



# Annual Report 2020-2021

**POLICE REGISTRATION AND SERVICES BOARD**

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# President's Foreword

I am pleased to present this Annual Report to The Honourable Lisa Neville, Minister for Police, the Parliament of Victoria, our stakeholders and the people of Victoria, as required by the *Victoria Police Act 2013*.

This Report outlines the work of the Police Registration and Services Board in 2020-21 and is structured in four parts: An overview of our functions and Members; this year's key initiatives and activities; reports, data and analysis of our Registration and Review functions, and our financial report.

## ***The Impact of the Pandemic***

2020-21 was again dominated by the pandemic, which has affected our community like nothing else in recent history. The Board has adapted to this 'new normal'. This year, the Board has heard appeals and reviews in person, with written submissions, by Teams, and combinations thereof. I am grateful to Board Secretary Mr Knights and Members of the Review Division who 'kept the show on the road', hearing 131 appeals and 13 reviews.

No doubt, COVID-safe practices and flexibility are required for the long term. Teams has many advantages: it saves time (especially for regional police) and allows participation from work or home, which is helpful for shift workers and those quarantined or working from home. At the same time, the human connection of face-to-face hearings is valued by many. We undertook a survey of users of the Board's appeal services this year, seeking to understand their experiences of these different modes of hearing. The feedback will help to guide our practices into the future.

## ***A Targeted Focus on Ethics Education***

One of the Board's roles is to advise on education, training, professional development and competency standards for police. With limited resources, and conscious not to duplicate effort, the Board has focussed on

areas of need where our independence and expertise would be of most benefit and value. With the opportunity to recruit a new Deputy President Professional Standards, we decided to focus on the vital area of police ethics education. We are fortunate to have appointed Dr. Eva Tsahuridu, an accomplished applied ethicist and researcher. Victoria Police and the Board will benefit greatly from her deep expertise and enthusiastic, "hands-on" approach.

## ***A Fresh Look at Registration***

The Board was also fortunate to appoint experienced police leader Stephen Leane APM to lead the Registration Division. After seven years of operation, it is timely to review the objectives and impact of the police profession registration scheme set in the Act: is it still the best model to achieve career mobility for people in and out of Victoria Police? Stephen is undertaking the important project of methodically reviewing the operation and underpinnings of the scheme and consulting stakeholders. In the coming year the Board will advise the Minister for Police on options for the future.

## ***Police Discipline Reform***

I have participated this year in a working group with Victoria Police Professional Standards Command and The Police Association of Victoria, using a collaborative approach to develop ideas to reform the police discipline system. That work holds significant promise for real innovation, to improve timeliness, transparency, fairness and effectiveness. This work will remain a focus in the year ahead. Watch this space!

Finally, I want to acknowledge and thank the Board's dedicated Members and staff for their hard work, good humour and commitment throughout this challenging pandemic year. We all look forward to the year to come with hope, optimism and enthusiasm.

# Board Profile

This 8th Annual Report of the Police Registration and Services Board (the Board) is for the year ended 30 June 2021 (the reporting year).

## ***Establishment***

The Board is an independent statutory body established under the *Victoria Police Act 2013* (the Act).

## ***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, decisions on eligibility for promotion to senior constable, 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***

Subject to directions and delegations by the Board, the President is responsible for overall management and leadership with support from the Deputy Presidents. The President is accountable to the Minister for Police for the performance of the Board's functions (s.211).

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: one meeting was held by teleconference; one via *Microsoft Teams*<sup>®</sup> (a web-based, audio-visual communications platform) due to COVID-19 pandemic restrictions; and two in person at the Board's premises.

### ***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 knowledge and expertise. Their professional profiles are shown next.

# Board Profile

**Ms Andrea Lester**

***President***

*Re-appointed October 2020*

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 and management roles with the Victorian and Commonwealth Governments, with a focus on workplace relations, workplace reform and productivity, and justice matters. From 2010 she conducted a consulting practice specialising in policy and systems reviews, workplace relations, mediation and other investigations. Andrea holds degrees in Law (with honours), Science and a Masters of Public Policy and Administration from the University of Melbourne.

***Deputy President Registration***

**Mr Stephen Leane APM**

*Appointed October 2020*

Stephen served Victoria Police for 39 years in road policing; the North West Metro Region; Professional Standards Command; Corporate Strategy and Governance and as chief of staff to a former Chief Commissioner, attaining the rank of Assistant Commissioner. He was awarded the Australian Police Medal. Stephen holds expertise in emergency management, delivering change management programs and a deep understanding of service delivery, the community and political environments. Currently, he is the Road Safety Camera Commissioner for Victoria (part-time) and is also a member of the ESTA Board. He holds a law degree with honours, a Masters of Education (Leadership, Policy and Change), and a Graduate Diploma of Legal Practice (with Merit). Stephen was admitted to practice as a legal practitioner (Australian Lawyer) in 2001.

**Mr Chris Enright**

***Deputy President Review***

*Appointed Deputy President July 2019*

Chris served Victoria Police for 29 years in criminal and operational investigation with the Homicide Squad before obtaining a law degree (first class honours) in 2003. In 2004 he was seconded to the Australian Crime Commission. He has lectured in criminal law, was a member of the Racing Appeals and Disciplinary Board and worked in legal roles within the Office of Public Prosecutions and several regulatory agencies. Currently Chris is Executive Director with the Registered Organisations Commission (formerly the Fair Work Ombudsman) working on the regulation of industrial organisations. Chris was appointed a Sessional Member in September 2016; Acting Deputy President Review from July 2017 to February 2018 and again from February 2019; then ongoing in that role from July 2019.

**Dr Eva Tsahuridu**

***Deputy President Professional Standards***

*Appointed October 2020*

Eva is an internationally recognised expert who has been researching, educating and advising on governance, culture, leadership, ethics and professional standards for over two decades. Previously, Eva held executive academic roles in Australian and European Universities serving as director of undergraduate and postgraduate programs. She also has extensive policy and professional standards development experience in Australia and internationally. Her academic bibliography is extensive including edited books, journal articles, book chapters and conference papers and she is a member of academic journal editorial boards. From Edith Cowan University, she was awarded a Doctor of Philosophy for her thesis on Moral Autonomy in Organisational Decisions and a Master of Business Administration; and from Curtin University, a Bachelor of Business (Accounting).

# Board Profile

## **Senior Sergeant Dermot Avon**

*Re-appointed May 2021, Registration Division*

Dermot is currently attached to Prahran Divisional HQ. He has served Victoria Police since 1980 in general duties, crime investigation, security intelligence and corporate areas. He has been a member of the Police Association of Victoria Executive for 15 years, vice president of the Cycling Club for 25 years and was pivotal in establishing Victoria Police's peer support network. He holds a Bachelor of Arts with professional honours and a Masters of Business Management.

## **Dr Rhonda Cumberland**

*Re-appointed September 2019, Review Division*

Rhonda is the Sector Reform Alignment Specialist with Safe Steps Family Violence Response Centre. Previously she was CEO of South East Community Links and from 2009 to 2015 the inaugural CEO of Good Shepherd Australia New Zealand and CEO of Safe Steps. 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. She was a sessional panel member with the Victorian Institute of Teaching for nine years and Councillor of the City of Melbourne for five years. She holds a Masters of Social Policy and Doctor of Philosophy from the University of Melbourne.

## **Dr Cindy Davids**

*Re-appointed March 2021, Review Division*

Cindy is an experienced academic in law, policing and accountability, having worked at universities in Australia and overseas in senior leadership positions such as Academic Director at the Centre for Policing, Intelligence, and Counter Terrorism, and Director of International. Her qualifications include a Doctor of Philosophy in Law, Masters in Policy and Law, and Postgraduate Diploma in Corruption Studies. She is a registered investigator and has conducted several major public sector research projects, workplace investigations, and integrity training. She is the

author of numerous publications, including a book on Conflict of Interest in Policing.

## **Senior Sergeant Carolyn Deer**

*Re-Appointed May 2021, Professional Standards Division*

Carolyn has served Victoria Police since 1988 in operational and non-operational areas including the Enterprise Bargaining Team. Currently, she is Officer in Charge of the North West Metro Division 5 Proactive Policing Unit. Passionate about supporting police, she was an assistant delegate of The Police Association of Victoria, a member of its Network of Women Leadership Group, and sits as an independent member on Cost Fund Hearings. Carolyn completed a professional development program in employment relations with the University of Melbourne and holds a Bachelor of Arts (Criminal Justice Administration) with distinction and a Bachelor of Arts with Professional Honours (Public Sector Leadership and Management).

## **Superintendent Therese Fitzgerald APM**

*Appointed May 2021, Professional Standards Division*

Therese joined Victoria Police in 1993. She has enjoyed a diverse career performing duties in each of the Regions, Legal Services Department, Professional Development Command, Media and the Corporate Communications Department. Currently Therese is the Divisional Area Commander of Westgate Division, North West Metro Region (ND2). She was an inaugural member of the Victorian Equal Opportunity and Human Rights Commission Review Response Partnerships and Innovations Office leading critical cultural reform. In 2014 Therese was deployed to Papua New Guinea and the Solomon Islands as part the AFP International Deployment Group. She holds qualifications in law, training and project management. Therese is also a recipient of the Australian Police Medal.

# Board Profile

## **Detective Sergeant Peter Griffiths**

*Appointed May 2021, Registration Division*

Peter has served Victoria Police since 1993 and currently works at Hume CIU, one of the busiest police service areas in Victoria. Peter is qualified as a detective and prosecutor and has worked in both country and metropolitan stations. He has completed secondments to the Ceja Taskforce and the Brief Integration Project. Peter was the Informant in an appeal to the High Court of Australia that redefined the laws of consent in sexual assault cases. He is also a Coping Carer Peer and Agricultural Liaison Officer. Peter holds a Bachelor of Commerce, Diploma of Tertiary Studies and a Certificate IV in Frontline Management.

## **Mr Bruce McKenzie APM**

*Appointed November 2020, Review Division*

Bruce is a former Inspector serving Victoria Police for 30 years in various roles including managing police stations; as an instructor; a staff officer; and leading the Victoria Police Youth Affairs office. From 2001 he was an Assistant Secretary of The Police Association of Victoria, and was the senior representative supporting the Secretary in all aspects of the organisation's operations with joint responsibility for staff management. His role exposed him to high-level industrial relations negotiations including many member disciplinary issues and engagement with premiers, ministers and senior public servants. He holds a Graduate Certificate in Applied Management from Charles Sturt University. Bruce was awarded the Australian Police Medal in 1990.

## **Detective Inspector Chris Murray APM**

*Re-appointed May 2021, Registration Division*

Chris currently works in the Surveillance Services Division. He 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.

## **Ms Wendy Ribbands**

*Re-appointed March 2021, Review Division*

Wendy is a lawyer with a boutique law firm in Melbourne. She served Victoria Police for 17 years, qualifying as a detective and attaining the rank of sergeant. She has worked nationally 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 from Deakin University and post-graduate qualifications in superannuation and corporation and securities law from the University of Melbourne.

## **Commander Debra Robertson**

*Appointed May 2021, Registration Division*

Debra has served Victoria Police since 1983 and currently is Commander in charge of Operations for Western Region. Debra has been recognised for her outstanding contribution to policing, particularly for her commitment to diversity employment issues. She is a recipient of two Australasian Women in Policing Awards, is a Churchill Fellow, and a graduate of the Australian Institute of Company Directors with over 15 years of experience. Debra is very passionate about youth issues and is President of Blue Light Victoria focused on rebuilding the relationship and reconnecting Victoria Police and youth.

# Board Profile

## **Mr Julius Roe**

*Re-appointed March 2021, Review Division*

Julius is an experienced member of public sector boards including the Australian National Training Authority and the Victorian Skills Commission. He is the 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. 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. He continues to work as a workplace advisor, investigator and consultant.

## **Commander Clive Rust APM**

*Re-appointed May 2021, 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 in 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. Clive is a recipient of the Australian Police Medal.

## **Mr Philip Shepherd**

*Appointed November 2020, Professional Standards Division*

Philip's entire working life has been deeply embedded in the policing profession. As a police officer, he spent 26 years with Victoria Police in general policing, homicide, crime operations and a range of corporate roles. He then moved to the Australian Federal Police as Director of Education at the Australian Institute of Police Management, where he developed and delivered a range of executive leadership programs. As a consultant, Philip has worked with many Australian and

international policing jurisdictions. His qualifications include a Master of Organisational Leadership, Bachelor of Arts and a Diploma of the Art and Practice of Leadership Development.

## **Mr Michael Stefanovic AM**

*Appointed November 2020, Review Division*

Michael holds 35 years of investigative experience with Australian and intergovernmental agencies being admitted as a Member of the Order of Australia for this significant service. He served Victoria Police for 14 years attaining the rank of sergeant. Michael has lectured at the NSW Police College, directed investigations for the Royal Commission into the Management of Police Informants and currently, is Victoria's Chief Municipal Inspector. He holds an Associate Diploma in Police Studies (Chisholm), a Bachelor of Arts – Police Studies (Monash), a Graduate Diploma in Organisational Behaviour (Swinburne), a Master of Arts – Police Studies (Exeter UK) and Master of Laws – International Criminal Law (Sussex, UK).

## **Mr Neville Taylor APM**

*Appointed November 2020, Review Division*

Neville served Victoria Police for 42 years attaining the rank of Commander and then acting Assistant Commissioner. In 2015 he was a Visiting Fellow at the Australian Institute of Police Management (AIPM). As the capability advisor for Victoria Police, he influenced changes to a range of policies and initiatives. He now works privately in capability building, coaching and mentoring as an external Visiting Fellow (AIPM), a member of the CEO Circle (Melbourne) and the Australian Institute of Company Directors. He holds a Graduate Certificate in Applied Management, an Executive Certificate in Business Management, an Advanced Diploma in Investigation and a Certificate IV in Workplace Training. Neville was awarded the Australian Police Medal in 2019.

# Board Profile

## ***Departures***

This year the Board farewelled several long-serving members.

### ***Ms Bernice Masterson***

The Board wishes to acknowledge with gratitude and respect the service that Ms Bernice Masterson provided to the current Board and its predecessors.

Bernice enjoyed a highly successful 36-year career as a Victoria Police officer, where she blazed the trail for women, becoming Victoria's first female Assistant Commissioner.

Bernice was appointed Deputy Chairperson of the Police Appeals Board in 2004 and then served as its chairperson from 2006 to 2013. On creation of the current Board, she served as Deputy President Review from 2013 to 2017; and then as a member of the Division until 2020. She applied her exceptional knowledge of policing in her 16 years of service in these important review roles.

The Board thanks Bernice for her outstanding service, including her support and mentoring of Board Members and wishes her a happy retirement.

### ***Professor Jenny Morgan***

Professor Jenny Morgan joined the Board in 2016. Her renowned expertise in sexual harassment, gender equity and violence against women was of enormous value to the Board in this period. The Board thanks Jenny for her valuable contributions.

### ***Senior Sergeant Alexandra O'Toole***

Alex was an inaugural member of the Board's Registration Division from 2015. She provided the Board with the valuable perspective of operational police officers and contributed with her passion for member welfare and the advancement of women in policing. The Board thanks Alex for her insightful contributions.

### ***Ms Debra Abbott APM***

A former Assistant Commissioner of Victoria Police, Ms Debra Abbott was a founding member of the Board from 2015 in the Professional Standards Division. Deb's creativity and commitment to driving the professionalisation of policing helped shape the Board's thinking and priorities. The Board wishes Deb well in her new role as Deputy Commissioner, Emergency Management Victoria.

### ***Mr Stephen Brown***

Stephen was appointed to the Review Division in 2018 and resigned in 2020. The Board thanks Stephen for his contributions including the perspective gained from service in police integrity in Northern Ireland.

# Key Initiatives

## **Registration Division**

### **Registration Review 2021**

The Victorian police registration scheme commenced in April 2014. At that time, it was anticipated that the scheme could be adopted nationally, provide for interjurisdictional mobility of police and promote national standards for discipline, ethics and professional competence. This would create a sense of professional unity and help underpin Australasia-wide approaches to policing services. To date, Victoria is the only State or Territory to take-up a registration scheme.

As Victoria's scheme has evolved, it is apparent that the market for people with policing skills is not only with police forces but includes a wide range of government regulatory and security agencies and the private sector. Police officers are seeking to take up new career challenges or to take career breaks to deal with health or caring needs or to refresh. When seeking to return, they expect their new skills to be recognised and valued but in practice, this does not always happen. Victoria Police will benefit if police can resign, work elsewhere, and readily return with new skills and ideas.

In the first seven years of operation of the registration scheme, 76 former police officers have been re-employed. This small number raises questions about the overall effectiveness and public value of the police registration scheme, which is not supporting career mobility in the numbers intended or expected.

The Board has continuously conducted research and extensively engaged with Victoria Police to improve the efficiency and timeliness of the process. These efforts included a 2019 workshop with Victoria Police Command to critically reflect upon the cultural and process barriers limiting re-employment of police. The most recent advance has been the *Victoria Police Best Practice Employment Commitment 2020-2024*, established as an adjunct to the

*2020 Police Enterprise Bargaining Agreement*, where Victoria Police committed to creating a small pool of 'holding positions' to facilitate the return of police at the ranks of sergeant and senior sergeant. The Board welcomes this development as an effective means to overcoming barriers to re-employment. The *Commitment* is not yet operative.

The Board considers it timely to step back and examine the effectiveness of police registration and to re-think the most efficacious way of achieving the policy goal of career mobility. In mid-2021 the Board produced a *Consultation Paper* that describes the evolution of the scheme. This Paper forms the basis for stakeholder consultation, which will test the history and conceptualise the future role of the scheme, identify possible alternative models and assess practicalities and the costs and benefits of options for change. A final Paper will make recommendations to the Minister for Police on possible ways forward.

### **Continued Process Reform**

In consultation with Victoria Police, several changes were made to administering applications for registration, which have significantly reduced processing times.

Instead of producing a *Former Member Report*, Victoria Police now provides the Board with a different Report to reflect the character and reputation of members who apply for registration on departure. Also, applicants seeking renewal of their registration now complete a *Change of Circumstance Statutory Declaration* obviating the need for the Board to seek further information from Victoria Police.

Finally, any former member who, prior to resigning was not confirmed as a constable, is not required to be registered. Instead, these former members may apply directly to Victoria Police for re-employment. This speeds-up the time taken to re-hire these former members to complete their training.

# Key Initiatives

## **Review Division**

### ***Appeals and the Pandemic***

Appeals against transfers and promotions account for a significant part of the Board's workload. The Board typically manages between two and eight appeals each fortnight. When the COVID-19 pandemic reached Australia in 2020, and 'stay-at-home' public health orders commenced in March 2020, the Board moved rapidly to a written submission-based appeal process instead of in-person hearings.

By August 2020, with the rapid take-up of *Microsoft Teams*<sup>®</sup> across Victoria Police, and investment in new equipment to support Board Members and staff to use this technology, appeals were conducted on-line.

Board Members reported that they had found the written submissions to be a useful additional layer of information for the appeals process. In August 2020, the President published an updated *Practice Note* under section 156A of the Act. This allowed for appeals to be conducted by *Teams* (returning to a hearing process using interview-style questions) and retaining (in addition) the use of written submissions, which enabled parties to give longer and more comprehensive responses than in their original written application. The combination of written and oral responses tests both written and oral communication (including the ability to think on one's feet) and gives an extra layer of information to underpin the appeal decision.

As health restrictions eased in late 2020, the Board sought to understand stakeholder preferences for appeal hearings going forward.

In December 2020, the Board produced an options paper and consulted across Victoria Police and with The Police Association of Victoria. The universal preference was for the Board to exercise its discretion in deciding whether to hear appeals remotely using *Teams*

or (when safe to do so) in person at the Board's office, but that all parties in a given appeal should participate in the same way. It was agreed that the Chief Commissioner's representative should continue to participate remotely, by *Teams* or teleconference.

There are a range of factors the Board considers when deciding whether to conduct an appeal in person or by *Teams*: current health orders (working from home and in some cases, the need to self-isolate due to COVID exposure or quarantine duties); the location of parties (with *Teams* removing the need for unnecessary travel into Melbourne for regionally-based members); parties' preferences (for example, due to work or training commitments, caring responsibilities, shift work and leave plans) and the needs and preferences of Board Members.

Further changes were made to the *Practice Note* in January 2021 to refresh the questions asked and to respond to changes that the Transfer and Promotion Unit had made to the application form.

### ***New PSO Sergeant Positions***

The Board's capacity to adapt to challenges and change was demonstrated in November 2020 when 128 new protective services officer sergeant positions were advertised. This resulted in 35 appeals (with numerous cross-appeals). The President published a special *Practice Note* under section 156A to allow these appeals to be heard *en masse* and finalised within required statutory timeframes.

Many protective services officers appealed multiple selectees. Under the special process, each party was interviewed just once, separately, using the same set of questions and *Teams*. Each interview was recorded so that it could be considered across appeals. This special process allowed all appeals to be finalised in a fair, timely and efficient manner.

# Key Initiatives

## ***Appeals: Planning for the Future***

The Board is aware that participating in an appeal process, whether as an appellant or as a selectee, can be time-consuming and stressful for parties. The Board continuously looks for ways to make the experience as positive as possible, within the constraints of the legislated process.

It is desirable for tribunals to understand the experiences of those who use its services in navigating the relevant process and finding information and support. Equally, it is important to understand their perceptions of the fairness of the process and the decisions made.

In recent years, as set out in previous Annual Reports, the Board has made significant changes to the way it conducts appeals, shifting to the use of behavioural-based capability questions, providing more developmental feedback in decisions, and publishing a comprehensive *Guide to Appeals* to support participants. More recently, there has been significant change required to adapt to COVID-19 and to using technology. The Transfer and Promotion Unit has made similar significant changes to its processes.

It was timely to pause and assess the impact of these changes, and to seek feedback on what improvements the Board could make to better support those who use its services.

In June 2021, the Board endorsed the undertaking of a comprehensive survey of parties involved in transfer and promotion appeals to better understand the experience of users of the system, identify opportunities for improvement and to provide a benchmark to measure the impact of any changes. During development, stakeholder consultation was undertaken with Board members, the Victoria Police Transfer and Promotion Unit and The Police Association of Victoria.

The survey was distributed to all participants in appeals between 1 July 2019 to 30 June 2021.

The survey was issued to 165 appellants, 156 selectees and 110 chief commissioner representatives. The survey had a 50 percent response rate. The questions were designed to elicit information about the user's experience: satisfaction with the process (not the outcome); perceptions of fairness; time and effort involved in preparation; and preferred format for participating in appeals. The survey also included questions, which were developed by the Transfer and Promotion Unit and related to the initial selection process.

The Board will develop a survey report and options paper after consultation with Members and stakeholders.

The Board is grateful to the Transfer and Promotion Unit and The Police Association of Victoria for the collaborative approach and to those who participated in the Survey.

## ***Supreme Court, Court of Appeal: IHF***

Victoria Police sought judicial review of a Board decision which set aside a dismissal. The matter was first heard on 22 July 2020. The decision was given in September 2020 (Macaulay J) and the Board's decision was upheld. The matter was referred by the Chief Commissioner to the Supreme Court of Victoria, Court of Appeal and heard in April 2021. Judgment was given on 3 June 2021 and the Board's decision was again upheld by Their Honours Kyrou, Emerton and Kennedy JJA with the Board's reasoning found to be sound.

The Board participated in the hearing by providing relevant documents to the Court but did not appear nor make submissions.

# Key Initiatives

## ***Professional Standards Division***

### ***Setting the Division's Priorities***

The potential scope of the Division's activities under the Act (advising the Chief Commissioner on education, professional development, training and standards) is wide, and the Board's resources are limited. The Board has sought to focus its efforts on: areas identified as priorities; where there are capability gaps; where the Board's independence and expertise is of benefit; and where the involvement is welcomed and adds value, without duplicating work in Victoria Police.

In mid-2020, the Board consulted leaders of Victoria Police and the Department of Justice and Community Safety and identified ethics education as a desirable focus for the Division. The appointment in October 2020 of expert applied ethicist Dr. Eva Tsahuridu as Deputy President of the Division means the Board can deliver significant valuable expertise to support professional development of police in ethics.

### ***Community of Practice for Ethics Education***

The Division has consulted with key stakeholders and is establishing a work program with initial emphasis on ethics education. Introductory meetings were held in late 2020 with Victoria Police, police regulatory agencies and world-renowned experts, to gain understanding of existing approaches to ethics education and opportunities for cooperation.

The Board was aware that there was significant work being undertaken across different work units within Victoria Police, sometimes in silos. Wide consultation revealed strong support from senior police, education program leaders and other stakeholders for the idea of a "community of practice". The idea grew from the desire to bring together Victoria Police staff into a forum where they could share their ideas, experiences and resources with each other, and gain knowledge about ethics education.

The inaugural *Community of Practice for Ethics Education* (CoPEE) meeting was held in March 2021 and attracted 24 Victoria Police staff from various units and departments. The focus was on identifying the possible functions of CoPEE in exploring issues, challenges and areas of interest:

- Learning from research on ethics education: What is best practice, what works, what is effective and how is that valued?
- Gaining a better understanding of the Victoria Police units and workgroups involved in ethics training.
- Clarifying how Victoria Police decision-making bodies coordinate and communicate with each other.
- Understanding how ethics education can be delivered more efficiently by "stacking" training items, rather than repeating them at every stage of training.
- Having a resource to validate and provide feedback on ethics curriculum and changes to the discipline system.
- Exploring restorative engagement, restorative justice and effective remedial approaches in a policing environment.
- Focusing on positive ethics cases and contexts (good practice) and learning from them.
- Identifying and responding to emerging issues.

The second meeting of CoPEE in May 2021 attracted 20 people, and this time, the focus was on the role of training within formal and informal ethics infrastructure; the known limitations of ethics training efforts, and how to resolve the issues. The CoPEE agreed to hold bi-monthly meetings and establish terms of reference, operating principles, and opportunities in future meetings to share experiences and roles. By the end of this reporting period, the COPEE has grown to 55 members.

# Key Initiatives

## ***Victoria Police Ethics Training***

In discussions at the CoPEE, it was clear that police members would benefit from understanding more about the various ethics education and training offered within Victoria Police, to better understand the context for their own work. It is expected that such collated knowledge about the existing training and development offerings (their purposes, motivations, objectives, delivery methods, evaluation criteria, learning outcomes and learning resources) will help identify gaps and duplications, and create opportunities for collaboration, sharing and improvements.

The Division has administered a survey to CoPEE participants and other relevant Victoria Police employees: 29 training offerings have been identified so far with 16 training materials offered. A report mapping these activities will be produced and shared in the next reporting period with Victoria Police, CoPEE and other stakeholders.

## ***Ethics Resources***

The Division identified opportunities to develop new ethics resources for Victoria Police.

Ethics education can sometimes focus on “cautionary tales” (what happens to people who do the wrong thing). A focus on positive ethics can be more effective. The Division will seek to learn more about those police workplaces with strong ethical records, then share information about what works at the local level to create strong ethical cultures.

The Division will work with Victoria Police to develop a range of case studies, which will emphasise high ethical standards, behaviours and cultures and will highlight range of ethical issues identified from discipline inquiry and review decisions and other research on ethics in policing. A range of interactive resources are proposed for development.

# 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 (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 policing and any other employment, meaning an applicant may be registered at a higher rank than last held. Registrants must notify the Board of any change in contact details and in personal circumstances, which affects the assessment of their character and reputation. 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. The commitment by Victoria Police to create designated holding positions for returnees at the rank of sergeant and senior sergeant is expected to help remove this significant barrier to re-entry.

## Registration Activity

From commencement of the scheme on 1 April 2014 through to 30 June 2021, 529 applications

have been made for registration and a further 27 received for renewal. In total, 257 former police officers have been registered for the first-time and of these, 76 re-appointed to Victoria Police. Once re-appointed, registrants are removed from the Register.

## Applications and Registrations 2020-21

As at 1 July 2020, 53 applications for registration remained as work in progress. In 2020-21, a total of 89 first-time applications were made: 29 after resigning or retiring from Victoria Police (*after departure*) and 60 before resigning or retiring (*on departure*). In addition, 8 registrants applied to renew (*renewal*) their registration.

A total of 41 applications for registration were approved: 13 *after departure* and 14 *on departure*; 14 registrants sought to *renew* their registration. At 30 June 2021, 86 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 2018-21**

Applications and Registrations			
	2018	2019	2020
<b>APPLICATIONS RECEIVED</b>	<b>-19</b>	<b>-20</b>	<b>-21</b>
After departure	39	45	29
On departure	72	39	60
Renewal	3	7	8
<b>TOTAL APPLICATIONS</b>	<b>114</b>	<b>91</b>	<b>97</b>
<b>REGISTRATIONS</b>			
After departure	20	10	13
On departure	30	46	14
Renewal	1	3	14
<b>TOTAL REGISTRATIONS</b>	<b>51</b>	<b>59</b>	<b>41</b>

As at 30 June 2021, 91 former Victoria Police officers were listed on the Police Profession Register.

# Registration Activities

## Rank for Registration 2018-21

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 2018-21

Registered Rank			
RANK	2018 -19	2019 -20	2020 -21
Commander	0	0	0
Superintendent	0	1	0
Inspector	2	2	1
Senior Sergeant	4	3	0
Sergeant	3	11	1
Senior Constable	8	31	14
Constable	3	8	11
<b>TOTAL</b>	<b>20</b>	<b>56</b>	<b>27</b>

In 2020-21, 25 of the 27 first-time registrations were made at the applicant's departure rank from Victoria Police. Table 3 shows that 1 applicant was registered at a higher rank and 1 at a lower rank than previously held. The 14 renewals were re-registered at their previous registered rank.

Table 3 Previous and registered rank 2020-21

Previous and Registered Rank		
PREVIOUS	REGISTERED	2020 -21
Senior Sergeant	Inspector	1
Sergeant	Senior Constable	1
<b>TOTAL</b>		<b>2</b>

## Other Applications

This year, 5 applications for registration were refused meaning that those applicants were found to have not met the qualifications prescribed by the Act. The decision to refuse registration was made after following the process set out in the Act, including providing a notice of intention to refuse registration and an opportunity for applicants to respond.

## Re-appointments to Victoria Police 2018-21

Table 4 sets out the rank of the 6 registrants re-appointed to Victoria Police during 2020-21: 5 at the rank of senior constable and 1 at sergeant. The 6 re-appointments represent 5 fewer than were made in 2019-20 and 2 fewer than in 2018-19.

Table 4 Re-appointment rank 2018-21

Re-appointment Rank			
RANK	2018 -19	2019 -20	2020 -21
Commander	0	0	0
Superintendent	0	0	0
Inspector	0	0	0
Senior Sergeant	2	1	0
Sergeant	1	1	1
Senior Constable	4	6	5
Constable	1	3	0
<b>TOTAL</b>	<b>8</b>	<b>11</b>	<b>6</b>

## Benchmarks for Processing Registration

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

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 2020-21 the average time to complete the vetting process for registration decisions for the 14 *after departure* applications was 141 days and 189 days for the 13 *on departure*; the 3 renewals took 72, 196 and 359 days respectively. In 2021 the Board changed its process whereby applicants for renewal submit a *Change of Circumstances Statutory Declaration* obviating the need to obtain further information from Victoria Police, which has reduced processing times.

# Review Activities

## Review Division Functions

The Review Division has two broad functions under Part 8 the Act: to conduct appeals against transfer and promotion selections; 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) against transfer and promotion selections, and by protective services officers against promotion selections, which 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.<sup>1</sup> 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.

The rank of sergeant for protective services officers was introduced in 2019<sup>2</sup>. Table 9 presents the appeal activity for these positions.

### Appeal Activity - Police

#### Police Selections Appealed 2016-21

The number of positions advertised depends on the total number of police, turnover, and new initiatives. Table 5 shows that for the five years to 2021, there has been an overall growth in the number of selections eligible to be appealed, but as Chart 1 displays, the proportion of selections appealed has fallen significantly from an average of 16 per cent (2016 to 2018) to an average of 7 per cent (2018 to 2021).

<sup>1</sup> Appeals may be heard by a single Member or two Members, one of whom is the President or Deputy President Review (section 143). The President usually allocates two Members to hear appeals at the rank of inspector or with multiple parties or complex issues.

Table 5 Police selections appealed 2016-21

Police Selections Appealed					
	2016	2017	2018	2019	2020
	-17	-18	-19	-20	-21
<b>SELECTIONS</b>					
Eligible*	1156	1273	1712	1659	1523
Number	192	188	138	92	84
Percentage	17%	15%	8%	6%	6%

\* Number of selections able to be appealed.

The continued low proportion of selections appealed offers confidence that the changes that the Board made to appeal processes and those that Victoria Police made to selection reports, position profiles and feedback practices, remain effective in providing potential appellants with more information and better feedback from Panels, leading to fewer appeal applications.

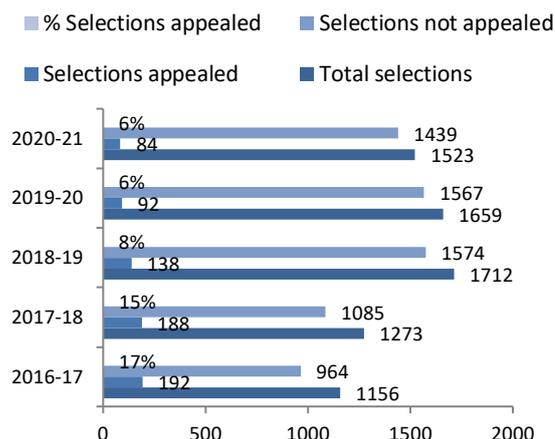


Chart 1 Police selections appealed 2016-21

#### Police Appeals Disposition 2018-21

In 2020-21, 116 police appeals were lodged with 3 appeals carried over from last year. In total, 115 matters were disposed of: 96 (83 per cent) by written decision; 19 (17 per cent) were withdrawn before hearing; and 4 remained in progress as at 30 June 2021. Table 6 (over the page) summarises the trend.<sup>3</sup>

<sup>2</sup> Victoria Police (Police Officers, Protective Service Officers, Police Reservists and Police Recruits) Enterprise Agreement 2019.

<sup>3</sup> Tables 6-9 present data for the past three years only.

# Review Activities

Table 6 Police appeals disposition 2018-21

Police Appeals Disposition			
	2018 -19	2019 -20	2020 -21
<b>APPEALS</b>			
<i>Appeals in progress: Start</i>	6	6	3
<b>RECEIVED</b>	138	130	116
<b>TOTAL WORKING FILES</b>	<b>144</b>	<b>136</b>	<b>119</b>
<b>FINAL DISPOSITION</b>			
Allowed	12	11	11
Disallowed	89	105	85
Withdrawn	37	17	19
<b>TOTAL FINALISED</b>	<b>138</b>	<b>133</b>	<b>115</b>
<i>Appeals in progress: End</i>	6	3	4

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

Table 7 Police transfers and promotions disposition 2018-21

Police Transfers and Promotions Disposition			
	2018 -19	2019 -20	2020 -21
<b>TRANSFERS</b>			
<i>Appeals in progress: Start</i>	6	1	3
Received	70	66	63
<b>TOTAL WORKING FILES</b>	<b>76</b>	<b>67</b>	<b>66</b>
<b>FINAL DISPOSITION</b>			
Allowed	9	7	7
Disallowed	45	50	46
Withdrawn	21	7	11
<b>TOTAL FINALISED</b>	<b>75</b>	<b>64</b>	<b>64</b>
<i>Appeals in progress: End</i>	1	3	2
<b>PROMOTIONS</b>			
<i>Appeals in progress: Start</i>	0	5	0
Received	67	64	53
<b>TOTAL WORKING FILES</b>	<b>67</b>	<b>69</b>	<b>53</b>
<b>FINAL DISPOSITION</b>			
Allowed	5	4	4
Disallowed	72	55	39
Withdrawn	8	10	8
<b>TOTAL FINALISED</b>	<b>85</b>	<b>69</b>	<b>51</b>
<i>Appeals in progress: End</i>	5	4	2

Proportion of Police Appeals Withdrawn 2016-21

In 2020-21, 17 per cent of appeals were withdrawn before hearing, which as Chart 2 shows, reflects the five-year trend of 17 per cent withdrawn on average. Noting the small numbers involved, fluctuations are expected.



Chart 2 Police appeals withdrawn 2016-21

Proportion of Police Selections Overturned on Appeal 2016-21

In 2020-21, 9 per cent of appeals were allowed, meaning the Board overturned the original selection and an appellant was appointed to the position. The five-year trend shows, on average, that 12 per cent of appeals were allowed. Again, noting the small numbers involved, fluctuations are expected (see Chart 3).

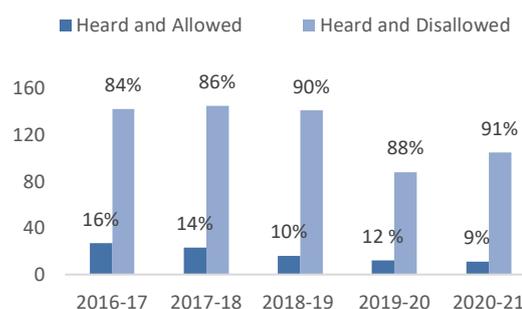


Chart 3 Police appeals allowed and disallowed 2016-21

## Appeal Activity – Protective Service Officers

In 2019, 140 positions for protective services officer (PSO) sergeant were advertised across three editions of *The Gazette*. Unlike police, protective services officer appeals are against promotions only - not transfers as every position is attached to *Transit and Public Safety Command*.

# Review Activities

Initially, 60 PSO sergeant positions were filled with 42 appeals received against 20 selectees. There were multiple appellants for many of the selectees. This required the Board to use a tailored hearing process (see page 9). The remaining sergeant positions are expected to be filled in 2021-22.

Tables 8 shows the eligible selections and the disposition of the 42 appeals. Of the 140 positions, 70 were eligible to be appealed and 22 (31 per cent) were appealed. Of the 42 appeals, 3 (7 per cent) were allowed, 32 were disallowed (32 per cent) and 7 (17 per cent) were withdrawn before hearing.

Table 9 **Protective Services Officer appeals selections and disposition 2020-21**

Protective Services Officer Promotion Appeals Selections and Disposition		2020 -21
<b>SELECTIONS</b>		
Eligible Number		70
Percentage		31%
<b>APPEALS</b>		
<i>Appeals in progress: Start</i>		0
<b>RECEIVED</b>		42
<b>TOTAL WORKING FILES</b>		<b>42</b>
<b>FINAL DISPOSITION</b>		
Allowed		3
Disallowed		32
Withdrawn		7
<b>TOTAL FINALISED</b>		<b>42</b>
<i>Appeals in progress: End</i>		0

## 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 under Part 7 of the Act (Discipline).

Historically, most applications for review have 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
- 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.

Reviews relating to dismissal or termination decisions are heard by three Members of the Review 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 Activities

## Review Activity

### Applications for Review 2020-21

The number of review applications received varies over time. As Table 10 shows, the overall number of applications continues to increase, as does the number of applications withdrawn. Most applications are sought for review of a compulsory transfer (see Table 11).

Table 10 Review disposition 2018-21

Review Disposition			
	2018 -19	2019 -20	2020 -21
<b>APPLICATIONS</b>			
Reviews in progress: Start	0	1	1
Received	14	28	33
<b>TOTAL WORKING FILES</b>	<b>14</b>	<b>29</b>	<b>34</b>
<b>FINAL DISPOSITION</b>			
Determined	7	20	13
Withdrawn	6	8	14
<b>TOTAL FINALISED</b>	<b>13</b>	<b>28</b>	<b>27</b>
Reviews in progress: End	1	1	7

This year, 33 new applications for review were received with one carried over from last year.

Of these 33 review matters, 13 were determined to finality by written decision and 14 were withdrawn before hearing; 7 review matters remained outstanding as at 30 June 2021.

Table 11 sets out the number of review applications made for the last 3 years, with the corresponding types of decisions sought to be reviewed.

In 2019-20 there were 19 reviews of compulsory *General Duties Allocation Committee* transfers and 15 this year. This continues to reflect the increased number of police and the increased proportion with partners and dependents, who may be more inclined to challenge a compulsory transfer to a regional position.

Table 11 Types of decisions sought to be reviewed 2018-21

Review Applications			
	2018 -19	2019 -20	2020 -21
<b>DECISION</b>			
Compulsory transfer (General Duties Allocation Committee)	5	19	15
Compulsory transfer (discipline)	0	1	2
Compulsory transfer (non-discipline)	4	1	3
Dismissal (under discipline provisions)	4	5	9
Fine imposed for discipline offence	0	1	0
Reduction in Rank (under discipline provisions)	0	1	2
Termination	0	0	1
Non-confirmation of promotion	1	0	
Non-confirmation ( <i>in situ</i> )	0	0	1
<b>TOTAL</b>	<b>14</b>	<b>28</b>	<b>33</b>

### Review Outcomes 2020-21

The issues and the outcomes of the 13 reviews that were the subject of a written decision this year are set out in Table 12 (see page 20). In 9 of the 13 decisions, the original decision of the Chief Commissioner's delegate was upheld.

### 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 (suspension, direction to take leave or transfer to other duties) must be withdrawn or an extension of time application made to the Board (section 126). No applications were made this year.

### Timeliness

Due to small numbers and different review types meaningful comparison of time taken to determine reviews remains difficult. Also, the COVID-19 pandemic restrictions led to a higher number of adjournments. The Board continues to focus on timeliness in determining reviews.

# Review Activities

## *Enterprise Agreement Disputes (Clause 11)*

The Victoria Police Enterprise Agreement 2019 includes several dispute resolution functions for the Board (Clause 11). Those functions are undertaken under a standing request from the Chief Commissioner to the Board to inquire into and report back on such disputes.<sup>1</sup> The Board's reports on such dispute matters are not published.

This year, one matter was referred to the Board under clause 11.1(a), which related to a decision about suitability for transfer (Clause 18).

## ***Professional Development***

The Board is committed to continuing the professional development of its Members to ensure service excellence. The COVID-19 pandemic restricted many professional development activities that external providers offer. Nonetheless, in 2020-21, Members participated in several activities:

- A divisional workshop in June to discuss the police discipline process.
- Member mentoring through observing hearings, participating in joint-hearings and offering feedback on draft decisions.
- Attendance at the Council of Australian Tribunals conference.
- Induction of new Review Division Members.

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<sup>1</sup><https://www.prsb.vic.gov.au/letter-from-the-chief-commissioner-referring-disputes-to-the-prsb-05012018>

# Review Activities

Table 12 Review applications heard where a decision was issued 2020-21

Reference	Type	Theme	Criminal offence found proven or discipline charge	CCP decision upheld	Substituted decision of the Board	Date of decision	Published on website	
33/20	DEPYLE	Dismissal	Traffic Matter	Yes	Yes	N/A	08/07/20	Yes
107/20	ROGERS	GDAC Transfer	Transfer	N/A	Yes	N/A	12/10/20	Yes
89/20*	RUDD	Reduction in Rank	Breach of Policy	N/A	Yes	N/A	19/10/20	Yes
		Ineligible for promotion	Breach of Policy	N/A	No	Set Aside	19/10/20	Yes
123/20	CAI	GDAC Transfer	Transfer	N/A	Yes	N/A	19/11/20	Yes
123/20	McROSTIE	GDAC Transfer	Transfer	N/A	Yes	N/A	24/11/20	Yes
98/20	SAMBELL	Transfer (non-disciplinary)	Transfer	N/A	No	Recommendation to CCP	09/12/20	Yes
87/20	SLC	Reduction in Rank	Inappropriate Workplace Behaviour	N/A	No	Set Aside	10/02/21	Yes
79/20	FOWKES	Dismissal	Inappropriate Workplace Behaviour	N/A	No	Set Aside Reprimanded	10/11/20	Yes
138/20	GRIFFITHS	GDAC Transfer	Transfer	N/A	No	Set Aside	18/12/20	Yes
109/20	YOUNG	Dismissal	Drug Related	N/A	Yes	N/A	18/12/20	Yes
108/20	FPA	Dismissal	Traffic Matter	N/A	Yes	N/A	15/01/21	Yes
140/20	FERGUSON	GDAC Transfer	Transfer	N/A	Yes	N/A	19/01/21	Yes
51/21	BAKOULINE	GDAC Transfer	Transfer	N/A	Yes	N/A	26/05/21	Yes

\* One matter.

# Financial Statement

## Financial Reporting Directions

This annual report was prepared in accordance with all relevant Victorian legislation and financial reporting directions (FRD 30D).<sup>1</sup> The index below and accompanying notes identify the Board's compliance with relevant statutory disclosure requirements (FRD 10A).

Clause	Disclosure	Page
FRD 15E	<b>Executive Officer Disclosures in the Report of Operations</b>	21
FRD 22I	<b>Standard Disclosures in the Report of Operations</b>	
	<b>5.4 General Information</b>	2
	(a) manner of establishment and the relevant Minister	
	(b) purpose, functions, powers and duties	
	(c) nature and range of service provision, including the communities served	
	(d) organisational chart detailing members and their responsibilities.	
	<b>5.11 Financial Information</b>	21
	(a) summary of the financial results	
	(b) summary of the significant changes in financial position	
	(e) expenditure on consultancies <sup>a</sup>	
	(f) expenditure on government advertising <sup>b</sup>	
	<b>5.20 Additional Information available on Request</b>	20
	(a) statement that declarations of pecuniary interests have been duly completed by all relevant officers <sup>c</sup>	
	(b) details of publications produced by the entity about itself and how these can be obtained <sup>d</sup>	
	(c) details of any major external reviews carried out on the entity <sup>e</sup>	
	(d) details of major research and development activities undertaken by the entity <sup>e</sup>	
	(e) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit <sup>e</sup>	
	(f) details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services <sup>e</sup>	
	(g) details of assessments and measures undertaken to improve the occupational health and safety of employees <sup>f</sup>	
	(h) details of all consultancies and contractors including:	
	(i) consultants/contractors engaged	
	(ii) services provided	
	(iii) expenditure committed to for each engagement <sup>g</sup>	

<sup>a</sup> No expenditure on consultancies

<sup>b</sup> No expenditure on government advertising

<sup>c</sup> All relevant officers duly completed declarations of any pecuniary interest

<sup>d</sup> Publications are listed in date order at <https://www.prsb.vic.gov.au/resources>

<sup>e</sup> No external reviews; major research and development; overseas visits; or promotional, public relations and marketing activities undertaken

<sup>f</sup> The occupational health and safety of employees is assessed and measured according to Victoria Police policy, protocol and reporting

<sup>g</sup> No consultancies nor contractors engaged

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

## Financial Statement for the Police Registration and Services Board 2020-21

Summary	\$
a. Staff salaries and on costs payable to VPS, President and Deputy Presidents	605,053.07
b. Sessional fees payable to Board Members	206,253.02
c. Payroll Tax	43,177.76
d. Employee Superannuation Contributions	81,667.03
e. Travel & Subsistence	20,399.41
f. Office Operating Expenses	15,986.83
- Communications	4,828.77
- Computer Costs	6,315.98
- Supplies & Services	4,842.08
g. Legal Costs	4,969.07
h. Motor Vehicle costs	3,845.48
i. Building & Property Costs	2,933.15
j. Amortisation	1,305.60
<b>TOTAL COSTS</b>	<b>985,590.42</b>

### 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 allowances for VPS, President and Deputy Presidents are \$161k less than the previous year due mainly to changes in staffing arrangements (with positions being moved from part-time to sessional) resulting in the increase of sessional payments during the 2020-21 financial year.
4. Insurance premium for 2020-21 of \$18,900 is included in *Travel & Subsistence*.

### Certification

We certify that the financial statements of the Police Registration and Services Board for the period 1 July 2020 to 30 June 2021, 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 2021



B. Crawford  
Director Finance (CFO)  
Victoria Police  
July 2021

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**Accessibility**

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**ISSN: 2205-4642**

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