# Victoria Police Annual Report 2023–2024

## Additional information available on request

**Financial Reporting Direction (FRD) 22 Standard disclosures in the Report of Operations (April 2024)** requires that additional information, as specified in section 5.22, must be retained by the Accountable Officer and made available on request, subject to the provisions of the *Freedom of Information Act 1982*. Information that must be retained by the Accountable Officer is listed below.

### A statement that declarations of pecuniary interests have been duly completed by all relevant officers

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

**Note:** Relevant officers include all senior executive service (SES) officers, assistant commissioners, deputy commissioners, deputy secretaries and the Chief Commissioner of Police.

### Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary

No shares are held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.

**Note:** Relevant officers include all senior executive service (SES) officers, assistant commissioners, deputy commissioners, deputy secretaries and the Chief Commissioner of Police.

### Details of publications produced by the entity about the entity, and how these can be obtained

| **Publication** | **Produced** | **How to obtain** |
| --- | --- | --- |
| Police Life | * Spring/Summer 2023 * Autumn/Winter 2024 | * 10,000 copies of Spring/Summer 2023 produced. * 10,000 copies of Autumn/Winter 2024 produced. * Available from police stations and the Victoria Police Centre. * Available online at [www.police.vic.gov.au/policelife](http://www.police.vic.gov.au/policelife) |

### Details of changes in prices, fees, charges, rates, and levies charged by the entity

The Government has committed to publish full lists of the indexed charges on the websites of each department. In the case of Victoria Police, this information is published at [police.vic.gov.au/service-fees-and-penalties](https://www.police.vic.gov.au/service-fees-and-penalties) and is not reproduced here.

Details of the services provided by the Police Information Liaison Office are as follows:

| **Title** | **2022–23 Rate** | **2023–24 Rate** |
| --- | --- | --- |
| Continuous Checking Services — provided to Government agencies with transactional agreements with Victoria Police — rate per name checked | $0.003710 | $0.003326 |
| Fulfillment of requests for further information made by Government agencies with transactional agreements with Victoria Police, where not required for a Victorian Civil and Administrative Tribunal matter — rate per request | $59.74 | $55.63 |
| Fulfillment of requests for further information made by Government agencies with transactional agreements with Victoria Police, where required for a Victorian Civil and Administrative Tribunal matter — rate per request | $119.48 | $111.26 |

The above fees and charges are set using the following method:

1. Victoria Police’s estimate of expenses to be incurred in the provision of these services are calculated by taking into account the costs of wages of staff involved in the provision of the services, as well as overhead expenses such as information and communication technology infrastructure, building expenses, and the like.
2. These costs are apportioned between both the provision of Continuous Checking Services, and the provision of requests for information to form the cost base for that service.
3. The cost base for each service is then divided by the total estimated number of units to be provided for that financial year. This estimate is calculated by the Police Information Liaison Office, and then confirmed by the agency receiving the services.
4. The amount arrived at by Step 3 is then deemed to be the cost charged for Continuous Checking Services and request for information services.

The reason for the variation in the rates determined for the 2023–24 financial year when compared to the 2022–23 financial year is due to variations in the number of estimated checks to be conducted.

The above method is written into transactional agreements between Victoria Police and clients of the Police Information Liaison Office.

Victoria Police does not seek to make a profit on these services. Any surplus or deficit obtained in respect of the above services is solely a result in variations in the estimates used to set the above fees and charges, when compared to the actual number of requests submitted.

### Details of any major external reviews carried out on the entity

In 2023–24 the following major external reviews were completed:

| **Major review** | **Conducted by** | **Purpose** | **Release date** |
| --- | --- | --- | --- |
| Assuring the integrity of the Victorian Government’s procurement activities | Victorian Auditor-General’s Office (VAGO) | To review Victoria Police’s compliance with the Victorian Government Purchasing Board Framework (VGPBF). All Victorian Government Departments and Agencies are legislated to comply with the VGPBF for procurement of construction works, goods and services. | 20 June 2024 |
| Performance Audit - Reducing the harm caused by drugs on Victorian Roads | Victorian Auditor-General’s Office (VAGO) | To determine if Victoria Police’s roadside drug testing program operates effectively and achieves intended outcomes. | 06 December 2023 |

### Details of major research and development activities undertaken by the entity

| **Major research** | **Conducted by** | **Purpose** |
| --- | --- | --- |
| 2023–24 Police Assistance Line (PAL) and Online Reporting (OLR) advertising campaign | EY Sweeney | Qualitative and quantitative research to measure the awareness and effectiveness of the 2023–24 PAL and OLR advertising campaign. |
| Understanding and responding to online child exploitation offenders | Swinburne University, Monash University, Corrections Victoria, Victoria Police | The Centre for Forensic Behavioural Science developed a program of research into online child sexual exploitation offending that is funded through the Australian Research Council Linkage Projects Scheme. This scheme requires formal partnering between a research institute and at least one industry partner, the latter of whom provide both financial and in-kind contributions to assist the development and implementation of the research.  Victoria Police entered the joint program of work in 2021 which is now in its final year. The final data production requires approx. 30 case files to summarised and deidentified and uploaded, followed by the finalisation of the reliability component which is being conducted alongside the case summaries. It is anticipated that these processes will be completed by 20 September 2024 and the final report will be provided by Swinburne University in mid-2025. |
| Review of the Victoria Police Staff Allocation Model (SAM 2.0) Regional Operations Module (ROM) | Nous Group | A technical and strategic review of the redeveloped SAM 2.0 ROM to provide assurance that the updated modelling approaches are technically sound, robust and fit-for-purpose. |
| 2023–24 Police recruitment advertising campaign | Whereto | Qualitative and quantitative research to measure the awareness and effectiveness of the 2023–24 Police recruitment advertising campaign. |
| End to End Leadership Review | Nous Group | To examine current development, promotional and leadership programs offered from Senior Constable to Commander, with a view to design an integrated leadership pathway that will form the basis of the new Victoria Police Leadership Development & Pre-Promotional Framework. |
| Family Violence Liaison Officer Training Program | Monash University | To co-design a new family violence professional learning for Family Violence Liaison Officers (FVLOs). The training program aims to ensure FVLOs are equipped with the necessary knowledge, skills and competencies when responding to family violence. The methodology draws on existing police consultation data, data from co-design workshops, and input from specialists in family violence, police and policing systems, trauma and trauma-informed practice, and professional development. |

### Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit

### For security purposes, the details below do not include police operational travel.

|  |  |  |  |
| --- | --- | --- | --- |
| **Officer** | **Destination** | **Objective** | **Outcome** |
| 1 x Detective Sergeant | Hungary1 | To deliver training to attendees at the Interpol and Europol course 27/2023 Child Exploitation Victim Identification. | Uplift global Law Enforcement Agency capabilities for the disruption and investigation of sexual offending against children. |
| 1 x Inspector | Greece, Germany1 | To participate in the Law Enforcement Torch Run for Special Olympics. | Provided a positive opportunity for people living with intellectual disability to connect with police. |
| 1 x FO-7 | USA1 | To attend the USA Human Factors in DNA Expert Working Group Meeting. | Provision of expert input into a international report aimed at improving forensic DNA analysis. |
| 1 x Senior Sergeant | USA1 | To participate in Conduct of Crowded Places Protective Security US Study Tour. | Inform strategy and enhancement of Australia New Zealand Counter-Terrorism Committee (ANZCTC) crowded places capability. |
| 1 x Deputy Secretary | Bangladesh | Inspection of Victoria Police uniform supplier WorkWear Group's manufacturing facilities. | Ensuring supplier compliance with ethical sourcing contractual obligations. |
| 1 x Sergeant  1 x Acting Sergeant  1 x Leading Senior Constable  1 x Senior Constable | Papua New Guinea1 | To support the Geelong Youth Engagement Program’s Kokoda Track. | Relationship building and promoting positive pathways for ‘at risk’ youths. |
| 1 x Detective Senior Sergeant | Singapore1 | To research the impacts of Artificial Intelligence on policing, as part of the Tynan-Eyre Scholarship. | Undertake research on the topic of Artificial Intelligence, its impacts on policing, at risk community groups and the broader Victorian community. |
| 1 x VPS6 | Italy1 | To present at the Centre for Behavioural Science and Forensicare ‘Stronger Trajectories, Safer Communities’ 2023 Prato conference on the Embedded Youth Outreach Program. | International collaboration and sharing of knowledge for the development of strategic solutions to youth offending and preventative strategies. |
| 1 x VPS6 | France | To attend the International Committee of Sex Offender Registries Annual Forum. | International collaboration and knowledge sharing of technological automation of Sex Offenders Registries and the management of High-Risk Offenders. |
| 1 x Inspector  2 x Sergeants | USA | To participate in the FBI Combat Shooting Instructors Development Course; oversight the evaluation of handgun replacement options for the Special Operations Group and engagement with the FBI Hostage Rescue Team. | Strengthened firearms instructor skills for the Special Operations Group, assessment of viable handgun replacement options for the Special Operations Group and knowledge sharing with FBI Hostage Rescue Team. |
| 1 x FO-5 | USA1 | To present at the 2023 Hawaii Clandestine Laboratory Certification Course. | International collaboration and knowledge sharing of illicit drug manufacturing within the global clandestine laboratory investigation community. |
| 1 x VPS5 | USA | To attend the 11th Interpol DevOps technical working group meeting. | International collaboration and knowledge sharing of software and tools to advance investigations of crimes against children. |
| 1 x Assistant Commissioner  1 x Inspector  1 x Sergeant | Cambodia1 | To participate in the Victoria Police Legacy Cambodian Humanitarian Tour in conjunction with Rotary International's ‘World of Difference Experience’ program. | Participate in humanitarian projects in local villages and rural communities to improve the living conditions of underprivileged Cambodians. |
| 1 x Leading Senior Constable | USA1 | To attend the Homeland Security Investigations (HSI) Victim Identification Taskforce. | Build cybercrime capabilities in the Joint Anti Child Exploitation Taskforce (JACET) which support contemporary investigation techniques and disruption activities of child exploitation crimes. |
| 1 x Deputy Commissioner | Singapore | To attend the Centinel Counter Terrorism Forum. | Collaboration and knowledge sharing of Counter Terrorism and the use of technology in the fight against terrorism and extremism. |
| 1 x FO-6 | Cyprus1 | To participate in the European Network of Forensic Science Institutes (ENFSI) DNA Recovery and Activity (ReAct) Meeting to consider DNA transfer. | Collaboration on the study of DNA transfer hypotheses to strengthen forensic DNA proficiency in criminal investigations. |
| 1 x Deputy Commissioner | UK, USA | Stakeholder engagement on escalation in retail crime. | Knowledge sharing to inform the development of action plan and strategies to respond to escalating retail crime. |
| 1 x Deputy Commissioner | Dubai | To participate in the Pearls in Policing Conference and attend the World Police Summit. | Pearls in Policing conference: International collaboration and knowledge sharing of the complex and interrelated challenges facing contemporary law enforcement.  World Police Conference: Exposure to the latest crime detection and prevention technologies and knowledge sharing of various innovative approaches to preventing and combating crime. |
| 1 x Detective Inspector | Thailand1 | To deliver an investigative interview course to senior Thai police. | Capacity building for partner Law Enforcement Agencies in transnational crime |
| 1 x Deputy Commissioner  1 x Assistant Commissioner | Canada | To participate in the Leadership in Counter Terrorism Alumni  Association (LinCT-AA) International Conference. | Knowledge sharing in the domain of serious counter terrorism policy, partnerships, and investigation.  Collaboration with fellow Five Eyes Law Enforcement Agency community around best practice/innovation. |
| 1 x VPS6 | France, Netherlands, Norway | To attend the 15th Association of European Threat Assessment Professionals (AETAP) Conference and meet with Investigative Psychologist experts. | International collaboration and knowledge sharing of the prevention of targeted violence, violence risk assessments, treat management and prevention of violence and counter terrorism forensic psychology.  Knowledge sharing on counter terrorism forensic psychology. |
| 1 x FO-5 | Netherlands | To attend 2024 Chemical Processes Course conducted by the National Police of the Netherlands. | Professional development. The knowledge and skills gained will support reviews of Victoria Police practices and procedures relating to Clandestine Laboratory investigations. |
| 2 x FO-6 | Samoa1 | To deliver training to Samoa Police in the operation and calibration of alcohol breath testing instruments. | Capacity building for neighbouring law enforcement agency in Oceania. |
| 1 x Assistant Commissioner | UK | To participate in the 2024 Leadership in Counter Terrorism (LinCT) Program. | Developed networks and a shared understanding of the leadership demands in the counter terrorism environment. |
| 1 x Detective Superintendent | USA1 | To attend the 2024 Center of Evidence-Based Crime Policy (CEBCP) Symposium to receive an Evidence Based Policing Hall of Fame Award. | Award acceptance and promotion of Victoria Police expertise in evidence-based policing. |

***Notes:***

1 Costs funded externally.

### Details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services

| **Major promotional, public relations or marketing activity** | **Purpose** | **Total cost (excl. GST)** |
| --- | --- | --- |
| Police Assistance Line (PAL) and Online Reporting (OLR) advertising campaign | Broadcast and digital advertising campaign, supported by owned and earned communications, to promote awareness and understanding of the PAL and OLR in 2023–24. | $2,478,500 |
| Police Recruitment advertising campaign | Broadcast and digital advertising campaign, supported by owned and earned communications, for recruitment of police officers in 2023–24. | $5,608,500 |

For further details, refer to Government Advertising Expenditure (Chapter 5 — Other Disclosures) of the *Victoria Police Annual Report 2023–24*.

### Details of assessments and measures undertaken to improve the occupational health and safety of employees

Please refer to Occupational Health, Safety and Wellbeing (Chapter 2 — Our People) of the *Victoria Police Annual Report 2023–24*.

### A general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes

|  | **Time lost** |
| --- | --- |
| Industrial accidents (a) (b) | 200,354 (shifts) |
| Industrial disputes (c) | 0 |

**Notes:**

1. ‘Industrial accidents’ has been interpreted as compensable time off work due to any workplace injury or illness (WorkCover claims) in line with advice from WorkSafe Victoria. The data provides the total shifts lost in the rolling 12-month period as at 30 June 2024.
2. Data is as extracted September 2024. As WorkCover claims can be made retrospectively, data can fluctuate for the 12-month depending on the date extracted.
3. ‘Industrial disputes’ has been interpreted as per the *Fair Work Act 2009* meaning of protected (or unprotected) industrial action in the form of stop works or strikes.

Victoria Police maintains strong relationships with The Police Association Victoria (TPAV) and the Community and Public Sector Union (CPSU) and places a high priority on consulting with them. In 2023–24, no time was lost due to industrial disputes. For further information, refer to Incident Management (Chapter 2 — Our People) of the *Victoria Police Annual Report 2023–24.*

### A list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved

Victoria Police is supported by several standing executive, corporate and advisory committees ensuring good corporate governance with a focus on improving organisational performance.

| **Major committee** | **Purpose** | **Extent of purpose achieved** |
| --- | --- | --- |
| **Executive Command Board**  *Meets weekly on contemporary issues and meets monthly on strategic issues* | Is the primary decision-making and oversight body for Victoria Police on matters that have organisation-wide impacts including, but not limited to; strategic and long-term priorities, new policy and strategic projects, financial and resourcing matters, risk management, major investment, and organisational reform. | The Executive Command Board achieved its purpose in 2023–24. The Board has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Asset Strategy Committee**  *Meets every three months* | Provides oversight and governance of the strategic direction and policy priorities of asset management for Victoria Police, while also improving asset management maturity and capability. It does this through its approval of the Asset Management Strategy, Asset Management Plans for each asset class, and endorsement of asset management improvement plans. It supports the Chief Commissioner of Police and the Audit and Risk Committee fulfill their responsibilities under the Victorian Government Asset Management Accountability Framework. | The Asset Strategy Committee was elevated to a Tier 1 committee in the first half of 2024 and held its inaugural meeting as a Tier 1 committee on 31 May 2024. At this meeting, the Terms of Reference, incorporating its defined responsibilities, authority, and its purpose, were confirmed.  The elevation to a Tier 1 committee will enable the committee to lead the oversight and governance of the strategic direction and policy priorities of asset management for Victoria Police. |
| **Digital Transformation Committee**  *Meets every two months* | Provides a strategic focus on digital innovation, technology project delivery and operations, information management and cyber security. The committee supports the implementation of the strategy to digitally transform Victoria Police by leading cultural change and providing advice to Executive Command regarding strategic directions and digital investment priorities. It provides oversight and advice on enterprise information management and security related priorities, governance, risk management and compliance with organisational and government Information Management Frameworks, policies, strategic direction, and associated standards. | The Digital Transformation Committee achieved its purpose in 2023–24. The Committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives |
| **First Peoples Committee**  *Meets quarterly* | Provides oversight for the implementation, delivery, monitoring and acquittal of the actions outlined in the Chief Commissioner’s Statement of Commitment, which sets out areas in which Victoria Police will take action over 2023–25. | The First Peoples Committee achieved its purpose in 2023–24, providing oversight and supporting progression of actions outlined in the Statement of Commitment. The committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Operations Committee**  *Meets quarterly* | Provides a risk-based approach to identifying, coordinating, and responding to significant community safety issues with a progressive focus on developing policing services. Provides a strategic focus on potential policy changes required to support both the internal and external operating environment. | The Operations Committee achieved its purpose in 2023–24. The Committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Police Procurement Board**  *Meets every two months* | Ensures our procurement strategy delivers effective outcomes that support organisational requirements, drives value, and ensures that procurement activity is conducted efficiently and in accordance with the commercial policy, processes and practices prescribed by the *Financial Management Act 1994*, Victorian Government Purchasing Board policies, and the *Project Development and Construction Management Act 1994*. | The Police Procurement Board achieved its purpose in 2023­­*–*24. The Board reviewed its Terms of Reference to ensure the ongoing effectiveness of the procurement strategy in supporting governance requirements and alignment to organisational objectives. |
| **Safety, People and Culture Committee**  *Meets every two months* | Provides strategic direction regarding the development of safety, people and culture-related policies, strategies, plans and frameworks. The committee shapes organisational responses to emerging safety, people and culture-related issues, risks, and trends. It oversees safety and people and culture-related priorities, initiatives, and projects. | The Safety, People and Culture Committee achieved its purpose in 2023–24. The Committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **State Tasking and Coordination**  *Meets monthly* | Leads the tasking and coordination process at the state level. The committee exists to support all work units in addressing organisational priorities. It seeks to ensure that regions and commands deploy operational resources to maximum effect to enhance community safety in line with *Keeping You Safe: Victoria Police Strategy 2023–2028.* | The State Tasking and Coordination Committee achieved its purpose in 2023–24. The Committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to community safety objectives articulated in the *Keeping You Safe Strategy 2023–2028*. |
| **Resource and Cost Committee**  *Meets monthly* | Provides a strategic focus on financial and resource management. It Considers and approves key financial management policies and procedures, business cases and major resource management decisions.  The Committee also has responsibility for project governance matters when risks to budget, scope, or time are identified. | The RCC achieved its purpose in 2023–24. The committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Victoria Police Finance Board**  *Meets monthly* | Provides oversight of our financial management to the Victorian Government and the Chief Commissioner of Police. It provides advice on new initiatives that may assist with longer-term budget reparation and alternatives to offset permanent cost drivers and funding misalignments. | The Victoria Police Finance Board achieved its purpose in 2023–24. The Board has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Victoria Police Human Research Ethics Committee** | To ensure that any human research involving Victoria Police adheres to established ethical principles under the *National Statement on Ethical Conduct in Human Research 2007*, and the *Australian Code for the Responsible Conduct of Research 2018*. As Victoria Police is a public authority within the meaning of section 38 of the *Charter of Human Rights and Responsibilities Act 2006* (the Charter), Victoria Police is bound by the Charter. In relation to research activities, the following human rights should be taken into consideration:   * the right to privacy and reputation under section 13 of the Charter * the protection of families and children under section 17 of the Charter * any other relevant rights in Part 2 of the Charter. | The Victoria Police Human Research Ethics Committee achieved its purpose in 2023–24. The committee has an annual review process built into the Terms of Reference. It produces an annual report to the National Health and Medical Research Council. |
| **Victoria Police Research Coordination Committee** | To ensure that research involving Victoria Police complies with the Australian Code for the Responsible Conduct of Research 2018, and that any applicable legislation and policy. Research activity in Victoria Police is governed by Victorian and Commonwealth legislation. Any research activity conducted in connection with Victoria Police must be managed in accordance with the following Acts and any other relevant legislation:   * *Privacy and Data Protection Act 2014* * *Health Records Act 2001 (Vic)* * *Victoria Police Act 2013* * *Constitution Act 1975* s.95 * *Public Records Act 1973* * *Freedom of Information Act 1982 (Vic)* * *Road Safety Act 1986:* s.92 * *Public Administration Act 2004* * *Privacy Act 1988 (Cth)* * *Charter of Human Rights and Responsibilities Act 2006 (Vic).* | The Research Coordination Committee achieved its purpose in 2023–24. The committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |
| **Audit and Risk Committee**  *Meets once every three months (plus one special meeting to review Victoria Police’s annual financial statements)* | Required by the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, the Audit and Risk Committee provides independent assurance and assistance to the Chief Commissioner of Police regarding our financial, risk, control, and compliance frameworks, in addition to our external accountability responsibilities. The committee maintains effective communication with external auditors and considers recommendations from internal and external auditors. | The Audit and Risk Committee achieved its purpose in 2023–24. The Committee has an annual review process built into the Terms of Reference to ensure ongoing effectiveness and alignment to objectives. |

### Details of all consultancies and contractors including:

### consultants/contractors engaged

### services provided

### expenditure committed to for each engagement

#### **Details of consultancies (valued at $10,000 or greater)**

In 2023–24 there were 58 consultancies where the total fees payable to the consultants was $10,000 or greater. The total expenditure incurred during 2023–24 in relation to these consultancies is $10.32 million (excluding GST).

| **Consultant** | **Purpose of consultancy/services provided** | **Total approved project fee**  **($ thousand) (excl. GST)** | **Expenditure 2023**–**24**  **($ thousand)**  **(excl. GST)** | **Future expenditure**  **($ thousand)**  **(excl. GST)** |
| --- | --- | --- | --- | --- |
| ACIL Allen Consulting Pty Ltd | Business Advisory | 226 | 226 | 0 |
| Appian Software Australia Pty Limited | Technical/Professional Services | 43 | 43 | 0 |
| BSA Building Surveyors | Building Code consultancy services | 41 | 31 | 10 |
| Chandler Macleod Group Ltd | Human Resource Services | 94 | 43 | 51 |
| Clayton UTZ Lawyers | Legal Advisory | 148 | 148 | 0 |
| Composure Pty Ltd | Business Advisory | 14 | 14 | 0 |
| Cornerstone Computing Pty Ltd | Technical/Professional Services | 35 | 29 | 6 |
| Deloitte Touché Tohmatsu | Consultancy Services | 692 | 686 | 7 |
| Digital Forensic Sciences Australia Pty Ltd | Expert Report and Analysis | 41 | 40 | 0 |
| DLA Piper | Legal Advisory | 147 | 64 | 83 |
| Eldar Salkovic T/As Innox Solutions | Business Advisory | 18 | 18 | 0 |
| ESRI Australia Pty Ltd | Consultancy for the Frontline Mobility Co-Design Project | 61 | 61 | 0 |
| FG Advisory | Technical/Professional Services | 95 | 95 | 0 |
| G&Z Holdings Pty Ltd | Technical/Professional Services | 23 | 23 | 0 |
| Greens List Barristers | Legal Advisory | 32 | 32 | 0 |
| Grosvenor Management Consulting | Technical/Professional Services | 20 | 20 | 0 |
| Hawkins Consolidated Trust & Snippe Investments Pty Ltd T/A Orange Squid | Business Advisory | 278 | 212 | 66 |
| Holding Redlich | Legal Advisory | 12 | 12 | 0 |
| Human Impact Engineering | Expert Report and Analysis | 17 | 17 | 0 |
| Human Resource Solutions Australia Pty Ltd | Business Advisory | 76 | 64 | 13 |
| Ian Richard Summers | Consultancy services for Educator Observations Project | 80 | 80 | 0 |
| Identity Care Australia & New Zealand Ltd | Technical/Professional Services | 4,278 | 2,397 | 1,882 |
| IPP Consulting Pty Ltd | Security maintenance consultancy | 40 | 27 | 12 |
| James & Monroe Pty Ltd | Consultancy Services | 200 | 129 | 71 |
| Jenoptik Australia Pty Ltd | Review ANPR Strategy Review | 36 | 36 | 0 |
| KPMG | Consultancy services for Victoria Police Strategy | 290 | 243 | 47 |
| Lander & Rogers | Legal Advisory | 22 | 22 | 0 |
| Leanne Close | Executive Remuneration Committee (ERC) Member & Audit and Risk Committee member | 34 | 22 | 12 |
| Mahlab Recruitment | Human Resource Services | 39 | 39 | 0 |
| McLeod & Aitken Limited | Contract Superintendent services | 259 | 195 | 64 |
| MRWED Training and Assessment | Consultancy services for Educator Observations Project | 90 | 65 | 25 |
| Nous Group Pty Ltd | Training program review | 270 | 206 | 64 |
| Nous Group Pty Ltd | Business Advisory | 52 | 52 | 0 |
| Nous Group Pty Ltd | Workforce model evaluation | 225 | 37 | 188 |
| NTT Australia Digital Pty Ltd | Consultancy for the Frontline Mobility Co-Design Project | 78 | 77 | 1 |
| Orkest Consulting | Business Advisory | 105 | 103 | 2 |
| OutSystems Software Pty Ltd | Technical/Professional Services | 264 | 121 | 142 |
| Paper Giant Pty Ltd | Consultancy for Health and Wellbeing strategy | 37 | 37 | 0 |
| Paul Margetts Consulting | Consultancy services for COVID-19 Documentation Index Project | 50 | 44 | 6 |
| Peckvonhartel Group Pty Ltd | Technical/Professional Services | 371 | 354 | 17 |
| Peoplescout Technology Pty Ltd | Tender of Recruiting Services (Whole Of Government) Contract | 42 | 32 | 11 |
| Pinnacle HJWP Pty Ltd | Business Advisory | 25 | 25 | 0 |
| Price Waterhouse Coopers | Accounting / Audit / Financial Services | 56 | 35 | 21 |
| Profectus Services (Aust) Pty Ltd | Technical/Professional Services | 146 | 146 | 0 |
| Project Willoughby Pty Ltd | Asset Management System Improvement | 63 | 60 | 3 |
| Project Willoughby Pty Ltd | Asset Management Maturity Assessment | 19 | 19 | 0 |
| Prolink Australia Pty Ltd | Program Implementation, Management and Evaluation | 229 | 223 | 6 |
| Sandra Dell Andersen | Audit and Risk Committee (ARC) Member | 33 | 16 | 17 |
| SAS Institute Australia Pty Ltd | Project Advisory Services | 164 | 105 | 60 |
| Scyne Advisory Pty Ltd | Technical/Professional Services | 3,501 | 2,726 | 775 |
| Secmon1 Pty Ltd | Program Implementation, Management and Evaluation | 159 | 24 | 135 |
| Security Consulting Group Pty Ltd | Security consultancy services for the Conducted Energy Devices (CED) Project | 91 | 54 | 37 |
| Shield Assets Pty Limited | Asset Management System Improvement | 36 | 36 | 0 |
| StrataPNA | Technical/Professional Services | 242 | 76 | 165 |
| Swinburne University of Technology | Consultancy services for Stalking Pilot | 158 | 77 | 80 |
| Tech Mahindra Limited | Consultancy for the Frontline Mobility Co-Design Project | 362 | 100 | 262 |
| University of Melbourne | Consultancy services for Disrupting Child Exploitation project | 15 | 15 | 0 |
| Urbis Pty Ltd | Technical/Professional Services | 95 | 95 | 0 |
| Victoria University | Business Advisory | 213 | 130 | 83 |
| Victoria University | Diversity Program exam support | 34 | 20 | 14 |
| Vincent Chrisp & Partners Pty Ltd | Building Engineering Services | 100 | 88 | 12 |
| Wendy Hanrahan | Consultancy Services to implement functional structural review | 95 | 31 | 64 |
| Wendy Hanrahan | Professional Development | 58 | 24 | 34 |
| **Total consultancies (valued at $10 000 or greater)** | | **14,869** | **10,323** | **4,546** |

**Details of consultancies under $10,000**

In 2023–24 there were 18 consultancies engaged during the year, where the total fees payable to the individual consultancies was less than $10,000. The total expenditure incurred during 2023–24 in relation to these consultancies was $0.093 million (excl. GST).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Consultant** | **Purpose of consultancy/services provided** | **Total approved project fee**  **($ thousand) (excl. GST)** | **Expenditure 2023–24**  **($ thousand) (excl. GST)** | **Future expenditure**  **($ thousand) (excl. GST)** |
| 1:1 Architects Pty Ltd | Technical/Professional Services | 9 | 9 | 0 |
| Chambers Consulting | Accounting / Audit / Financial Services | 11 | 8 | 3 |
| Corporate Scorecard Group | Technical/Professional Services | 3 | 3 | 0 |
| DNC Advisory Pty Ltd | Audit and Risk Committee (ARC) Member | 42 | 3 | 39 |
| Dr John King | Expert Report and Analysis | 1 | 1 | 0 |
| Food Consultants Australia | Technical/Professional Services | 10 | 8 | 2 |
| Janice van Reyk | Audit and Risk Committee (ARC) Member | 18 | 10 | 9 |
| JAZ Building Consultants | Building Code consultancy services | 4 | 4 | 0 |
| Nicole Asquith T/A Cursing Circe Consultancy | Consultancy Services for Training Program Review | 11 | 8 | 3 |
| Norton Rose Fulbright Australia | Legal Services | 19 | 6 | 12 |
| Oxon Advisory Limited | Consultancy Services for Community Safety | 5 | 5 | 0 |
| People Measures Pty Ltd | Program Implementation, Management and Evaluation | 1 | 1 | 0 |
| Ramaswamy Narayan Prasad | Audit and Risk Committee (ARC) Member | 42 | 3 | 39 |
| Rap4Mas Pty Ltd | Audit and Risk Committee (ARC) Member | 42 | 3 | 39 |
| Roger Chao | Audit and Risk Committee (ARC) Member | 13 | 8 | 5 |
| Stotan Group | Technical/Professional Services | 9 | 9 | 0 |
| Victorian Government Solicitor | Legal Advisory | 5 | 1 | 4 |
| WSP Australia Pty Limited | Refurbishment works | 4 | 4 | 0 |
| **Total consultancies under $10,000** | | **248** | **93** | **155** |

**Details of contractors**

The total expenditure incurred during 2023–24 in relation to contractors was $207 million (excl. GST).

| **Contractor** | **Contract services provided** | **Expenditure 2023-24**  **($ thousand) (excl. GST)** |
| --- | --- | --- |
| A A Radio Services Pty Ltd | Non-Financial Audit / Review | 40 |
| Accenture Australia Pty Ltd | Project Management | 1,154 |
| Accuraco Pty Ltd | Human Resource Services | 38 |
| ACER Australian Council For Education Research Ltd | Psychological Services | 48 |
| Adapt Ventures Pty Ltd | Information Technology Services | 25 |
| Adecco Australia Pty Ltd | Human Resource Services | 32 |
| Allegra Consulting Group Pty Ltd | Professional Development | 27 |
| Allegra Consulting Group Pty Ltd | Technical/Professional Services | 5 |
| Allen and Clarke Consulting Pty Ltd | Program Implementation, Management and Evaluation | 56 |
| Alpine Building Permits & Consultants | Building Fees and Charges | 1 |
| AM Executive Pty Ltd | Professional Development | 81 |
| Amber Burnham Speech Pathology | Technical/Professional Services | 8 |
| Anglicare Victoria | Program Implementation, Management and Evaluation | 130 |
| Anne Dalton & Associates | Procurement services | 9 |
| ArcBlue Consulting (Australia) Pty Ltd | Procurement services | 222 |
| Australian Disability Network Ltd | Human Resource Services | 9 |
| Australian Network on Disability | Human Resource Services | 10 |
| Avionics 2000 Pty Ltd | Fixed Wing Support Service | 5,841 |
| AW Psychology | Psychological Services | 27 |
| Axess Commercial Interiors Pty Ltd | Building Construction | 42 |
| B2 Architecture | Architectural Services | 4 |
| Beyond Limits Consulting Pty Ltd | Technical/Professional Services | 200 |
| Beyond Limits Consulting Pty Ltd | Information Technology Services | 74 |
| Bite Visual Communications Group Pty Ltd | Office / Document Design | 20 |
| Black Dog Institute | Technical/Professional Services | 5 |
| Bond National Pty Ltd | Mediation Services | 5 |
| Brimarco | Design & Manufacture of Medium Mobile Policing Units (MPU) | 390 |
| BTT Engineering Consulting Pty Ltd | Services Rendered for the Alcohol and Drug Test Vehicle Replacement Program | 7 |
| Carrier Australia Pty Ltd | Building Construction | 950 |
| Chandler Macleod Group Ltd | Human Resource Services | 11 |
| Chapmans List Barristers Pty Ltd | Legal Services | 61 |
| CI-Advisory | Technical/Professional Services | 47 |
| Clayton UTZ Lawyers | Legal Services | 1,643 |
| Clayton UTZ Lawyers | Professional Development | 3 |
| Command51 Pty Limited | Technical/Professional Services | 22 |
| Confluent Inc. | Services Rendered for the NCIS Project | 236 |
| Converge International Pty Ltd | Psychological Services | 280 |
| Corrs Chambers Westgarth | Legal Services | 3,783 |
| Cube Company Pty Ltd | Architectural Services | 2 |
| CyberCX Pty Ltd | Information Technology Services | 533 |
| CyberCX Pty Ltd | Human Resource Services | 51 |
| Daniel Julius Low | Professional Development | 9 |
| Datatime Services Pty Ltd | Information Technology Services | 7 |
| Dean Janover | Psychological Services | 2 |
| Deborah Ann Bryant | Psychological Services | 0 |
| Deloitte Consulting Pty Limited | Information Technology Services | 448 |
| Deloitte Consulting Pty Limited | Project Management | 315 |
| Devers List Pty Ltd | Legal Services | 1,034 |
| Dixon Appointments | Human Resource Services | 477 |
| DLA Piper | Human Resource Services | 2 |
| Dohrmann Consulting Trust T/A Dohrmann Consulting Pty Ltd | Architectural Services | 5 |
| Donald Cant Watts Corke (VIC) Pty Ltd | Architectural Services | 14 |
| Doogue & George Defence Lawyers | Legal Services | 10 |
| Dr Danny Sullivan | Psychological Services | 8 |
| Dr Evrim March | Psychological Services | 17 |
| Dr Germaine Gergis | Psychological Services | 0 |
| Dragonfly Global Trust | Psychological Services | 15 |
| DS Coaching | Technical/Professional Services | 12 |
| DS Coaching | Victoria Police Dog Squad Animal Attendants | 3 |
| DWB Trust T/A D W Bowe & Assoc. Pty Ltd | Technical/Professional Services | 15 |
| DXC Enterprise Australia Pty Ltd | Information Technology Services | 9,355 |
| DXC Enterprise Australia Pty Ltd T/A DXC Technology | Information Technology Services | 16,678 |
| Element Architects Pty Ltd | Technical/Professional Services | 5 |
| Element Architects Pty Ltd | Architectural Services | 3 |
| Emposo Pty Ltd | Human Resource Services | 178 |
| En Masse | Professional Development | 86 |
| Energy Architecture Pty Ltd | Architectural Services | 12 |
| Engage Squared Pty Ltd | Information Technology Services | 17 |
| Equitation Science International Pty Ltd | Consultancy Services | 5 |
| Erin Tibbitts | Professional Development | 6 |
| Ernst & Young | Technical/Professional Services | 859 |
| Ernst & Young | Non Financial Audit / Review | 29 |
| Executive Central Group Pty Ltd | Professional Development | 76 |
| Executive Central Group Pty Ltd | Executive Coaching Sessions | 8 |
| Foleys List Pty Ltd | Legal Services | 834 |
| Fontana Consulenza | Technical/Professional Services | 44 |
| Foreground Architecture | Architectural Services | 28 |
| FPPV Pty Ltd | Architectural Services | 174 |
| Framework Australia Pty Ltd | Building Maintenance Services | 19 |
| Fujitsu Australia Limited | Information Technology Services | 23 |
| G4S Custodial Services Pty Ltd | Custodial Services | 15,203 |
| Garry Douglas Thomson T/As Garry Thomson and Associates | Human Resource Services | 0 |
| GJ & K Cleaning Services Pty Ltd | Cleaning Services | 142 |
| Grange Advisory Pty Ltd | Workplace Complaints and Investigations / Workplace Services | 12 |
| Gray Puksand Pty Ltd | Technical/Professional Services | 23 |
| Hays Specialist Recruitment (Australia) Pty Limited | Human Resource Services | 4,389 |
| HCL Australia Services Pty Ltd | Human Resource Services | 949 |
| Hoban Recruitment Pty Ltd | Human Resource Services | 5 |
| Hotelstaff Pty Ltd | Human Resource Services | 122 |
| Hudson Global Resources (Aust) Pty Ltd | Human Resource Services | 581 |
| HWL EBSWORTH LAWYERS | Technical/Professional Services | 67 |
| HWL EBSWORTH LAWYERS | Legal Advisory | 7 |
| IBM Australia Limited | Services Rendered for the Blue Connect Program - Cyber Defense | 964 |
| Illion (Australia) Pty Ltd | Technical/Professional Services | 2 |
| IPAA Victoria | Professional Development | 9 |
| IPP Consulting Pty Ltd | Security system assessment | 7 |
| Itsec Australia Pty Ltd | Information Technology Services | 61 |
| Jaime Leila Lake | Professional Development | 6 |
| Jesuit Social Services | Psychological Services | 78 |
| JFE Global Pty Ltd T/A Fisher Leadership/CogNative Solutions/Gig Executive/CLA | Human Resource Services | 80 |
| Jones Lang LaSalle Advisory Services Pty Ltd | Property Advisory | 5 |
| Juvare Asia Pacific Limited | Information Technology Services | 50 |
| K & L Gates | Workplace Complaints and Investigations / Workplace Services | 49 |
| Karla LOPEZ | Professional Development | 14 |
| Kim Stephens & Associates | Psychological Services | 4 |
| Kinetic IT Pty Ltd | Information Technology Services | 27,967 |
| Kristen Kappel | Psychological Services | 2 |
| Kylie Frances Doyle | Psychological Services | 0 |
| Kylie Frances Doyle | Ethics Training | 0 |
| Landell Probity Pty Ltd | Human Resource Services | 26 |
| Lander & Rogers | Legal Services | 525 |
| Lander & Rogers | Human Resource Services | 74 |
| Leora Benjamin T/A Central Speech Pathology Service | Professional Development | 7 |
| Lucidea Australia Pty Ltd | Information Technology Services | 26 |
| Luke Frizon | Professional Development | 13 |
| Maddocks | Legal Services | 164 |
| Manpower Services Australia Pty Ltd | Human Resource Services | 255 |
| Mark Edward Thomson | Professional Development | 11 |
| Mechtrol GRS Pty Ltd | Building Construction | 274 |
| Medhealth Pty Ltd | Technical/Professional Services | 3 |
| Melbourne Health | Enhanced Clinical Response Program | 103 |
| Meldrum & Hylands Barristers Clerk | Legal Services | 1 |
| Melissa Lagozzino | Psychological Services | 2 |
| Metropolitan Traffic Education Centre Inc | Professional Development | 1 |
| Michael Evans Psychological Services | Psychological Services | 57 |
| Michael Page International (Australia) Pty Limited | Human Resource Services | 440 |
| Michelle Ann Downs T/A Tranquillium Councelling | Psychological Services | 2 |
| Michelle Kaye Spinks | Psychological Services | 9 |
| Minter Ellison | Legal Services | 1,164 |
| Monash University | Technical/Professional Services | 18 |
| Monash University | Services Rendered for the Mobile Automated Number Plate Recognition (ANPR) Project | 15 |
| Mood and Mind Psychology | Psychological Services | 7 |
| Moray & Agnew (Melbourne) | Legal Services | 100 |
| Motorola Solutions Australia Pty Ltd | Services Rendered for the NCIS Project | 102 |
| n0de Pty Ltd | Environmental consultancy | 21 |
| Naomi Overton | Psychological Services | 11 |
| Narelle Goodland | Professional Development | 11 |
| Natalie Stitt | Psychological Services | 22 |
| Norton Rose Fulbright Australia | Legal Services | 252 |
| NTT Australia Digital Pty Ltd | Human Resource Services | 273 |
| O'Connor Marsden & Associates Pty Ltd | Technical/Professional Services | 8 |
| oobe Pty Ltd | Information Technology Services | 60 |
| oobe Pty Ltd | Services Rendered for the Blue Connect Program | 32 |
| Pacific Commerce Pty Ltd | Information Technology Services | 92 |
| Paper Giant Pty Ltd | Technical/Professional Services | 91 |
| Patterson's List | Legal Services | 5 |
| Paul Holmes Barristers Clerk Pty Ltd | Legal Services | 3 |
| PAX Workplace Lawyers | Workplace Complaints and Investigations / Workplace Services | 29 |
| Perfekt Pty Ltd | Information Technology Services | 20 |
| Persolkelly Australia Pty Ltd | Human Resource Services | 37 |
| Peter Berry Consultancy Pty Ltd | Psychological Services | 2 |
| Pitcher Partners Consulting Pty Ltd | Procurement services | 23 |
| PMT Security Systems Pty Ltd | Technical/Professional Services | 85 |
| PMYC Holdings T/A Cheryl Lim Huish | Psychological Services | 0 |
| Police Financial Services Limited | Architectural Services | 50 |
| Prahran Psychology Pty Ltd | Psychological Services | 8 |
| Price Waterhouse Coopers | Accounting / Audit / Financial Services | 21 |
| Procurement Leaders Limited | Human Resource Services | 81 |
| Project Cost Management Group Pty Ltd | Architectural Services | 53 |
| Prosci Pty Ltd | Project Management | 14 |
| Psycon | Professional Development | 6 |
| QED Environmental Services Pty Ltd | Architectural Services | 7 |
| Randstad Pty Ltd | Human Resource Services | 543 |
| Real People Victoria Pty Ltd | Professional Development | 81 |
| RecordPoint Software APAC Pty Ltd | Project Management | 1,350 |
| Rodney John Lamplugh T/A Lamplugh McIntosh Lawyers | Legal Advisory | 1 |
| RSM Bird Cameron T/A RSM Australia Pty Ltd | Procurement services | 11 |
| RSM Bird Cameron T/A RSM Australia Pty Ltd | Oracle Cloud Business Case and Implementation | 9 |
| Russell Kennedy | Legal Services | 207 |
| SaaS Systems Pty Ltd | Information Technology Services | 76 |
| Safety Equipment Technical Services Pty Ltd | Technical/Professional Services | 14 |
| SALTIE Co | Professional Development | 15 |
| Sandra Plant | Psychological Services | 16 |
| SAP Australia Pty Ltd | Information Technology Services | 14 |
| SAS Institute Australia Pty Ltd | Services Rendered for the National Criminal Intelligence System (NCIS) Project | 283 |
| SAS Institute Australia Pty Ltd | Professional Development | 5 |
| Scyne Advisory Pty Ltd | Technical/Professional Services | 463 |
| Scyne Advisory Pty Ltd | Information Technology Services | 127 |
| Security Consulting Group Pty Ltd | Information Technology Services | 6 |
| SEMZ Property Advisory and Project Management | Technical/Professional Services | 34 |
| Sentinel Data Security | Information Technology Services | 20 |
| Serco Citizen Services Pty Ltd | Services Rendered for the Blue Connect Program | 18,795 |
| ServiceNow Australia Pty Ltd | Technical/Professional Services | 26 |
| SHEPHERD PHILIP JOHN T/A ACTIVE LEADERSHIP | Professional Development | 3 |
| Site Intelligence Group | Information Technology Services | 106 |
| Skytraders Pty Ltd | Fixed Wing Support Service | 10,770 |
| Slade Group Pty Ltd | Victoria Police Dog Squad Animal Attendants | 110 |
| Slade Group Pty Ltd | Victoria Police Mounted Branch Stable Hand | 78 |
| Slattery Australia Pty Ltd | Architectural Services | 173 |
| SmartX Pty Ltd | Land Surveying services | 23 |
| Speech Pathology Services Victoria | Professional Development | 20 |
| Stantec Australia Pty Ltd | Architectural Services | 20 |
| Starflight Victoria Pty Ltd | Helicopter Support Service | 29,248 |
| StarRez Global Pty Ltd | Professional Development | 1 |
| Stephen Michael Fahey | Psychological Services | 18 |
| Summit Coaching | Executive Coaching Sessions | 4 |
| Swinburne University of Technology | Program Implementation, Management and Evaluation | 348 |
| Symmetry Human Resources Group Pty Ltd | Human Resource Services | 74 |
| Talent International (VIC) Pty Ltd | Human Resource Services | 784 |
| Tandem Partners Pty Ltd | Executive Employment | 21 |
| Tarina Fanning Aboriginal Consultancy Training Services | Professional Development | 27 |
| Tascam Pty Ltd TA EFI Furniture - Educational Furniture Industries | Building design | 5 |
| Tech Mahindra Limited | Project Management | 882 |
| Telstra Limited | Information Technology Services | 9,008 |
| Telstra Limited | Project work for the development and rollout of the Modern Workplace solution | 3,464 |
| Terra Firma Pty Ltd | Human Resource Services | 86 |
| The Distillery Pty Ltd | Technical/Professional Services | 80 |
| The Distillery Pty Ltd | Information Technology Services/Communications | 46 |
| The Interchange Group Pty Ltd | Ethics Training | 249 |
| The Trustee for Maritime Survey Australia Hybrid Trust | Technical/Professional Services | 5 |
| The Zalt Group | Professional Development | 31 |
| Tiaki Objects Conservation | Conservation Services for New Police Museum | 5 |
| Tim Hall & Associates Pty Ltd | Architectural Services | 13 |
| TPP Consultants Pty Ltd | Technical/Professional Services | 3 |
| Trace Consulting Group Pty Ltd | Technical/Professional Services | 251 |
| TSA Management Pty Ltd | Technical/Professional Services | 24 |
| Turner & Townsend Pty Ltd | Architectural Services | 3 |
| United Commercial Projects Pty Ltd | Building Construction | 295 |
| University of Tasmania | Tertiary Services | 124 |
| Vanessa Carty | Psychological Services | 9 |
| Versa Agency Pty Ltd | Information Technology Services | 19 |
| Victorian Consulting Engineers Pty Ltd | Technical/Professional Services | 3 |
| Victorian Government Solicitor | Legal Services | 18,083 |
| Victorian Public Sector Commission | Human Resource Services | 31 |
| Warrick Brewer | Psychological Services | 6 |
| Waterman A H W (Vic) Pty Ltd | Lift maintenance consultancy | 2 |
| Whereto Research Based Consulting Pty Ltd | Recruitment consulting | 26 |
| Wilson Security Pty Ltd | Security Services | 6,572 |
| Wise Workplace Solutions Pty Ltd | Workplace Complaints and Investigations / Workplace Services | 74 |
| Woods Psychologists Pty Ltd | Technical/Professional Services | 18 |
| WSP Australia Pty Limited | Architectural Services | 10 |
| X2 Design Pty Ltd | Office / Document Design | 4 |
| YSAS Pty Ltd | Youth Outreach Project | 974 |
| Yvonne Yoong | Psychological Services | 21 |
| **Total contractors** |  | **206,829** |