and Masters in Educational Studies. In government, Ms Hunt was an independent investigator and hearing officer for grievances; and independent chair of tripartite panels in classification disputes. From 2006 to 2012 she was a member of the Liquor Licensing Panel; and from 2000 to 2013, Deputy Chairperson of the then Police Appeals Board.



Board Profile

Professor Jenny Morgan

Appointed February 2016

Professor Jenny Morgan is Dean of Melbourne Law School, the University of Melbourne. She has published widely on sexual harassment, homicide law reform, reproduction issues, understanding of equality and media representations of violence against women. She was a part-time member of the Human Rights and Equal Opportunity Commission, the Social Security Appeals Tribunal and a commissioner with the Australian Law Reform Commission. She worked with the Australian Football League on its Respect and Responsibility Policy and from 2003 to 2013, as a member of the Victorian Government's Sentencing Advisory Council.

Dr Penny Webster

Appointed September 2016

Dr Webster has over 10 years of experience as a statutory decision maker in areas including mental health, professional performance and conduct and workplace injuries. She is a member of the Mental Health Tribunal and previously, the Accident Compensation Conciliation Service and the Victorian Institute of Teaching. Her PhD from the University of Melbourne was awarded for her research into workplace grievance resolutions systems. Dr Webster has held academic positions at the University of Melbourne and RMIT University in human resource management and has a professional background in social welfare delivery, policy and management. She holds more than 25 years of experience as a professional mediator and more than 8 years as a Principal Instructor training mediators to meet national accreditation standards.

Ms Harriet Witchell

Appointed September 2016

Ms Witchell founded the national business WISE Workplace in 2001, where she has undertaken and managed workplace investigations into misconduct for government

and corporate clients. She has presented in Australia and internationally on issues such as workplace bullying and procedural fairness and is an award winning author of a guidebook on workplace investigations. She was a lecturer in Policing with Charles Sturt University for 9 years and holds a degree in social policy (with honours) and a Masters in Forensic Psychology. She has operational policing experience from the United Kingdom and the Australian Federal Police and has worked closely on corporate and culture projects with NSW Police.

Professional Standards Division

Assistant Commissioner Debra Abbott

Appointed May 2015

Ms Abbott is a serving member of Victoria Police and currently, the Assistant Commissioner State Emergencies and Security Command. Her 30 years of service has been in corporate, operational and support roles. She has managed and led large corporate projects as well as managing inner city stations and divisions. Ms Abbott holds a Bachelor of Science, Graduate Certificate in Applied Management and a Graduate Diploma in Executive Leadership.

Sergeant Carolyn Deer

Appointed May 2015

Sergeant Carolyn Deer has served in Victoria Police for over 28 years, working in operational and non-operational areas both metropolitan and regional. She is currently based at Eltham Police Station. Ms Deer holds a Bachelor of Arts (Criminal Justice Administration) with Distinction, a Diploma of Frontline Management and Certificate IV in Training and Assessment.

Board Meetings

Board meetings are held at least 4 times per year in accordance with the requirements and procedures outlined in section 214 of the Act. The Board met on 4 occasions during the reporting year.



Registration Division

Registration Division Functions

Police Profession Register

The Police Profession Register (Register) is an important component of the path for former police officers to return to Victoria Police. The Register assists Victoria Police to provide options for a more mobile and flexible workforce, including alternative career paths and career breaks, as envisaged in the Victoria Police *Blue Paper*.

The Deputy President (Registration) is responsible for assessing whether applicants for registration meet the qualifications in the Act: being of good character and reputation; having any prescribed qualifications and experience; and having the capabilities required at the relevant police rank.

Relevant and transferable capabilities and experience gained outside of Victoria Police can be taken into account in the assessment, meaning it is possible for an applicant to be registered at a higher rank than last held in Victoria Police.

Former police officers who were dismissed from Victoria Police are not eligible for registration. Conditions can be imposed, such as requirements to complete training. Registration does not guarantee an offer of re-employment. Provided that the applicable conditions are maintained, registration remains valid for two years and may be renewed.

The number of people obtaining registration has grown each year since the system commenced in 2014. Participation is expected to increase further as awareness of registration grows and there is greater understanding of the potential benefit to individuals and the organisation, of a mobile workforce.

Victoria Police decides whether or not to employ any particular registrant. Registrants apply for vacant positions and compete on a merit-based selection process, based on assessment of 'efficiency' under the Act.

Registration Activity (2013-2017)

From commencement of the Register on 1 April 2014 through to 30 June 2017, a total of 165 applications for registration were made and a further 7 applications received for renewal of registration. In total, 97 former police officers were registered for the first time (initial registration) and of these, 33 have been re-appointed to Victoria Police. Once re-appointed, registrants are removed from the Register. As at 30 June 2017, 62 former Victoria Police officers remain on the Register (see Table 1).

Table 1 **Police Profession Register activity, 2013-2017**

Police Profession Register Activity				
	2013	2014	2015	2016
APPLICATIONS	-14	-15	-16	-17
<i>Files in progress: Start</i>	0	9	44	39
New	10	70	37	48
Renewal ^a	0	0	0	7
Total Working Files	10	79	81	94
OUTCOMES				
Registered: <i>Initial</i> ^b	1	23	28	45
<i>Renewal</i> ^c	-	-	-	4
Refused	0	3	9	6
Withdrawn	0	9	5	8
Expired	0	0	0	2
Total Outcomes	1	35	42	65
REGISTER				
On Register: <i>Start</i>	1	23	44	32
<i>Renewal</i>	-	-	-	(4)
Cancellation ^d	0	0	0	0
Suspension ^d	0	0	0	0
Expiry ^d	0	0	0	-2
Re-appointment ^d	-1	-7	-12	-13
Total on Register ^e	0	16	32	62
IN PROGRESS				
<i>Files in progress: End</i>	9	44	39	29

^a Scheme commenced in 2014, with registration valid for 2 years and as such, renewal was not an option until 2017.

^b Initial means registered for the first time.

^c Renewals already appear on the Register.

^d Entries are removed where a cancellation, suspension or expiry of registration occurs or a re-appointment made to Victoria Police.

^e Total on Register equals those registered^b minus those removed^d.

Applications (2016-2017)

A total of 94 application files were active during the reporting year: 39 new applications remained in progress from 2015-2016 with 48 new and 7 renewal applications received.



Registration Division

Outcomes (2016-2017)

As at 30 June 2017, of the 94 active application files: 45 (48%) were granted initial registration; 4 registrations were renewed; 6 applications were refused; 8 applicants withdrew; and 29 applications (31%) remained in progress at year's end. Two registrations expired.

Rank of Registration (2013-2017)

Each applicant nominates a rank they seek for initial registration (or renewal). Most registrations are sought and made at the rank of senior constable (see Table 2). Of the 4 renewals: 3 were re-registered staying at their registered rank; and 1 was re-registered at a higher rank than their initial registration.

Table 2 Registered rank, 2013-2017

Registered Rank				
	2013	2014	2015	2016
RANK	-14	-15	-16	-17
Commander	0	1	0	0
Superintendent	1	3	2	1
Inspector	0	3	8	4
Senior Sergeant	0	2	1	4
Sergeant	0	0	1	5
Senior Constable	0	7	11	22
Constable	0	7	5	9
Total	1	23	28	45

Of the 45 initial registrations in 2016-2017, 30 applicants (66%) were registered at the same rank held at the time of departure from Victoria Police: 12 were registered at a higher rank and 3 at a lower rank than previously held (see Table 3).

Table 3 Previous and registered rank, 2016-2017

Previous and Registered Rank		
PREVIOUS	RANK REGISTERED	2016 -17
Senior Sergeant	Superintendent	1
Sergeant	Inspector	1
	Senior Sergeant	2
	Senior Constable ^a	2
Senior Constable	Inspector	2
	Sergeant	1
	Constable ^a	1
Constable	Senior Constable	5
Total		15

^a Lower registered rank than departure rank.

Re-appointments to Victoria Police

During the reporting year, 13 registrants were re-appointed to Victoria Police, mostly at the rank of senior constable. Upon re-appointment, these registrants were removed from the Register.

Refusal of Registration

In the reporting period, 6 applications for registration were refused on the basis that the applicant did not meet the qualifications for registration as prescribed by the Act. These decisions were made after following the process in the Act, including providing notice of the intention to refuse registration. The Board held the first registration hearing conducted under section 117 of the Act and determined to refuse registration. The reasons for decision were not published (section 124A).

Timelines

The time taken to process an application broadly correlates with the number of years since resignation from Victoria Police: the greater the years of absence, the longer the process takes. This is most likely due to the challenges in retrieving archived employment records, which are necessary to inform decision-making and in contacting suitable police supervisor referees.

Initiatives to reduce the current 3 to 6 months turnaround include: a database shared with the Victoria Police Alternative Employment Unit to track the status of applications; service level agreements to specify response times; and using professional references to validate external experience and police supervisors for service experience.



Registration Division

Careers and Capabilities: Former Victoria Police Members Survey Report

In 2016, the Board conducted a major research project to learn more about the career paths and capabilities of former Victoria Police members, their reasons for leaving and their experience of the registration and re-entry systems. Interest in the research was strong: 254 former members completed a survey and 64 participated in a focus group or interview. Key findings follow.

- Former members valued the opportunity to hone existing skills and develop new capabilities after policing. New capabilities often built on existing policing skills in areas such as management and leadership, investigations and stakeholder engagement. Many continued in policing-related roles while others developed relevant skills in different environments. Many acquired skills that were highly transferable.
- Catalysts for resignation mostly related to family and personal circumstances and organisational factors. There were gender differences: 58% of female participants reported that family and personal circumstances were to a 'great extent' a factor in resigning, as compared with 23% of males.
- Awareness of registration was low; however, when given a simple explanation about the Police Profession Register, responses indicated that it was a good initiative with benefits for the organisation and current and former members.
- 25% had applied to re-enter and 12% intended to apply while 45% indicated that they were 'very likely' or 'completely likely' to apply for registration.
- Participants shared perceived shortcomings about the re-entry processes including: the length; time taken; resistant (negative) attitudes towards returnees; and an incomplete recognition of their capabilities.

Findings from the research support the benefits of career mobility as a strategy to strengthen the capability of individuals and organisations including Victoria Police.

- *Re-entry brings back skills, new ideas, cultures and work systems from other organisations, allowing the spread of organisational best practice.* Re-hiring is a well-documented, successful approach to managing talent. Employees are exposed to different ideas, methods and approaches and organisations benefit from a skilled and motivated workforce.
- *Former members present a valuable pool from which to target recruitment efforts.* Such recruits could quickly become job-ready, with a reduced training cost and greater service quality. Re-hiring may be a useful strategy during the current recruitment drive, which will bring 3,135 new police officers to the frontline by 2022.
- *Re-hiring programs are a popular, targeted recruitment strategy in many high-performing businesses and organisations.* Re-hiring is a cost-effective way of recruiting and results in higher retention rates. Re-hires can quickly become job-ready, know what to expect and in risky occupations like policing can minimise costly selection errors as re-hires are a 'known quantity'.
- *Career mobility supports a healthier workforce and well-being* by providing opportunities for police, when needed, to have time away from the mental and physical demands of police work. Mobility can meet personal aspirations and needs by offering options to pursue self and career interests, care for family members or undertake further education and then return. In this way, valuable skills and experience are retained rather than permanently lost to other sectors or organisations.
- *Career mobility supports jurisdictional interoperability, consistent service delivery, individual choice and flexibility, and efficient use of resources.*
- *Many people who left Victoria Police have gone on to roles strongly related to policing.* This group has readily transferable and relevant capabilities which could be highly valuable in today's policing environment. Other former police have worked in unrelated sectors and gained transferable capabilities (for example, leadership, management and strategic thinking).
- *Many former police officers are passionate about re-joining policing and about what they offer.* There is interest in and support for the re-entry scheme. Of course, not all former police are suitable to return and not everyone would be competitive with the current high standard of recruits.

The research paper identified a number of opportunities for the Board to work with Victoria Police to enhance the registration and re-entry system, including strategically targeting former members with desired and in-demand capabilities and qualities; reducing cultural and systems barriers to re-entry; and ensuring the re-entry path is more client-centric and welcoming.

Findings confirm the importance of police officers having flexible work and options for breaks. Many of the former members in the study had enjoyed successful careers yet felt that they had no choice but to resign, given their personal circumstances. Mapping the career paths of former members could also support and empower serving members to make informed choices. Read the full report at <http://www.prsb.vic.gov.au/careers-and-capabilities-former-victoria-police-members-report-released-0>.



Registration Division

Case Study Andrea, Sergeant

After joining Victoria Police in 1998, Andrea spent 13 years with the Cold Case Task Force, Homicide and Tactical Response Squad. Looking for a lifestyle change, both she and her husband joined the Northern Territory Police Force, where Andrea, as a Senior Sergeant, managed 7 police stations covering 200,000 square kilometres. She is back with Victoria Police as a Sergeant at Swan Hill, describing her NT experience as vastly different but highly rewarding.

In Victoria, back-up is minutes away rather than 6 hours like some places in the NT. I had to be independent and make decisions for myself, which gave me a much stronger understanding of the importance of knowing your community and community policing. I listen a lot more. I think I've come back a far more mature police officer.

Andrea had intended to return to Victoria Police but was reluctant thinking the answer might be no but upon hearing about registration, she and her husband both applied.

It was 12 weeks before I was registered and applying for jobs. The process was smooth and the PRSB people were terrific. It was rigorous and the reference checking detailed. I was welcomed back with open arms and I'm very thankful for it.

Future Steps

The research, *Careers and Capabilities: Former Victoria Police Members Survey Report*, has provided valuable insights and feedback, which will guide further enhancements to the registration and re-entry systems to better meet the needs of Victoria Police and current and former police members. In the second half of the reporting period, the Deputy President (Registration) commenced a structured engagement process with Victoria Police. This has increased the awareness and importance of registration and mobility in police professionalisation.

In collaboration with Victoria Police, the Registration Division will now focus on the following initiatives, aimed at maturing the registration process in Victoria.

- Re-designing the re-entry process to be client-centric, engaging and supportive so that would-be returnees feel welcome and their capabilities are recognised, utilised and valued.

- Enhancing the reliability of and trust in the Board's capability assessments and determining registered ranks.
- Establishing *alumni* services to engage and inform former members who may be interested in registration.
- Encouraging a stronger focus on using registration to meet the capability needs of Victoria Police, including by identifying desired skill-sets.
- More active promotion of registration among current and former members (including senior officers) to raise awareness of the benefits of mobility and registration, as the path to return to policing.
- Further research on the potential benefits and risks in mobility models (including mature-age recruitment, leave without pay, secondments and registration).

Case Study David, Inspector

David was 21 years old when he graduated as a member of Victoria Police in 1979. Thirty five years on, aged 56, David decided to retire to spend more time with his parents who were unwell. A couple of years on, he realised that he was not ready to retire and he missed the work, so David contacted the Board.

David regarded the role of the Board, in offering advice to Victoria Police about registration, as an important step forward in providing the organisation with a more flexible working environment: ... *having a more structured process for serving officers who have left the Force and want to return will hold Victoria Police in good stead in the future. I've appreciated the opportunity to be back working with Victoria Police and my advice to anyone else considering returning is that if they work through the process, there is no doubt in my mind that they can do it. I'm proof of that. The probity you need to go through and the application that you submit detailing work history and experience is extensive and provides the organisation with a solid starting point for consideration.*

Two and a half months after contacting the PRSB and working through the process, David applied for and was successful in returning to Victoria Police as an Inspector, the rank at which he left.

Being out of the Force, even for just those couple of years, has given me a broader perspective. I'm more relaxed and feel invigorated, which is of value to me and Victoria Police.



Review Division

Review Division Functions

The Review Division has two tribunal functions under the Act: (1) to conduct appeals relating to promotion and transfer selections; and (2) to conduct reviews of discipline-related and other specified decisions.

Promotion and Selection Appeals

The Review Division hears appeals by police and protective services officers against promotion and transfer selection decisions, up to and including the rank of inspector. The Review Division member considers the selection file and the parties' claims and then decides the outcome, independently and afresh. Appeals are decided by 'efficiency' of the candidates, as defined in section 4 of the Act: the aptitude and special qualifications necessary for the position; merit; diligence; good conduct; quality of service; mental capacity; physical fitness; and (for higher ranks) executive ability and leadership and management skills. The Board's decision is binding. Written decisions are provided to the parties but not published.

Total Appeals Activity (2013-2017)

Table 4 shows that the total number of appeal applications has remained steady (201 in 2015-2016; 192 in 2016-2017), after a surge in 2014-2015 (260). All appeals in 2016-2017 related to the selection of police officers.

Table 4 Total appeals activity, 2013-2017

Total Appeals Activity				
	2013	2014	2015	2016
APPEALS	-14	-15	-16	-17
Files in progress: Start	18	5	4	4
Received	196	259	201	192
Total Working Files	214	264	205	196
Final Disposition				
Appeal allowed	28	34	27	23
Appeal disallowed	159	202	142	145
Withdrawn	22	24	32	28
Total Finalised	209	260	201	196
In Progress				
Files in progress: End	5	4	4	0

Appeal Disposition

Table 5 shows that the proportion of promotion or transfer selection decisions overturned (allowed) by the Board has remained steady.

Table 5 Appeals allowed, 2013-2017

Appeals Allowed				
	2013	2014	2015	2016
APPEALS	-14	-15	-16	-17
Total appeals ^a	209	260	201	196
Total allowed	28	34	27	23
Percentages allowed	13.4	13.1	13.4	11.7

^a Numbers of appeals (appellants) not positions (selections).

In 2016-2017, of the 196 appeal applications, 168 (86%) were heard and a decision issued while 28 (14%) were withdrawn before hearing. The proportion of appeals withdrawn before hearing has varied over previous reporting periods: 16% in 2015-2016; 9% in 2014-2015; and 11% in 2013-2014 (see Table 6).

The ratio between numbers of transfer appeals and promotion appeals has varied with more transfer than promotion appeals in 2016-2017 (103:89) and in 2014-2015 (140:119).

Table 6 Appeals activity by category, 2013-2017

Appeals Activity by Category				
	2013	2014	2015	2016
TRANSFER	-14	-15	-16	-17
Files in progress: Start	7	1	4	2
Received	91	140	98	103
Total Working Files	98	141	102	105
Final Disposition				
Appeal allowed	15	22	11	11
Appeal disallowed	71	108	73	79
Withdrawn	11	7	16	15
Total Finalised	97	137	100	105
In Progress				
Files in progress: End	1	4	2	0
PROMOTION				
Files in progress: Start	11	4	0	2
Received	105	119	103	89
Total Working Files	116	123	103	91
Final Disposition				
Appeal allowed	13	12	16	12
Appeal disallowed	88	94	69	66
Withdrawn	11	17	16	13
Total Finalised	112	123	101	91
In Progress				
Files in progress: End	4	0	2	0

Review Division

Proportion of all Selection Decisions Appealed

In 2016-2017, of the 1156 promotion and transfer selection decisions made by Victoria Police that were eligible for appeal under the Act, 132 were appealed. In addition, 4 appeals were lodged which related to selection decisions made in the previous reporting period. For the purpose of comparing across years in a consistent way, this is a total of 132 or 11.4% of all selections, a small decrease on the proportion appealed in 2015-2016 (13.7%) and 2014-2015 (14.8%), as displayed in Chart 1.

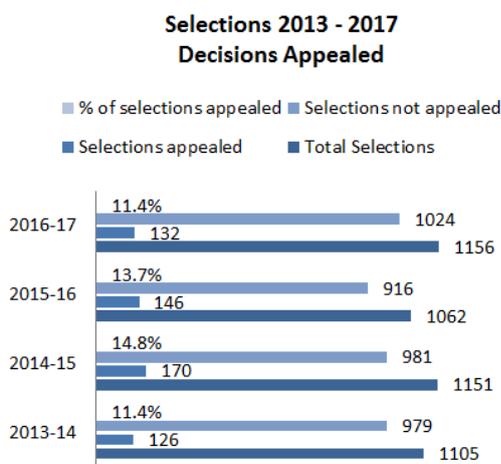


Chart 1 Proportion of selections appealed, 2013-2017

About Discipline and Other Reviews

Under Division 2 of Part 8 of the Act, police officers and protective services officers may apply to the Board for a review of certain kinds of decisions made by the Chief Commissioner or delegate. Most applications for review relate to the outcomes of disciplinary processes (such as decisions to dismiss, terminate, demote, fine, transfer or reduce salary or seniority).

Some discipline outcomes are imposed by delegates of the Chief Commissioner after discipline charges and the conduct of an internal discipline inquiry (Division 1 Part 7 of the Act). In other cases, the outcome is imposed by a delegate after a court has found a criminal offence proven (Division 2 of Part 7).

A review can also be sought of decisions to compulsorily transfer an officer, to not promote the officer from constable to senior constable in

the same position or to disallow or not confirm a promotion. Reviews relating to dismissal or termination decisions are heard by 3 members of the Review Division, one of whom must be the President or Deputy President (Review) and one of whom must be a lawyer. The Act requires that written decisions are published (except where public interest considerations apply).

Review Activity (2013-2017)

The number of new applications for review has reduced in each of the past 3 years (see Table 7).

Table 7 Review activity by category, 2013-2017

Review Activity by Category				
	2013	2014	2015	2016
APPLICATIONS	-14	-15	-16	-17
Files in progress: Start	15	16	15	7
New applications	29	26	20	15
Total Working Files	44	42	35	22
DISPOSITION				
Determined	21	23	20	15
Withdrawn	7	4	8	2
In Progress: End ^a	16	15	^b 7	5

^a Including two matters previously adjourned on conditions (122/15 and 156/16).

^b Including a matter determined and adjourned on conditions (112/15) that was omitted from the Board's 2015-16 annual report as a matter carried over.

In 2016-2017, 15 new applications for review were received and 7 were carried over from the previous year. Of these 22 active review matters, 14 were determined to finality by written decision of the Board. Two additional matters were heard and written decisions issued to adjourn the matters on conditions. Review 122/2015 ('COH') was first heard in 2015-2016 when the dismissal was overturned and the matter adjourned for 12 months. The Board heard the return of the matter and on 11 May 2016, further adjourned it for 6 months. For 156/16 ('PSU') a decision was made on 22 December 2016 to overturn the dismissal and adjourn the matter on conditions.

Three additional applications for review were not finalised as at 30 June 2017 and carry over as active files into the 2017-2018 reporting period.

Two applications for review were withdrawn without a hearing.



Review Division

In total, the Board conducted 16 hearings with written decisions. All 16 written decisions issued in 2016-2017 related to reviews sought by police officers (none for protective services officers).

Table 8 sets out the number of review applications made and the types of decisions sought to be reviewed in each of the current and previous three years.

Table 8 Types of decision sought to be reviewed, 2013-2017

DECISION	Review Applications Made			
	2013 -14	2014 -15	2015 -16	2016 -17
Dismissal (under discipline provisions)	14	13	11	8
Dismissal (incapacity)	0	0	0	1
Reduction in Rank (under discipline provisions)	0	3	0	0
Compulsory transfer (General Duties Allocation Committee)	2	2	2	3
Compulsory transfer (non-discipline)	1	0	1	2
Compulsory transfer (discipline)	2	3	0	1
Being found unsuitable for promotion	5	1	1	0
Fine imposed for discipline offence	1	0	1	0
Non-confirmation of promotion	0	0	0	0
Termination	4	4	4	0
Disallow promotion	0	0	0	0
Reduction in remuneration	0	0	0	0
Total	29	26	20	15

Review Outcomes

Table 9 displayed on the next page, sets out the issues and the outcomes of the 16 reviews that were the subject of a written decision of the Review Division during the reporting year.

In 12 of the 16 decisions (75%) the original decision of the Chief Commissioner's delegate was upheld, with the other 4 as follows.

- A decision to transfer a police officer (117/16) was set aside on jurisdictional grounds (the incorrect division of the Act had been applied). That matter was referred back to the Chief Commissioner.
- In matter 156/16 (which related to a conflict of interest) the Board found the breach of discipline charge proven but found the dismissal harsh, unjust or unreasonable in all the circumstances. In substitution for the decision, the review was adjourned on conditions.
- In matter 100/16, a General Duties Allocation Transfer was adjourned with an interim decision to allow Victoria Police time to reassess the transfer circumstances. The matter was subsequently resolved by agreement.
- 122/15 concerned the continuation of a review (return of adjournment bond). The Board further adjourned the hearing of the inquiry into the charge on the condition that the member be of good behaviour for a further period of 6 months and also set a number of other conditions.

Table 9 Review applications where a decision was issued, 2016-2017

Reference	Type	Theme	Criminal offence found proven or discipline charge	CCP decision upheld	Substituted decision of the Board	Reasons published on website
93/15 SMITH	Unsuitable for promotion to senior constable	Outstanding discipline and criminal matters (stalking colleague)	Not applicable	Yes	Not applicable	Yes
122/15 'COH'	Drug use (steroids)	Return good behaviour bond (imposed by the Board 12 months prior, after dismissal set aside)	Discipline	Not applicable	Adjourned for a further 6 months, on conditions	Yes
39/16 'PGC'	Dismissal	Harassment/stalking a member of the public	Discipline	Yes	Not applicable	No
43/16 'JMK'	Dismissal	Indecent exposure towards staff member	Discipline	Yes	Not applicable	Yes
85/16 SPROULE	Dismissal	Sexual relationships and other inappropriate conduct with multiple complainants and other members of the public	Discipline	Yes	Not applicable	Yes
92/16 'SFM'	Dismissal	Sexual relationship with complainant	Discipline	Yes	Not applicable	Yes
93/16 OLDMAN	Termination	Probationary constable, unsatisfactory conduct (false timesheet)	Not applicable	Yes	Not applicable	Yes
98/16 TAYLOR	Directed transfer (non-discipline)	Directed transfer following return to duties after discipline matter found proven; workplace morale issues	Not applicable	Yes	Not applicable	Yes
100/16 'K'	Transfer (general duties)	General duties transfer (personal hardship)	Not applicable	Not applicable	Interim decision only (matter resolved without final decision)	Not applicable
107/16 SMITH	Dismissal	Criminal conviction of stalking	Criminal	Yes	Not applicable	Closed hearing; extract published
117/16 LYONS	Transfer (discipline)	Traffic offence (excessive speed); jurisdiction (incorrect division of the Act applied after criminal conviction overturned on appeal)	Criminal	No	Transfer set aside; referred back to CCP	Yes
121/16 'RLW'	Dismissal	Traffic offences (leave scene of accident, careless driving)	Criminal Discipline	Yes	Not applicable	Yes
155/16 WATSON	Transfer (non-discipline)	Transfer followed discipline charge being found not proven; workplace morale	Not applicable	Yes	Not applicable	Yes
156/16 'PSU'	Dismissal	Conflict of interest in handling traffic brief	Discipline	No	Discipline charge found proven; dismissal set aside; adjourned on conditions	Yes
164/16 WHICHELLO	Dismissal	Assault	Discipline	Yes	Not applicable	Yes
01/17 'HDX'	Dismissal	Inappropriate conduct involving female colleague	Discipline	Yes	Not applicable	No



Review Division

Extension of Time Applications

Where the Chief Commissioner has taken interim action (suspension, direction to take leave or transfer to other duties) against a police officer or protective services officer being investigated for a breach of discipline and the member has not been charged within 3 months, the Chief Commissioner may apply to the Board for an extension of time (sections 126(2)(4)). No such applications were made in the reporting period.

Review Division Initiatives 2016-2017

Publication of Decisions and Information Identifying Witnesses

The Act was amended by Act 54 of 2016, which took effect on 1 December 2016. The Department of Justice and Regulation consulted the Board about the proposed amendments. The Act amended provisions relating to the Board publishing decisions (section 154A) and information derived from the Board's hearings (section 157). The amendments reverse the onus concerning the public interest of disclosure of information which is likely to identify persons (who have been adversely affected by police misconduct or who have provided information in an investigation or hearing into police misconduct). The need for such amendments was identified following review decisions in 2014-2015 with sensitive subject matter related to sexual misconduct by police officers.

The amendments to the Act mean that the Board must ensure any such person (including Victoria Police personnel) cannot be identified, unless it would be in the public interest to do so. Following the amendments, the Board routinely uses pseudonyms for all witnesses.

The public interest in the privacy and welfare of witnesses led to two decisions not being published at all, during 2016-2017. To ensure scrutiny and accountability of the Board's decision-making functions, those decisions were provided on a confidential basis to the Minister of Police, the Department of Justice and

Regulation, the Victorian Equal Opportunity and Human Rights Commission and the Independent Broad-based Anti-Corruption Commission.

Process Reforms: Discipline Reviews

The Board invited The Police Association Victoria (which represents the vast majority of applicants) and the Discipline Advisory Unit, which represents the Chief Commissioner in discipline-related matters, to form a consultation group to meet regularly and guide the Board in improving its processes. The group met in the February, April, July and October of 2016 with additional consultation by correspondence into 2017. With the benefit of those consultations and the goodwill and co-operation shown, significant reforms have been achieved as set out in the two improvements explained below.

Practice Notes

The amendments to the Act in December 2016 allow for the President to issue practice directions, statements, notes or forms in relation to appeals and reviews. Following extensive consultation, a new practice note and new review application forms were published on the Board's website, taking effect from 1 December 2016. The practice note guides the parties on processes, submissions and documents to be lodged and timelines (including a 'fast-track' for reviews where the facts of what occurred were largely uncontested).

Major Improvements in Timeliness

Since the new process for scheduling hearings was introduced in October 2016, there has been a significant reduction in the average time taken for the Board to complete reviews.

For the purpose of examining the impact of these changes on the timeliness of discipline hearings and decisions, reviews of transfer decisions (which must be completed within 5 days under section 145(3) of the Act) have been excluded. As significant outliers skew data, 2 hearings were also excluded where very lengthy adjournments occurred due to legal and health reasons beyond the Board's control.

Review Division

In 2015-2016, the average time to complete the 19 decisions (from the date of application to the date of decision) was 225 days compared with 121 days for the 11 comparable decisions in 2016-2017 (see Chart 2). This represents a 46% reduction in the time taken.

Although it is clear that timeliness has significantly improved, it should be noted that numbers are small and complexity differs significantly for each review, so it may be difficult to compare between years.

The time to finalise reviews is expected to decrease further in 2017-2018 as the new process is applied to all matters lodged during the year.

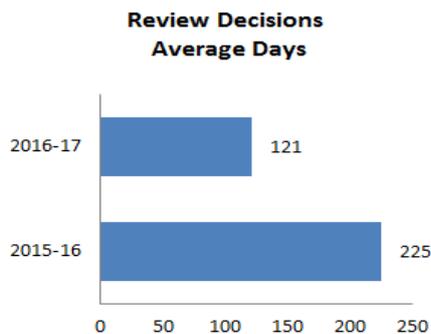


Chart 2 **Average days to complete reviews, 2015-2017**

Promotion and Transfer Appeals: Process Reforms

The Board is actively examining its processes for conducting promotion and transfer appeals, with a view to applying best practice in human resources promotion selection methods, by making the process more efficient and providing better support for those involved in the appeal.

The appeal process carries an operating cost (wages of participants) and opportunity costs, as the appeal process (preparation and attendance) takes police officers and vehicles away from performing policing duties which benefit the public.

The Board has identified opportunities to achieve efficiencies, including allowing

participation in appeals by tele- or video-conferencing. Following representations by the Board, section 158A was introduced into the Act in December 2016 to allow parties to appear by audio link or audio visual link, if the Board considered it appropriate. The Board has purchased new tele-conferencing equipment to support this measure. Over time, the Board will explore the possibility of video-conferencing using web-based technology.

Regarding such opportunities for efficiencies, the Board has also observed the following.

- Most parties attend appeals while on duty, as do police officer observers (who typically are involved in future appeals and attend to prepare for their own hearing).
- Almost all parties attend in an operational police vehicle (with some car-pooling).
- The average length of time involved in attending an appeal is 4 hours.
- Attendees travel from all parts of the State meaning return journeys of between 2km and 470km.

With potential efficiency savings and quality improvements in mind, the Board has commenced a range of reforms as follows.

- Commencing from September 2017, local panel representatives (who represent the Chief Commissioner and often, are senior and busy people) will appear via tele-conference as standard practice.
- All participants will be encouraged to use tele-conferencing, especially if based in regional locations or are on annual leave or rostered for shift work.
- From July 2017, an appeals hearing list will be published on the Board's website, updated fortnightly on the Monday following publication of the *Gazette*. This will result in reduced numbers of telephone enquiries to the Board about the hearing schedule.



Review Division

- The Board is taking steps to ensure a consistent approach between Review Division members for the conduct of appeal hearings and writing decisions. Interview-style behavioural questioning will be used by all members going forward and will be reflected in the guidance material.
- Comprehensive guidance material on preparing for and participating in an appeal will be published in 2018. This material (being prepared in consultation with stakeholders) is expected to also reduce the numbers of police attending to observe to prepare for their own hearings.

Professional Development

A professional development program was implemented for Review Division members in 2016, which included the following sessions.

- Human Rights Charter training presented by the Victorian Equal Opportunity and Human Rights Commission.
- Training in decision writing, presented by Professor Noah Messing at the Judicial College of Victoria.
- Training on unconscious bias and advanced decision-making, presented by Dr Barbara Heilleman. This training explained the kinds of cognitive biases which can effect decision-making and methods to reduce their impact.

This training was a significant investment for the Board in the professional capabilities of members. It was undertaken following specific recommendations of the Victorian Equal Opportunity and Human Rights Commission in its report of the *Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police*. The additional cost associated with this professional development is presented in this annual report within the *Financial Statement* under 'Summary, e. Travel & Subsistence'.



Professional Standards Division

Professional Standards Functions

The Professional Standards Division was established by the Act with functions to advise the Chief Commissioner about competency standards, practice standards, educational courses and supervised training arrangements; and to support and promote continuing education and professional development for police officers and protective services officers.

This is a very large field and the Board has limited staff and resources: Victoria Police has expertise, a large staff and comprehensive education and professional development agenda, including the *Capability Plan*. Accordingly, the Board focused its activities on areas where gaps exist or where value may be added, including identifying emerging and innovative practices. The Division has engaged in two projects as follows.

Towards a Shared Vision of Police Professionalisation in Victoria

Through developing this paper, the Board sought to better understand perspectives on police professionalisation and opportunities for the Board to support this agenda. The Board consulted with key stakeholders from policing and government and drew on Victoria Police strategic plans, reviews of Victoria Police practice and policing literature.

Professionalisation is a stated goal in Victoria Police strategic planning documents and is sometimes a term used as a 'catch all' for policing reforms and innovations. Policing was seen to be on a journey towards professional status, with significant shifts in the areas of capability, professional standards, education and training, developing the body of policing knowledge and registration systems.

The value in police professionalisation is to provide better quality and more consistent police services to the community. Individual police officers also benefit (status, reward and career satisfaction) as do police forces

(increased capabilities and service quality) and government (value and responsiveness).

The paper explored the Board's potential for contributing to the professionalisation of policing through its independence, its role in providing a fresh perspective and capacity to explore and test new approaches. Part of the Board's role was seen to be in shifting police culture, in particular, changing attitudes towards career mobility and the value of external experience.

The Division is exploring possible projects based on the findings of this paper as follows.

- The development of self-directed learning tools and 'peer to peer' learning models.
- Certification, specialisation and communities of practice models.
- Brokerage of external CPD programs.

Professional Boundaries and Dual Personal and Professional Relationships

A number of the Board's reviews of police discipline matters have related to police officers being involved in intimate relationships with vulnerable members of the public, who they met in the course of their duties.

The Board identified that for police, unlike other professions (such as nurses, social workers, psychologists and teachers), there is no shared terminology, foundational training or regulatory or conceptual frameworks for understanding that such behaviour is harmful and improper.

President Andrea Lester and Senior Policy and Project Officer Shay Keating have been accepted to present to the International Women in Policing Conference in September 2017 on *Understanding and Managing Professional Boundaries in Police Work*. The presentation will explore the nature of the issue and the models for setting professional norms and providing education used in other professions and police jurisdictions in Australia and internationally.



Financial Reporting Directions

Financial Reporting Directions

This annual report for the year ending 30 June 2017 was prepared in accordance with all relevant Victorian legislation and financial reporting directions (FRD). The index below and accompanying notes identify the Board's compliance with statutory disclosure requirements.

Disclosure Index

Clause	Disclosure	Page
Report of Operations: Standard Disclosures		
<i>1.1 Charter and purpose</i>		
FRD 22H	Manner of establishment and relevant Minister	5
FRD 22H	Purpose, functions, power and duties	5
FRD 22H	Nature and range of service provision	5
<i>1.2 Management and structure</i>		
FRD 22H	Organisational structure	5
<i>1.3 Financial and other information</i>		
FRD 10A	Disclosure index	22
FRD 15D	Executive Officer disclosure of financial compliance	23
FRD 22H	Details of consultancies ^a	22
FRD 22H	Statement of availability of other information ^b	22
FRD 22H	Publications produced ^c	22
FRD 22H	Summary of the financial results for the year	23
FRD 30D	Design and print specifications	1-23

^a Details of Consultancies

Qdos was engaged to undertake research; the total fees payable were \$19,800 (excl. GST).

^b Statement of Availability of Other Information

Declarations of any pecuniary interest have been duly completed by all relevant officers.

^c Details of Publications

Title	Published	Availability
Annual Report	27 October 2016	http://www.prsb.vic.gov.au/prsb-annual-report-2015-16
PRSB Strategic Plan 2015-2017	21 July 2015	http://www.prsb.vic.gov.au/prs-board-strategic-plan-2015-2017



Financial Statement

Financial Statement for the Police Registration and Services Board 2016-2017

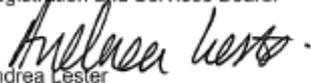
Summary		\$
a. Staff salaries and on costs payable to VPS, President and Deputy Presidents		872,913.21
b. Sessional fees payable to Board Members		102,785.05
c. Payroll Tax		52,463.87
d. Employee Superannuation Contributions		90,544.01
e. Travel & Subsistence		26,260.62
f. Office Operating Expenses		
- Communications	6,056.95	
- Computer Costs	3,456.71	
- Supplies & Services	14,851.75	24,365.41
g. Legal Costs		32,610.84
h. Motor Vehicle costs		181.47
i. Building & Property Costs		2,395.66
j. Amortisation		41,425.33
TOTAL COSTS		1,245,945.47

Explanatory notes

1. Operating expenses of the PRSB are paid out of the PRSB budget.
2. WorkCover, accommodation expenses and other facilities management costs have been incurred centrally by Victoria Police and are not reflected in the summary table above.
3. Amortisation relates to the leasehold improvements (\$158,738.13) for the commencement of the fitout of the PRSB office which took place in May 2014. This asset will be amortised over four years.

Certification

We certify that the financial statements of the Police Registration and Services Board for the period 1 July 2016 to 30 June 2017, in our opinion, present fairly the payments made by, or on behalf of the Police Registration and Services Board.


 Andrea Lester
 President
 Police Registration and Services Board
 August 2017


 P. Frouzidis
 Director Finance (CFO)
 Victoria Police
 August 2017

Authorised and published by the Police Registration and Services Board

Level 6 / 155 Queen Street

Melbourne Victoria 3000

Phone (03) 9600 4288

Fax (03) 9600 4280

Email PRSB.Enquiries@prsb.vic.gov.au

Website prsb.vic.gov.au

Accessibility

If you wish to receive this publication in a more accessible format such as large print, contact the Police Registration and Services Board.

© State of Victoria 2017

Apart from any use permitted under the *Copyright Act 1968* and those explicitly granted, all other rights are reserved.

Unless indicated otherwise, this work is made available under the terms of the Creative Commons Attribution 3.0 Australia licence creativecommons.org/licenses/by/3.0/au. It is a condition of this Creative Commons Attribution 3.0 Licence that credit is given to the original author, the State of Victoria.

Printed by Finsbury Green, Melbourne

ISSN: 2205-4642

