



Annual Report 2019-2020

POLICE REGISTRATION AND SERVICES BOARD

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President's Foreword

This Annual Report outlines the work of the Police Registration and Services Board in 2019-20. It is provided in accordance with the *Victoria Police Act 2013* and is the key accountability document by which the Board reports on our activities and outcomes to the Minister for Police and Emergency Services, the Parliament of Victoria and all our stakeholders.

This Annual Report is structured in four parts.

- A profile of the Board's functions and Members.
- An overview of this year's key initiatives and activities, across all Divisions.
- Reports, data and analysis of our Registration and Review Division functions.
- The financial report.

I am pleased to report that this has been another productive year for the Board. In previous years we have reported on our advocacy for change to be made within Victoria Police to transfer and promotion selection and re-employment processes.

Our recommendations were based on insights gained from conducting our registration and review functions. Pleasingly, in collaboration with the Board, several significant positive reforms were implemented this year within Victoria Police that will improve the experience of those using the systems.

The year 2020 will forever invoke memories of tragic events and remarkable challenges for Victoria Police and for our community: the horrendous bushfires which engulfed much of Australia in the summer; the tragic loss of four police officers in a road incident in Kew; and then the Coronavirus (COVID-19) pandemic. The demands on Victoria Police members and other front-line workers have been unprecedented and relentless. The pandemic has affected every individual, every business and organisation, and our community fabric in profound ways, requiring rapid and creative responses and personal, organisational and community resilience.

Much of the Board's focus since March 2020 has been on quickly adapting our registration and review functions to use new technology platforms and to support a fast transition for Board personnel to work from home, while ensuring that our functions operate effectively.

I am very proud of the work that the Board's small team has undertaken to adapt to this crisis, while maintaining a high-level of productivity, engagement, morale and quality of service across all functions. I thank all Board Members and staff: Dr Sally Whyte, Graeme Knights, Sharon Weiss and Ian Koslow (who resigned in November 2019), for their continued work to support the Board, which we all greatly appreciate.

The year ahead will bring new challenges, opportunities and relationships, with several new Board appointments and significant changes in the leadership of Victoria Police. There are opportunities for the Board to develop new collaborations, a new focus and a forward program of activities.

Such projects will include the Board making a significant contribution in a much-needed re-examination of the police discipline system. Also, there will be openings to bring new expertise and a specialised focus in police education and professional development, particularly in the areas of ethics. We will explore a modernised approach to defining merit in employment. Finally, after six years of operation, it is timely to assess the effectiveness of the police profession registration and re-employment systems.

Even with the ongoing challenge of the pandemic, the year ahead promises to be highly productive and enjoyable.

Andrea Lester
President

Board Profile

This 7th Annual Report of the Police Registration and Services Board (the Board) is for the year ended 30 June 2020 (the reporting year).

Establishment

The Board is an independent statutory body established under the *Victoria Police Act 2013* (the Act). The President of the Board is accountable to the Minister for Police and Emergency Services 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 the eligibility requirements under the Act: good character and reputation, capabilities required for the relevant rank, qualifications and experience; to maintain the register; and to advise the Chief Commissioner on proposed appointments.

Review

To hear and determine appeals related to transfer and promotion selection decisions; to review decisions to impose discipline-related outcomes (such as dismissals, demotions and fines); and to review certain other decisions (directed transfers and dismissals for incapacity).

Professional Standards

To advise the Chief Commissioner on 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 the Minister about any matters related to its functions and to inquire into and report on any matter referred to it by the Minister or Chief Commissioner. The Review Division performs dispute resolution functions through a standing request to inquire into and report to the Chief Commissioner regarding certain kinds of disputes set out in enterprise agreements covering police and protective services officers.

Governance, Accountability and Support

The President is responsible for overall Board management and leadership with support from the Deputy Presidents.

Three full-time public servants (seconded from Victoria Police) manage the Board's daily business. Victoria Police provides the Board's premises, operational budget and corporate services.

Meetings

Board meetings are held at least four times per year in accordance with the requirements and procedures in section 214 of the Act. This year the Board met on four occasions with one meeting held by teleconference due to Coronavirus (COVID-19) pandemic restrictions.

Membership

Board Members are appointed by the Governor in Council and allocated to the Divisions of the Board in accordance with the Act. The President may allocate a Member to more than one division.

The Board comprises Members with valuable and diverse professional experience and expertise. Their professional profiles are shown next.

Board Profile

Ms Andrea Lester

President

Appointed October 2015

Andrea 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 Andrea acted in senior public policy, advisory and management roles with the Victorian and Commonwealth Governments, focussing on workplace relations, equal opportunity law, workplace reform and productivity, and justice matters. This included acting as the workplace relations adviser for the then Deputy Prime Minister, The Hon. Julia Gillard MP and working on reforms to the national workplace relations system. From 2010 she conducted a consulting practice specialising in policy and systems reviews, workplace relations, mediation, and workplace and other investigations. Andrea holds degrees in Law (Honours) and Science, and a Master of Public Policy and Administration from the University of Melbourne.

Mr Chris Enright

Deputy President Review

Appointed Sessional Member September 2016

Appointed Deputy President July 2019

Chris is a former inspector with Victoria Police who served for 29 years in criminal and operational investigation with the Homicide Squad before obtaining a law degree (first class honours). In 2004 he was seconded to the Australian Crime Commission. He has lectured in criminal law and was a member of the Racing Appeals and Disciplinary Board. Chris worked in legal roles within the Office of Public Prosecutions and several regulatory agencies and was a senior executive with the then Fair Work Ombudsman, now the Registered Organisations Commission, where he works on

the regulation of industrial organisations. He became Acting Deputy President Review in February 2019 before being appointed to the role in July 2019.

Changes in Leadership

Retirement

Mr Peter Bull APM

Deputy President Registration

Peter retired at the end of September 2019 having made an enormous and valuable contribution to the policing profession in Victoria and to the Board.

First appointed to the Board in 2014 and re-appointed in 2016, Peter served as a member of the Review Division and the Registration Division. He became acting Deputy President Registration in December 2016 and was appointed to the role in June 2017.

Resignation

Dr Penny Webster

Deputy President Professional Standards

In September 2016 Penny was appointed as a sessional member of the Review Division, and in February 2018 as acting Deputy President Professional Standards then ongoing in that role from June 2018. Penny resigned from the Board at the end of May having made an important contribution especially to the new workplace harm policy and processes in Victoria Police.

The Board wishes Peter and Penny well in their next ventures and thanks them for their respective contributions.

Appointments

The Department of Justice and Community Safety will commence an open, merit-based recruitment process in July 2020 to fill vacant Board positions.

Board Profile

Ms Debra Abbott APM

Appointed May 2015

Professional Standards Division

Debra's Victoria Police career began in 1988 and involved operational, corporate and support roles, including the introduction of protective services officers on the public transport network. As Assistant Commissioner (State Emergencies and Support Command), she implemented the 24/7 Victoria Police Monitoring and Assessment Centre and reformed custody management. In 2019 Debra joined Emergency Management Victoria as Deputy Commissioner responding to significant state emergencies during the 2019-20 Bushfires and Coronavirus (COVID-19) pandemic. She holds a Bachelor of Science, Graduate Certificate in Applied Management, a Graduate Diploma in Executive Leadership and a Master of Public Administration. Debra is a recipient of the Australian Police Medal.

Senior Sergeant Dermot Avon

Appointed May 2018

Registration Division

Dermot has served Victoria Police since 1980 in general duties, crime investigation, security intelligence and corporate areas. Currently he is Officer in Charge at St Kilda Police Station. Dermot has sat on The Police Association Victoria Executive for 12 years, as Vice President of the Cycling Club for 25 years and was pivotal in establishing the Victoria Police peer support network. He holds a Bachelor of Arts with professional honours and a Master of Business Management.

Mr Stephen Brown

Appointed March 2018

Review Division

Stephen's career in law enforcement and regulation spans 18 years covering homicide, serious crime, intelligence and counter-terrorism. He was a senior investigator with the Police Ombudsman for Northern Ireland and the Northern Ireland Environment Agency. Since 2015 he has undertaken investigations with the Victorian Commission for Gambling and Liquor Regulation and holds extensive knowledge of investigations, fraud, complaints and compliance. He holds a Bachelor of Engineering from the University of Ulster and has studied criminal justice, risk assessment, investigations and intelligence.

Dr Rhonda Cumberland

Appointed September 2016

Review Division

Rhonda is CEO of South East Community Links, a large not-for-profit community services organisation. From 2009 to 2015 she was the inaugural CEO of Good Shepherd Australia New Zealand and CEO of Safe Steps, a family violence response centre. As Director of the Office of Women's Policy in the Victorian Government, she co-chaired the State-wide Steering Committee to Reduce Family Violence. Rhonda was a sessional panel member with the Victorian Institute of Teaching for nine years and Councillor of the City of Melbourne from 1988 to 1993. She holds a Master of Social Policy and a Doctor of Philosophy from the University of Melbourne.

Board Profile

Dr Cindy Davids

Appointed March 2018

Review Division

Cindy is an experienced academic with expertise in law, criminal justice, policing, criminology and ethics. She has been chief investigator on several major public sector research partnerships, receiving a range of competitive and collaborative grants. She acts as a consultant to private and public sector organisations across workplace investigations and integrity training. Cindy is a registered investigator and holds a Doctor of Philosophy in Law (University of New South Wales), a Master of Policy and Law (La Trobe University), a Bachelor of Arts (Honours) (La Trobe University), a Postgraduate Diploma in Corruption Studies (Hong Kong University) and a Diploma of Education (La Trobe University).

Senior Sergeant Carolyn Deer

Appointed May 2015

Professional Standards Division

Carolyn has served Victoria Police since 1988 in operational and non-operational areas, and most recently with the Victoria Police Enterprise Bargaining Team. She was an assistant delegate of The Police Association Victoria for North West Metropolitan Division 5; sits as an independent on Cost Fund Hearings; and is a member of The Police Association Victoria Network of Women Leadership Group. Passionate about members, Carolyn completed a professional development program in employment relations with the University of Melbourne. She holds a Bachelor of Arts (Criminal Justice Administration) with distinction, a Diploma of Frontline Management and Certificate IV in Training and Assessment.

Ms Bernice Masterson

Appointed July 2004

Review Division

Bernice is a former Assistant Commissioner of Victoria Police with 36 years of experience in Victoria and internationally, as a consultant in policing and justice in the Pacific and in Asia, including Cambodia and East Timor. From 2004 she was Deputy Chairperson of the then Police Appeals Board and served as its Chairperson from 2006 to 2013. Bernice was Deputy President Review from 2013 to 2017 and then re-appointed as a sessional member.

Professor Jenny Morgan

Appointed February 2016

Review Division

Jenny is a Professor and Deputy 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 and Social Security Appeals Tribunal, a commissioner with the Australian Law Reform Commission and a member of the Victorian Government's Sentencing Advisory Council. Currently Jenny sits on the Australian National Research Organisation for Women's Safety Board.

Detective Inspector Chris Murray APM

Appointed May 2015

Registration Division

Chris joined Victoria Police in 1986 and has specialised in serious and organised crime investigation with duties in areas including: the Asian Squad, Echo Taskforce, Joint Counter Terrorism Team, and Organised Crime Squad, for which he was awarded the Australian Police Medal. Currently Chris works in the Surveillance Services Division.

Board Profile

Senior Sergeant Alexandra O’Toole

Appointed May 2015

Registration Division

Alex has served Victoria Police since 1999 at Melbourne East, Altona North, Footscray, Frankston and South Melbourne and as Officer in Charge of the Prahran Proactive Unit. Currently she is Officer in Charge at Southbank Police Station. She is passionate about member welfare and increasing the profile of female officers. She was The Police Association Victoria delegate for Port Phillip and one of two female executive members. Alex holds a Bachelor of Applied Science.

Ms Wendy Ribbands

Appointed March 2018

Review Division

Wendy is a lawyer with a boutique law firm in Melbourne. She served Victoria Police for 17 years attaining the rank of sergeant. Wendy has worked nationally in senior management roles with the Australian Securities and Investments Commission, State Revenue Office, National Australia Bank, Australian Stock Exchange and Mercer Australia; and internationally with Sun Life Financial and AIG Consumer Finance Group. She holds a Bachelor of Laws (Deakin University) and post-graduate qualifications in superannuation (ASFA) and in corporation and securities law (University of Melbourne).

Mr Julius Roe

Appointed March 2018

Review Division

Julius is an experienced member of public sector boards including the Australian National Training Authority and the Victorian Skills Commission. He is Chair of the Portable Long Service Benefit Authority. He was a Fair Work Commissioner from 2010 to 2017 and holds expertise in recruitment, performance

management and discipline. Julius works as a workplace advisor, investigator and consultant. He holds a Bachelor of Arts (Honours) from the Australian National University and has undertaken mediator training at Harvard and Bond universities and the Judicial College in Victoria.

Commander Clive Rust APM

Appointed May 2015

Registration Division

Clive has served Victoria Police since 1973 and currently is Commander Eastern Region. Previously he led the School of Policing Leadership and Management, which provides development programs to senior police and managers. He was a metropolitan divisional commander and served at the Professional Standards Command, promoting a culture of high ethical standards throughout Victoria Police. His other experience includes leading investigations into serious and organised crime, general policing and corporate projects. Clive is a recipient of the Australian Police Medal.

Resignation

Ms Harriet Wittchell

Review Division

Harriet resigned at the end of July 2019 having made an important contribution to the Board since her appointment as a sessional member in September 2016. The Board wishes Harriett well in her next venture and thanks her for her involvement with the Board.

Key Initiatives

Registration Division

Continued Process Reform in Registration

The Board continues to focus on improving the registration and re-employment systems. Career mobility for police is the inherent policy purpose of registration, and has significant individual and organisational benefits, which have been explored in the Board's previous Annual Reports. Career mobility refers to police officers leaving Victoria Police to take up other career opportunities or take a break, and return. Policy, process and cultural barriers impede both registration and re-appointment.

Since registration commenced in 2014, the number of people in the pool of former members (potential registrants) has been drawn down with 69 registrants re-appointed to Victoria Police. Others were not successful or registered but did not seek re-appointment.

In the past two reporting periods most applications for registration were made at the time the police officer resigned from Victoria Police. This was a deliberate strategy that the Board promoted because information about the person's competence and character was current and readily accessible at the time of departure. The approach aimed to create a reserve of vetted and competent police who could be re-appointed quickly if their personal circumstances or career aspirations changed. A further potential benefit of this 'police reserve' model was that it could act as a small surge workforce, that could for example, assist in pandemic or bushfire emergencies. Other police forces and professions have sought to supplement their workforces from retired members to assist in such crises.

The process of registering members upon departure has however continued to take many months, with Victoria Police focussing its resources and processing efforts on those seeking re-appointment in the immediate term. The idea for a fast registration process upon departure has not been realised in practice. The Board has

continued to engage with Victoria Police to seek improvements to processes to avoid duplication and unnecessary barriers.

New Pool Positions and Flexible Support for Returning Police

The Board has observed that the single greatest barrier to police being re-appointed remains the requirement at the rank of sergeant and above to compete for a vacant position against serving members. Former police who have gained valuable management experience with other organisations remain at a disadvantage compared to serving police who hold 'recent operational experience'. This and the usual unconscious bias against external applicants ('unknown quantity') are factors that disadvantage returning police in the selection process. Highly experienced executives, who could quickly refresh their operational policing skills, risk being locked-out permanently.

The Board has continued to propose a model that it dubbed 'returnships': Former police seeking to return would be recruited against a nominal merit standard instead of competing for vacant positions against current members; a small pool of positions would be set aside for returnees; these returnees would be provided with a flexible tailored program to support their re-entry; and after a period of re-integration and updating of skills and knowledge, they would compete in the standard way for an ongoing position. In 2019, the Board reported that Deputy President Peter Bull and President Andrea Lester had presented this idea to Victoria Police at a Command workshop. The Board has continued to liaise with Victoria Police to promote the idea of 'returnships' and to develop a faster, simpler system to support re-appointment.

The Board is delighted that these efforts have borne fruit. In April 2020, in the context of enterprise bargaining, The Police Association of Victoria and Victoria Police entered into an agreement titled *Best Practice Employment Commitments*.

Key Initiatives

Victoria Police has committed to create a new transparent process for the re-appointment of registered former police to positions at the rank of sergeant and senior sergeant, which will promote merit in appointments and permit unsuccessful applicants at these ranks to seek review. Victoria Police will create a pool of positions into which they can place re-appointees. Those appointed will be assigned to perform duties and undertake any re-training required, and may apply for advertised vacancies. Victoria Police will be able to transfer the employee to a position for which they are assessed as suitable. If that transfer is successfully appealed against by another candidate, the employee will be transferred to another position. This process will continue until the end of probation. If the employee has not been successfully placed in a position, Victoria Police will determine whether to confirm the employee, extend probation or terminate employment. If confirmed, Victoria Police will continue to attempt to permanently place or direct the employee to a suitable position.

The Board encourages Victoria Police to progress the implementation of this commitment in the coming year. These pool positions will be a breakthrough in maturing the re-appointment program, allowing a clearer time-line and pathway for those seeking to return, and ensure that Victoria Police can draw upon a pool of talented and capable police who have gained experience with other organisations.

Aligning Fitness Standards

A further issue needing change to ensure an effective re-appointment program is to align the fitness and health standards required of serving members with those for re-entry. Currently, a police officer can serve satisfactorily, leave, then on attempting to return a short time later - with no change - find that they are deemed unfit to return because they do not meet the fitness

standard for new recruits.¹ This has resulted in former police being rejected for re-appointment for reasons such as requiring glasses for short-sightedness despite them wearing glasses for years while working for Victoria Police. The rigid approach being taken to fitness standards has disqualified former members from returning who would have brought valuable specialist knowledge and job-ready leadership capability.

While acknowledging that fitness for duty is important, the Board will continue to encourage an approach to re-appointment which is based on a 'whole of person' assessment, looking at experience, capability, personal qualities and overall value to the organisation, rather than a rigid 'deficit-based' approach.

A Resurgence in Enquiries about Registration and Re-Appointment

During the pandemic there was a resurgence in interest from former police wanting to return with over 60 enquiries made since March 2020. Many had lost their job in the sharp economic downturn during the pandemic and were looking for secure employment options. For some the tragic police deaths in Kew triggered an emotional response and a desire to return. A number regretted leaving Victoria Police finding their alternative work not as fulfilling. For others, who left for family or caring duties or to take a break were ready to return. The period away from policing ranged from 6 months to 20 years.

Since the pandemic and as the impact of the recession is felt, applications for registration at the time of departure have reduced simply because fewer members are leaving Victoria Police. The number of enquirers that will go on to apply, register and become re-employed is not known because pandemic, restrictions have been imposed on some fitness and other testing, making longer processing delays inevitable.

¹Fitness includes physical, medical and psychological skill assessment <https://www.police.vic.gov.au/police-prior-policing>

Key Initiatives

To better manage the expectations of these former members, the Board introduced a pre-registration triage interview, conducted by telephone with each applicant and aimed at explaining the processes for registration and re-employment. The interview permitted applicants with sought-after skills, qualifications and experience or a willingness to consider hard-to-fill positions, to be readily identified and referred to Victoria Police. Conversely, those requiring more complex investigation to assess their qualification for registration were also identified.

Most applicants opted to apply for registration at their departure rank despite some having acquired new capabilities. In short, 'coming back' was key, irrespective of rank.

Exploring a New Model for Re-appointment

The Board remains strongly in support of achieving career mobility for police. However, after six years of operation of the registration system, and having identified significant flaws and delays in the process, it is timely to review whether this is the most effective model to achieve that goal. The Board intends to review the registration and re-appointment systems in the coming year and to advise the Minister on the effectiveness of the current model and on possible alternatives.

Review Division

Changes in Transfer and Promotion Selections

For some time the Board has advocated for change to be made to the transfer and promotion application form making it like a standard *curriculum vitae* to allow applicants to set-out their claims for the position. The Board noted that in a significant number of its appeal decisions, the application form did not adequately capture the person's whole career experience, qualifications, education and achievements. The Board is pleased that in April 2020, the Transfer and Promotion Unit introduced significant changes to their forms

and information gathering processes and these are outlined next.

The application is now in a *curriculum vitae* format with increased focus on education and career experience. The applicant can present their arguments for the position in their own words. The form now provides for longer answers to two selection criteria, compared with the previous six, very short responses. These changes are already providing Panels and the Board with better quality information to assess 'efficiency'. The forms are also much easier to read and compare.

A comprehensive supervisor referee report is now obtained for all short-listed applicants, with more complete information about candidates' respective suitability.

The new four-page application and two-page reference replaces the KSC application, the lengthy HR Assist career history and PDAs (performance assessments), delivering savings and productivity gains. There were approximately 1,600 advertised positions in Victoria Police this year, each with between 3 and 50 applicants, meaning more than 25,000 individual applications were lodged and each one was printed for and read by three (or more) Panel members. By dropping an average of 30 pages from each application annually, Victoria Police will save 1.125 million pages of double-sided printing; thousands of ink toner cartridges; and 2,250 reams of paper that would stack 117 metres high or the height of a 27 storey building. There are obvious significant environmental benefits and cost savings. An even bigger productivity saving results from reducing the time taken to read and compare applications: a reduction of just five minutes per application saves 6,250 hours of Panel members' time, which can be returned to front-line policing and other productive duties.

The Transfer and Promotion Unit plans to publish guidance to assist police applying for transfers or promotions. The Board has

Key Initiatives

contributed to preparing that guidance, encouraging a focus beyond just instructions for completing an application, to offering clear statements about what is being sought including leadership qualities and values. Such guidance will provide police with a deeper understanding of attributes that will be valued in the selection process.

To respond to these changes, the Board refreshed its *Guide to Transfer and Promotion Appeals*. The updated version highlights the new Victoria Police values and emphasises the meaning of 'merit' and the behaviours and approaches that are sought in the appeal. In keeping with the new form and in the interests of equity, the Board has changed its appeal processes and now obtains a supervisor referee report, in the same format, for those appellants not short-listed.

The Board seeks to continually improve its approach to appeals and has introduced a stronger emphasis on values-based questioning, which focuses more on the 'how and why' a person has approached a problem rather than the 'what and when'.

Overall, these changes are expected to combine to increase police officers' and protective services officers' trust and confidence in the fairness and reliability of the selection and appeal processes used to assess relative 'efficiency' (merit) in the transfer and promotion system.

The Board thanks Commander Andrea McAlpine, policy officer Jess Buckler, and the managers and staff of the Transfer and Promotion Unit for the effective consultation. The Board is grateful for the opportunity to contribute to these reforms.

Adapting to the Pandemic

Like every other business and organisation, including courts and tribunals, the Board adapted rapidly to the extraordinary challenges that flowed from the pandemic, finding ways to

perform functions fairly, effectively and properly to maintain productivity while keeping people safe, acknowledging the impacts on Board staff and users, and complying with public health orders.

The Board's capacity to adapt was greatly enhanced when in 2016, amendments were made to the Act that allowed for tele- and video-conferencing hearings (instead of in-person) and the power to issue *Practice Notes* to govern processes for appeals and reviews.

In March 2020, with the declaration of a State of Emergency and lock-down measures, the President released a *Practice Note* under section 156A to provide for appeals to be conducted by written submission. That *Practice Note* was updated in May 2020 to take account of the changes made to the selection process.

The modified process has worked well with the Board receiving high-quality submissions. Although small in sample size, the proportion of selections overturned under this process was around 12 per cent, consistent with the previous year. The Board has continued to monitor the public health orders and from September 2020, will use *Microsoft Teams* to conduct hearings by a combination of written submission and a shorter video-conference. Observers will be able to attend the *Teams* hearing by obtaining a meeting invitation in advance.

Discipline reviews are being addressed on a case-by-case basis, in consultation with the parties involved and having regard to the public health orders in place.

Board Members and staff have adapted with remarkable resilience and flexibility to the challenges of working remotely. The Board thanks the parties and their representatives, who participated in these revised processes, for their adaptability and cooperation.

Key Initiatives

Professional Standards Division

Behavioural Insights Workshop

Behavioural insights methodology (sometimes called ‘nudge theory’) draws on psychology, behavioural economics and design-thinking principles to understand how to shift people’s behaviour. These methods can be used to design processes, systems and communications that encourage desired behaviours, and inhibit undesirable ones. The methods help process-developers to understand how people make decisions, recognising that humans are not always rational, do not always follow through with what they intended, and that decisions can be affected by myriad factors such as how and when information is presented or beliefs about how others are behaving.

Behavioural insights methods are being used across many policy areas to shift behaviour, including in public health, public safety and justice systems. The Board works across many Victoria Police policies, processes and systems, and observed that many of the internal people-management processes could benefit from these methods.

The Board initiated and co-ordinated a half-day workshop as part of its function to support and promote professional development in Victoria Police, which the Behavioural Insights Unit from the Department of Premier and Cabinet presented. The Board invited Victoria Police employees who were identified as potentially to benefit from discovering these methods, with the aim that they would apply their learnings for future projects: 31 people attended from 10 departments.

This introductory workshop presented information about behavioural insights methodologies and concepts. Participants were exposed to the *EAST* methodology (making tasks Easy, Attractive, Social and Timely). The Board developed three current, case studies in

consultation with the relevant departments to explore the methodology.

- Attracting and retaining staff to regions.
- Correct use of body-worn cameras.
- Encouraging continuous learning.

Workshop groups presented the highly innovative ideas that they had generated using the methods. The final session explored methods for testing effectiveness.

Feedback showed that participants overwhelmingly found the workshop ‘very’ or ‘extremely’ useful and it was clear that they were looking forward to applying what they had learned to their work, and to sharing the methodology with colleagues.

The Board will continue to encourage Victoria Police system-designers to use behavioural insights methodology and will work with the Victoria Police Policing Research and Innovation Division to develop a Behavioural Insights Community of Practice to share ideas and experiences.

Collaboration on Professional and Respectful Workplace Behaviours Framework

Deputy President Penny Webster continued her active involvement in the Victoria Police project to develop a new Workplace Behaviours Framework. Phase One yielded a policy, procedure and supporting tools and guides, which offered Victoria Police employees - at all levels - greater clarity and guidance on how to reduce and address workplace behaviours that may cause harm.

In 2019, Penny and staff member Ian Koslow were based for some months within the Performance and Development Division of the Human Resources Department, undertaking concentrated work on Phase Two. This Phase focused on embedding the new program and training selected Victoria Police employees to become accredited mediators and conflict coaches and to operate as a community of practice. A scaffolded learning approach was

Key Initiatives

used to: deliver training to Victoria Police leaders; provide on-line training to all employees established as part of the *It's All About Respect* framework; identify opportunities to include content in existing development and promotional programs; and establish an HR Services Panel to readily engage external experts to support interventions to ensure safe, inclusive and respectful workplaces.

PDC Educator Uplift

The Division provided some advice on the *Police Managers Qualifying Program* and the *Sergeant's Qualifying Program* to identify gaps and opportunities in instructor capabilities and program delivery. This included considering work undertaken in the Workplace Behaviours Framework that could be embedded in the curriculum for these and the *Foundation Program*.

Presentation on Professional Boundaries to the Australasian Anti-Corruption Conference

The President continued her work on the issue of professional boundaries and misuse of the police position for sexual purposes. She presented a paper, titled *Access to the Vulnerable: A Corruption Risk*, at the Australasian Anti-Corruption Conference held in Melbourne in October 2019, hosted by Victoria's Independent Broad-based Anti-corruption Commission. The President and Deputy President Review Chris Enright attended the conference, which had excellent thought-provoking presentations and the opportunity to make helpful connections.

VEOHRC Report Academic Advisory Board (VRAGB)

Former Board Deputy President Leigh Gassner and the President participated in this advisory body, Leigh since its inception in 2016 and Andrea since December 2017. The role of the VRAGB was to provide independent expert advice on the implementation of

recommendations of the Victorian Equal Opportunity and Human Rights Commission in its report on sexual harassment and discrimination in Victoria Police, which relate to police education. The VRAGB met regularly over three years before it was wound up at the end of 2019 when its work transitioned to 'business as usual'.

The Board made active and valued contributions to this work and to several projects which fell within the Board's remit, including providing feedback and advice on: the online training *It's About Respect*; associated face-to-face training packages; People Development Command policies; and professional development for staff on professional boundaries.

Assistant Commissioner Casey wrote to the President in January 2020 outlining the achievements of the VRAGB and thanking the Board for its participation and contributions.

Registration Activities

Registration Division Functions

Registration on the Police Profession Register is a general requirement for any former police officer wanting to return to Victoria Police. The Registration Division (or Deputy President Registration or President) determines whether applicants meet the qualifications specified in section 103: being of good character and reputation; having any prescribed qualifications and experience; and holding the capabilities required at the respective police rank.

In assessing whether to register an applicant, the Board considers relevant and transferable capabilities and experience gained in Victoria Police and in any other employment, meaning an applicant may be registered at a higher rank than last held. Conditions may be imposed, such as requirements to undertake a skills gap analysis and training; and complete any assessments on return. Registration remains valid for a specified period, typically three to five years and may be renewed if the applicable qualifications are maintained.

Registration does not guarantee re-employment. Victoria Police determines whether to re-employ, with constables and senior constables offered positions according to service needs. Applicants deemed suitable for re-employment at the rank of sergeant and above, apply for vacancies and compete on merit ('efficiency') alongside serving members. Competing in this process without recent operational experience means strong candidates, who may simply require some refresher training and re-integration, struggle to win a position. As outlined earlier, the commitment by Victoria Police to create designated holding positions for returnees at the rank of sergeant and senior sergeant will help remove this significant barrier to re-entry.

Registration Activity

From commencement of the scheme on 1 April 2014 through to 30 June 2020, 440 applications

have been made for registration and a further 19 received for renewal. In total, 230 former police officers have been registered for the first-time, and of these, 69 re-appointed to Victoria Police. Once re-appointed, registrants are removed from the Register.

Applications and Registrations 2019-20

As at 1 July 2019, 56 applications for registration remained as work in progress. In 2019-20, a total of 84 first-time applications were made: 39 after resigning or retiring from Victoria Police (*after departure*) and 45 before resigning or retiring (*on departure*). In addition, 7 registrants applied to renew their registration.

A total of 59 applications for registration were approved: 10 *after departure* and 46 *on departure*; 3 registrants renewed their registration. At 30 June 2020, 53 applications remained as work in progress because the Board is waiting for relevant checks and reports from Victoria Police.

Table 1 summarises registration activity over the past three years.

Table 1 **Applications and registrations 2017-20**

Applications and Registrations			
	2017	2018	2019
APPLICATIONS RECEIVED	-18	-19	-20
After departure	39	39	45
On departure	38	72	39
Renewal	2	3	7
TOTAL APPLICATIONS	79	114	91
REGISTRATIONS			
After departure	25	20	10
On departure	13	30	46
Renewal	5	1	3
TOTAL REGISTRATIONS	43	51	59

As at 30 June 2020, 119 former Victoria Police officers were listed on the Police Profession Register.

Registration Activities

Rank for Registration 2017-20

Each applicant nominates the rank for which they seek registration (first-time or renewal). Table 2 shows that most registrations continue to be sought and made at the rank of senior constable.

Table 2 Registered rank 2017-20

Registered Rank			
RANK	2017 -18	2018 -19	2019 -20
Commander	0	0	0
Superintendent	1	0	1
Inspector	3	2	2
Senior Sergeant	5	4	3
Sergeant	4	3	11
Senior Constable	20	8	31
Constable	5	3	8
TOTAL	38	20	56

In 2019-20, 56 of the 59 first-time registrations were made at the applicant's departure rank from Victoria Police. Table 3 shows that 3 applicants were registered at a higher rank than previously held. The 3 renewals were re-registered at their previous registered rank.

Table 3 Previous and registered rank 2019-20

Previous and Registered Rank		
PREVIOUS	REGISTERED	2019 -20
Senior Constable	Inspector	1
Senior Constable	Senior Sergeant	1
Constable	Senior Constable	1
TOTAL		3

Other Applications

This year, no applications for registration were refused, meaning that all applicants met the qualifications prescribed by the Act. Any decision to refuse registration must be made only after following the process set out in the Act, including providing a notice of intention to refuse and an opportunity for applicants to respond.

¹Registration on departure is designed to be a simpler, fast-track process than after departure because determining qualifications for serving members seeking registration is more straightforward.

Re-appointments to Victoria Police 2017-20

Table 4 sets out the rank of the 11 registrants re-appointed to Victoria Police during 2019-20: 6 at senior constable and 5 at other ranks. The 11 re-appointments represent 3 more than were made in 2018-19 but 7 fewer than in 2017-18.

Table 4 Re-appointment rank 2017-20

Re-appointment Rank			
RANK	2017 -18	2018 -19	2019 -20
Commander	0	0	0
Superintendent	0	0	0
Inspector	0	0	0
Senior Sergeant	0	2	1
Sergeant	1	1	1
Senior Constable	13	4	6
Constable	4	1	3
TOTAL	18	8	11

Benchmarks for Processing Registration

The time taken to process applications for registration broadly correlates with the number of years since resignation from Victoria Police: the longer the absence, the longer the time taken to process the application. The challenge lies in retrieving archived employment records, and in contacting an applicant's past police supervisors for referee statements.¹

Victoria Police prioritises the vetting of former members seeking re-employment in the immediate term over those who have recently resigned. While this promotes re-employment, it results in processing delays for other would-be registrants.

In 2019-20, the average time to complete the vetting process for registration decisions was 170 days for *after departure* applications and 209 days for *on departure*; the 3 renewals took 276, 316 and 388 days respectively. The Board actively continues to seek processing reform to reduce these times.

Review Activities

Review Division Functions

The Review Division has two broad functions under the Act as specified in section 146: to conduct appeals relating to transfer and promotion selection decisions; and to review discipline and capacity related decisions (including dismissals), and compulsory transfers.

Transfer and Promotion Appeals

The Review Division hears appeals by police (up to and including selection of inspectors) and by protective services officers against transfer and promotion selections that followed a competitive process. The Division Member considers the selection file and the information gained during the appeal and decides the outcome, independently and afresh.¹ Appeals are determined solely based on ‘efficiency’, as defined in section 4: the aptitude and special qualifications necessary for the position; merit; diligence; good conduct; quality of service; mental capacity; physical fitness; and (for inspector) potential to develop the executive ability and leadership and management skills essential in senior executive positions. The Board’s decision is binding. Written decisions are provided to parties, but not published.

Appeal Activity

Selections Appealed 2015-20

Several factors affect how many positions are advertised including: turnover; new initiatives which create new positions; and overall increases in police numbers.

Table 5 shows that for the five years to 2020, an average of 13 per cent of transfer and promotion selections eligible to be appealed were appealed. In 2018-19 this proportion fell by nearly half to 8 per cent and in 2019-20, to just 6 per cent of all eligible selections (see Chart 1).

¹ Appeals may be heard by a single Member or two Members, one of whom is the President or Deputy President Review (section 143).

Table 5 Selections appealed 2015-20

SELECTIONS	Selections Appealed				
	2015 -16	2016 -17	2017 -18	2018 -19	2019 -20
Eligible ^a	1062	1156	1273	1712	1659
Number	201	192	188	138	92
Percentage	19%	17%	15%	8%	6%

^a Number of selections able to be appealed.

The continued low proportion of selections appealed may be due to changes in selection reports and position profiles, which now provide more information, as well as better feedback from Panels. Also, there was a high number of vacancies in the reporting period and unsuccessful applicants may have been willing to wait and apply again, rather than appeal.

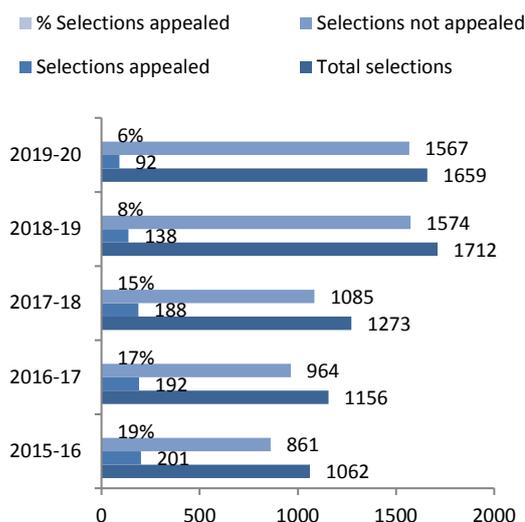


Chart 1 Selections appealed 2015-20

Disposition 2017-20

In 2019-20, 130 appeals were lodged with 6 appeals carried over from last year. All appeals related to police positions. In total, 116 (89 per cent) matters were disposed of by written decision; 17 (12 per cent) were withdrawn before hearing; and 3 remained in progress as at 30 June 2020 (Table 6, next page, summarises the trend).²

² The President usually allocates two Members to hear appeals at the rank of inspector or with multiple parties or complex issues. Tables 6-9 present data for the past three years only.

Review Activities

Table 6 Appeals disposition 2017-20

Appeals Disposition			
	2017	2018	2019
	-18	-19	-20
APPEALS			
<i>Appeals in progress: Start</i>	0	6	6
Received	188	138	130
TOTAL WORKING FILES	188	144	136
FINAL DISPOSITION			
Allowed	16	12	11
Disallowed	141	89	105
Withdrawn	25	37	17
TOTAL FINALISED	182	138	133
<i>Appeals in progress: End</i>	6	6	3

The ratio between the number of transfer appeals (where the person selected for the vacant role was already at the substantive rank) and promotion appeals (where a person was promoted into the vacant role) has varied over time (see Table 7).

Table 7 Transfer and Promotion disposition 2017-20

Transfer and Promotion Disposition			
	2017	2018	2019
	-18	-19	-20
TRANSFER			
<i>Appeals in progress: Start</i>	0	6	1
Received	103	70	66
TOTAL WORKING FILES	103	76	67
FINAL DISPOSITION			
Allowed	11	9	7
Disallowed	69	45	50
Withdrawn	17	21	7
TOTAL FINALISED	97	75	64
<i>Appeals in progress: End</i>	6	1	3
PROMOTION			
<i>Appeals in progress: Start</i>	0	0	5
Received	85	67	64
TOTAL WORKING FILES	85	67	69
FINAL DISPOSITION			
Allowed	12	5	4
Disallowed	66	72	55
Withdrawn	13	8	10
TOTAL FINALISED	91	85	69
<i>Appeals in progress: End</i>	0	6	0

Proportion of Appeals Withdrawn 2015-20

Chart 2 shows the five-year trend to 2020 where on average, 17 per cent of appeals were withdrawn before hearing. In 2018-19, an unusually high 27 per cent of appeals were withdrawn before hearing; however, this returned to just 13 percent in 2019-20.

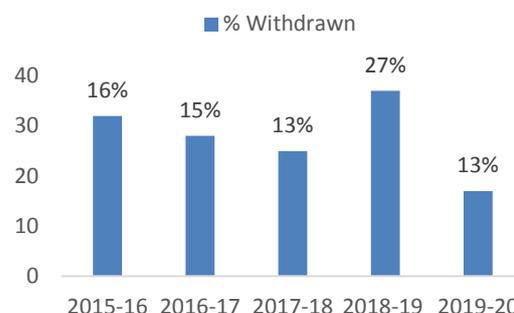


Chart 2 Appeals withdrawn 2015-20

Proportion of Selections Overturned on Appeal 2015-20

Putting aside withdrawn appeals and only looking at those the Board decided, for the five years to 2020, on average 12 per cent of appeals were allowed (that is, the original selection was overturned, and an appellant appointed to the position). Noting the small numbers involved, fluctuations are expected. Chart 3 shows that the proportion of decisions where the Board allowed the appeal has remained stable, varying between 9 and 16 per cent. Of the 116 appeals decided by the Board this year, 11 appeals were allowed (9 per cent).

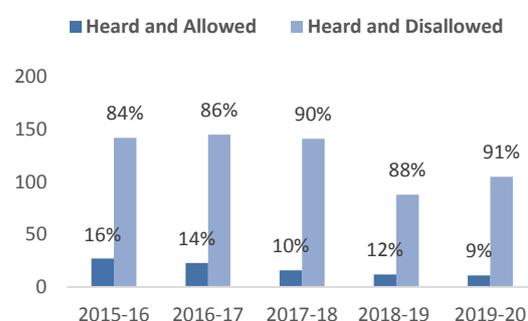


Chart 3 Appeals allowed and disallowed 2015-20

Review Activities

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 to review certain kinds of decisions made by the Chief Commissioner or delegate. Historically, most applications for review related to the outcomes of disciplinary processes (such as decisions to dismiss, demote, fine, transfer or reduce salary or seniority). Such discipline outcomes can be imposed by an inquiry officer appointed by the Chief Commissioner, after discipline charges and the conduct of an internal discipline inquiry (Division 1 Part 7 of the Act) or by the Chief Commissioner's delegate, after a court has found a criminal offence punishable by imprisonment proven (Division 2 of Part 7).

A police officer or protective services officer may seek a review of other kinds of decisions as listed in section 146, to: not confirm or disallow a promotion, or find the officer unsuitable for promotion; not promote to senior constable in the same position; dismiss or transfer under section 70 (incapacity); transfer under section 35 or otherwise compulsorily transfer; or terminate an appointment (for recruits).

Reviews relating to dismissal or termination decisions are heard by three board Members of the Division, one of whom must be the President or Deputy President Review and one a legal practitioner of at least five years' standing.

The Act requires that hearings are conducted in public and that written decisions are published (except where public interest considerations apply under sections 154A and 157).

Review Activity

Applications for Review 2019-20

Table 8 shows how the number of applications received for review continues to vary over time, with a marked increase in 2019-20, double that for 2018-19 and with most sought for review of a compulsory transfer (see Table 9, page 19).

Table 8 Review disposition 2017-20

Review Disposition			
	2017 -18	2018 -19	2019 -20
APPLICATIONS			
Reviews in progress: Start	5	0	1
Received	17	14	28
TOTAL WORKING FILES	22	14	29
FINAL DISPOSITION			
Determined	13	7	20
Withdrawn	9	6	8
TOTAL FINALISED	22	13	28
Reviews in progress: End	0	1	1

This year, 28 new applications for review were received with one carried over from last year. One review was sought by a protective services officer and 27 by police officers.

Of these 28 review matters, 20 were determined to finality by written decision and 8 were withdrawn before hearing. One review matter remained outstanding as at 30 June 2020.

Table 9 (see page 19) sets out the number of review applications made for the last 3 years, with the corresponding types of decisions sought to be reviewed. Of note, there were 19 reviews of compulsory *General Duties Allocation Committee* transfers, which is a marked increase from previous years. This may reflect the increased number of recruits, and the increased proportion with partners and dependents, who may be more inclined to challenge a compulsory transfer to a regional position.

Review Outcomes 2019-20

The issues and the outcomes of the 20 reviews that were the subject of a written decision this year are set-out in Table 10 (see page 20). In 15 of the 20 decisions, the original decision of the Chief Commissioner's delegate was upheld.

Review Activities

Table 9 **Types of decisions sought to be reviewed 2017-20**

Review Applications ¹			
	2017 -18	2018 -19	2019 -20
DECISION			
Dismissal (under discipline provisions)	4	4	5
Dismissal (incapacity)	1	0	0
Reduction in Rank (under discipline provisions)	1	0	1
Compulsory transfer (General Duties Allocation Committee)	5	5	19
Compulsory transfer (non-discipline)	5	4	1
Compulsory transfer (discipline)	0	0	1
Fine imposed for discipline offence	0	0	1
Non-confirmation of promotion	1	1	0
TOTAL	17	14	28

Extension of Time Applications

Where the Chief Commissioner has taken interim action during an investigation of an alleged breach of discipline and the member has not been charged within three months, the interim action must be withdrawn or an extension of time application made to the Board (section 126).² This year one such application was made (relating to impacts of the pandemic on operations) and an extension of the suspension was approved.

Timeliness

Meaningful comparison of time taken to determine reviews remains difficult due to small numbers and different review types. Since 2016 the Board has continued to improve its process to reduce the time taken to hear and determine reviews.

Enterprise Agreement Disputes (Clause 11)

The Victoria Police Enterprise Agreement 2019 includes several dispute resolution functions for the Board (Clause 11 respectively). The Board undertakes those functions under a standing request from the Chief Commissioner to the Board to inquire into and report back on such

disputes.³ The Board's reports on such dispute matters are not published.

Two matters were referred to the Board under clause 11. One dispute lodged under clause 11.1(e) related to a decision to deny progression based on performance (clause 64). The second dispute related to a finding of unsuitability for an expression of interest transfer and was withdrawn before hearing (clause 17).

Supreme Court Challenges to Board Decisions

In 2018-19 an affected party sought judicial review of the Board's decision that a registrant had been appointed (section 27) rather than transferred (section 33) or promoted (section 31) and therefore, there was no right of appeal under section 141. This year, the Supreme Court of Victoria upheld the Board's decision. Judicial review was also sought of the Board's decision on a discipline matter (where a decision to dismiss was set aside) with the hearing held in July 2020 and the Court's decision reserved.

Professional Development

The Board is committed to continuing the professional development of its Members to ensure service excellence. During the pandemic many professional development activities (such as those presented by the Council of Australian Tribunals) were cancelled, postponed or moved to online delivery. In 2019-20, Members participated in several activities.

- A divisional workshop in March to discuss changes to the selection process.
- Member mentoring through observing hearings, participating in joint-hearings and offering feedback on draft decisions.
- The APSAC anti-corruption conference in October 2019.
- A seminar presented by VicHealth on unconscious bias and behavioural insights methods in reducing discrimination.

¹There were no review decisions sought for 'being found unsuitable for promotion', 'termination', 'disallow promotion' or 'reduction in remuneration'.

²Suspension, direction to take leave or transfer to other duties.

³<https://www.prsb.vic.gov.au/letter-from-the-chief-commissioner-referring-disputes-to-the-prsb-05012018>

Review Activities

Table 10 Review applications heard where a decision was issued 2019-20

Reference		Type	Theme	Criminal offence found proven or discipline charge	CCP decision upheld	Substituted decision of the Board	Date of decision	Published on website
23/19	IHF	Dismissal	Off-duty behaviour	N/A	No	Dismissal set aside	07/08/19	Yes
90/19	WILSON	GDAC transfer	Transfer	N/A	Yes	N/A	13/08/19	Yes
99/19	LSM	GDAC transfer	Transfer	N/A	Yes	N/A	16/09/19	Yes
105/19	SXL	GDAC transfer	Transfer	N/A	Yes	N/A	01/10/19	Yes
110/19	DSA	GDAC transfer	Transfer	N/A	Yes	N/A	17/10/19	Yes
111/19	LWV	GDAC transfer	Transfer	N/A	No	Transfer set aside	17/10/19	Yes
113/19	NZP	GDAC transfer	Transfer	N/A	No	Transfer set aside	17/10/19	Yes
123/19	NORTON	GDAC transfer	Transfer	N/A	Yes	N/A	21/11/19	Yes
134/19	SHARP	GDAC transfer	Transfer	N/A	Yes	N/A	12/12/19	Yes
135/19	KERR	GDAC transfer	Transfer	N/A	Yes	N/A	12/12/19	Yes
115/19	RABBAS	Dismissal	Inappropriate workplace behaviour	N/A	Yes	N/A	16/12/19	Yes
116/19	REZAI	Dismissal	Obtain financial advantage by deception	Criminal	Yes	N/A	18/12/19	Yes
10/20	GMT	GDAC transfer	Transfer	N/A	No	Transfer set aside	31/01/20	Yes
132/19	WDB	Reduction in rank	Family violence	Criminal	Yes	N/A	21/02/20	Yes
133/19	GRIFFITHS	Dismissal	Sexual harassment / misconduct on duty	N/A	Yes	N/A	03/03/20	Yes
16/20	WJS	GDAC transfer	Transfer	N/A	Yes	N/A	03/03/20	Yes
20/20	KCB	GDAC transfer	Transfer	N/A	Yes	N/A	30/03/20	Yes
13/20	BOURKE	Fine	Breach of operational policies	N/A	No	Fine set aside	03/04/20	Yes
14/20	KAMBOUKOS	Dismissal	Dishonesty	Criminal	Yes	N/A	08/04/20	Yes
68/20	DESMET	GDAC transfer	Transfer	N/A	Yes	N/A	26/06/20	Yes

Financial Statement

Financial Reporting Directions

This Annual Report was prepared in accordance with all relevant Department of Treasury and Finance Victoria Financial Reporting Directions and Guidance.¹ The index below and accompanying notes identify the Board's compliance with statutory disclosure requirements.

Clause	Disclosure	Page
Report of Operations: Standard Disclosures		
<i>1.1 Charter and purpose</i>		
FRD 22H	Manner of establishment and relevant Minister	3
FRD 22H	Purpose, functions, power and duties	3
FRD 22H	Nature and range of service provision	3
<i>1.2 Management and structure</i>		
FRD 22H	Organisational structure	3
<i>1.3 Financial and other information</i>		
FRD 10A	Disclosure index	21
FRD 15E	Executive Officer disclosure of financial compliance	22
FRD 22H	Details of consultancies ^a	21
FRD 22H	Statement of availability of other information ^b	21
FRD 22H	Publications produced ^c	21
FRD 22H	Summary of the financial results for the year	22

^a **Details of Consultancies**

There were no consultancies in this reporting year.

^b **Statement of Availability of Other Information**

All relevant officers duly completed declarations of any pecuniary interest.

^c **Details of Publications**

Title	Published	Source
<i>PRSB Annual Report 2018-19</i>	October 2019	https://www.prsb.vic.gov.au/prsb-annual-report-2018-19
<i>Review Application Forms (updated)</i>	November 2019	https://author.prsb.vic.gov.au/reviews/apply-for-a-review
<i>Special Practice Note: Appeals for positions advertised on or before 30/03/2020</i>	March 2020	https://www.prsb.vic.gov.au/resources
<i>Guide to Transfer and Promotion Appeals (updated)</i>	May 2020	https://www.prsb.vic.gov.au/guide-to-transfer-and-promotion-appeals
<i>Special Practice Note: Appeals for positions advertised on or after 13/04/2020</i>	May 2020	https://www.prsb.vic.gov.au/resources
<i>Registration after departure application form (updated)</i>	May 2020	https://www.prsb.vic.gov.au/registration/nomate-a-rank/register-on-departure
<i>Registration after departure information brochure (updated)</i>	May 2020	https://www.prsb.vic.gov.au/registration/nomate-a-rank/register-on-departure

¹ <https://www.dtf.vic.gov.au/financial-reporting-policy/financial-reporting-directions-and-guidance>

Financial Statement

Financial Statement for the Police Registration and Services Board 2019-20

Summary		\$
a. Staff salaries and on costs payable to VPS, President and Deputy Presidents		766,518.74
b. Sessional fees payable to Board Members		150,138.00
c. Payroll Tax		53,680.60
d. Employee Superannuation Contributions		89,377.84
e. Travel & Subsistence		1,787.79
f. Office Operating Expenses		
- Communications	4,061.10	
- Computer Costs	2,146.05	
- Supplies & Services	5,410.05	11,617.20
g. Legal Costs ¹		14,250.72
h. Building & Property Costs		4,401.86
i. Amortisation		1,305.60
TOTAL COSTS		1,093,078.35

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. Staff salaries and oncosts are approximately \$110k less than the previous year due mainly to changes in staffing during the 2019-20 financial year.
4. There is no insurance premium for this financial year as it was paid in the previous year.

Certification

We certify that the financial statements of the Police Registration and Services Board for the period 1 July 2019 to 30 June 2020, 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
July 2020



B. Crawford
Director Finance (CFO)
Victoria Police
July 2020

¹Legal fees relate to two Supreme Court challenges to Board decisions (see page 19).

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Accessibility

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This Annual Report was not printed in hard copy due to Coronavirus (COVID-19) pandemic restrictions.

ISSN: 2205-4642

