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Towards certainty

Decisions are more robust and accurate if they are based on thorough, practical and clearly-presented analysis, supported by data.

We transform information and experience into insights and advice, so you can make sound decisions about strategy, investment and implementation - clearly, concisely and confidentially.

At all points in the life of your project our input is a step towards certainty.



Biruu.Justice delivers the empirical analysis so clients can develop justice service strategies based on evidence

The justice sector is teeming with statistics and operational data. We understand how to use justice data to support the argument for change or investment.

We use demographic data to develop models which forecast future demand for justice services. We use operational data to unpack what is happening within a justice sector agency and then bring these analyses together in succinct, well articulated, evidence based, investment proposals.

Our justice services include:

- Strategic planning
- Service planning
- Data modelling
- Financial modelling
- Service evaluation
- Operational planning
- Financial analysis
- Business case development
- Facility planning
- Performance benchmarking and review
- Post occupancy evaluation

Justice sector operations are uniquely characterised by a dichotomy.

Fundamental principles of justice require agencies to operate independently at arm's length, but they must collaborate for the fair and efficient delivery of justice services. Justice agencies manage this conflict as they work towards improving the delivery of justice.

We understand the justice sector and its culture. We understand how the community, police, courts, corrections, practitioners and other agencies come together to provide fair and efficient modern justice.

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Courts Portfolio Service & Asset Strategy



The Courts portfolio needed a robust asset plan based on empirical demand forecasts which would reflect the needs of modern justice.

Biruu was commissioned to prepare a multi-year asset portfolio planning strategy. Forecasts were based on the Biruu courtroom demand gravity model, building on crime statistics and population data, to help build a 10 year investment program across the entire Victorian justice system embracing all jurisdictions.

The process commenced with a service needs analysis, where the heads of Victorian court jurisdictions pooled their thinking about a "court of the future", considering the principles and practices of modern justice.

Space needs were determined from operational requirements, and were fed back into Biruu's demand model to project future space needs in each location across Victoria, and to examine the current gap.

This enabled robust planning of court infrastructure replacement and upgrades over an extended time frame.

Prison PPP Assessment



Corrections Victoria needed reliable commercial advice on the best approach to a Public Private Partnership prison transaction.

Biruu was commissioned to review private sector proposals for a proposed expansion of an established Prison in Victoria, with a particular focus on financial and commercial aspects of the proposals.

Biruu's advice included a comprehensive financial model that rebuilt the offers in terms of their whole of lifecycle cost analysis, from the perspective of the project sponsor.

The advice allowed the sponsor to align the offers and compare them on a like-for-like basis, even though they were of a materially different profile. This allowed the sponsor to be confident they maximised value for money in the transaction.

Court Services Victoria – Sunshine Law Courts



Court Services Victoria engaged Biruu to complete a Service Delivery Model for the proposed masterplan and interim works project for Sunshine Law Court. The Service Delivery Model:

- Documented the number of court rooms needed at Sunshine Law Courts to respond to medium-term demand
- Established principles for configuration of Sunshine Law Courts that will assist with long-term planning, development of a medium-term master plan, and agreement on the appropriate purpose for the currently-funded development
- Described a service model for Sunshine Law Courts.

Biruu was further engaged by Court Services Victoria to assist the Magistrates' Court of Victoria to prepare a business case for establishment of a Specialist Family Violence Court at the Sunshine Law Court.

Operational Plans: Judicial Commission & Drug Court



Judicial Commission – Operational Plans:

The Judicial Commission of Victoria (the Commission) previously shared office space with the Victorian Legal Admissions Board. The rapid growth of both organisations in recent years has caused the Commission to find new space in a tenancy with an existing fit-out. The Commission is currently in the visioning phase of the process of resolving its fit-out design and other accommodation needs. Biruu was engaged by Court Services Victoria to prepare a report to help crystallise how the Commission's operations would work and how people will use the space, to inform design of its new accommodation and to achieve an efficient and appropriate use of space.

Drug Court House Dandenong – Operational Plans:

In light of the impending expiry of the lease of the current Drug Court House premises in Dandenong, Court Services Victoria Asset Planning and Management were exploring alternative leased accommodation options in Dandenong. Biruu was engaged to produce an analysis to help crystallise how Drug Court House operations would work, how people will use the space, to inform design of the new Drug Court House and achieve an efficient and appropriate use of space.



County Court



Our Justice Expertise



Dandenong Options Review

Dandenong was identified as an area moving toward high caseload volume and deficient court provision. Biruu undertook demand modelling to understand the appropriate scope and size of a potential new court facility to redirect and relieve caseload pressure on other court infrastructure. Various options were explored for Dandenong Law Courts which formed the basis of a capital asset bid.

Melbourne Children's Court

The Department of Justice and Regulation engaged Biruu to develop a Business Case addressing the pressures on the Children's Court of Victoria. The study involved a quantitative examination of demand drivers in the child protection and juvenile justice systems and its relationship with demand in the wider court system, resulting in a quantitative growth forecasting model recognising the regional drivers of demand

The State-Wide Court Room Demand Model

The Department of Justice and Regulation commissioned Biruu to develop a geographic demand model which identifies the origins and corresponding volumes of caseload and courtroom demand. The model was required to be broad enough to be used across many jurisdictions and provide long-term courtroom demand projections. The gravity model used crime data as the basis for origins of demand. Future forecasted population growth projections allowed for appropriate planning and distribution of courtroom resources.

Shepparton Demand Modelling

The Department of Justice and Regulation commissioned Biruu to assess the existing Shepparton Law Courts courtroom demand to provide an understanding of the appropriate scope and size of a potential new court facility in Shepparton.

We cut through complexity.

Starting with industry knowledge and data, we create meaning through analysis, we test our insights, and then we communicate the outcomes succinctly.

In this way, we make the complex accessible.



Health and Human Service Planning

The health sector's scale and complexity requires that service planners understand population health data, the sector's financials, and the sector's culture.

Investment Analysis

Major investment decisions need a mountain of analysis wrapped up in a Business Case. We plan and execute the journey to build the investment case.

Financial Modelling

Investment grade financial models, upon which major capital decisions can be based, sit at the heart of every good Business Case. Financial analysis is our core capability.

Transaction Management

We have the procedures and experience to lead complex multi-party transactions to the point of contract execution.

Commercial Strategy

Implementable, effective, and enduring solutions require the right commercial approach from the start. We help clients plan how best to engage with the market.

Government Process

Biruu understands Victorian government cabinet processes and document guidelines. We help clients frame their funding proposals the way government wants.

Demographic Analysis

Decisions based on a thorough and clearly presented analysis, supported by data, are always more robust under scrutiny.

Economic Impact Analysis

All investment has an economic dimension, and all economics has a social dimension. We develop the models to calculate economic and social impacts.



Our commitment is to live our values in our work

Respect: show respect to all colleagues, clients and stakeholders, and in doing so respect the work that we have undertaken for them.

Consideration: be considerate to the needs and limitations of colleagues, stakeholders, clients and contractors.

Honesty: be fair and honest in all dealings with clients, including avoiding conflicts of interest and disclosing them when they appear.

Environment: be alert to the impact of all decisions about the use of resources.

Ethics: speak out when you see wrong.

Transparency: document all work processes undertaken so that clients can follow the cognitive and modelling processes and assumptions that lead to the conclusions and recommendations that we make in our work.

Confidentiality: protect the privacy of those providing information, and do not disclose any confidential data unless there is written permission to do so.

Integrity: approach all assignments with integrity and provide outcomes that are evidence based and that can stand up to rigorous scrutiny.

Communication: maintain open lines of communication with our clients and our broader network of contacts.

Contribution: endeavour to deliver outcomes that make a contribution to the clients and the communities we are serving.

Safety: keep all people on which we have a material influence safe from physical, psychological and reputational harm.

Principals



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