

**Department of Premier  
and Cabinet  
Corporate Plan  
2019–23**



Premier  
and Cabinet

# Contents

Message from the Secretary	3
2019-23 DPC Statement of Direction	4
About the Department	6
Our Ministers	7
Our Structure	8
Our Portfolio Entities	10
Our Stakeholders	11
Our Risk Management Approach	12
Delivering against our objectives	13
Performance Measurement and Financial Outlook	17

# Message from the Secretary

The Department of Premier and Cabinet leads the public service in working towards a stronger, fairer, better Victoria by providing leadership and promoting collaboration across the public sector. This Corporate Plan 2019–23 outlines the key initiatives the department will undertake to support the Victorian Government to achieve its strategic objectives and deliver an ambitious agenda.

Over the next four years, we will continue to pursue our vision of being recognised and respected leaders in whole of Victorian Government policy and performance by:

- involving citizens in policy making and improving opportunities for Victorians to participate in social, cultural, economic and democratic life
- leading the public sector in protecting and promoting our values of integrity and accountability, and responding to significant state issues, projects and policy challenges
- fostering and promoting excellence in public service administration
- creating an agile, responsive and high-performing DPC and VPS, by enabling cross-government collaboration and improving career opportunities for VPS staff.

As we move into the second term of the current government, we are making significant progress in implementing a large agenda of projects and reforms. The department will ensure this progress continues by providing exemplary support to the Premier, Ministers and Cabinet.

We will also continue to support and engage with diverse Victorian communities through our work on Aboriginal self-determination and treaty, promoting full inclusion for LGBTI people, and strengthening multicultural affairs and social cohesion.

I look forward to implementing the initiatives in this Corporate Plan alongside my colleagues both at the Department of Premier and Cabinet, and across the Victorian government.



**Chris Eccles AO**  
Secretary

## Our vision

**Recognised and respected leaders in whole of Victorian Government policy and performance**

## Our mission

The Department of Premier and Cabinet (DPC) supports the Victorian Government's commitment to a stronger, fairer, better Victoria by pursuing excellence in whole of Victorian Government service delivery and reform.

We do this by supporting the ministerial portfolios of the Premier, Deputy Premier, Special Minister of State, the Ministers for Aboriginal Affairs, Equality, Industrial Relations, Multicultural Affairs, Veterans, Women, and Youth as well as the Cabinet.

## Our objectives

### Outcomes

#### Strong Policy Outcomes

- ▼ DPC's policy advice and its support for Cabinet, committee members and the Executive Council are valued and inform decision making
- ▼ Quality infrastructure drives economic growth activity in Victoria
- ▼ The development and effective use of technology supports productivity and competitiveness.

#### Engaged Citizens

- ▼ Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria.

#### Professional Public Administration

- ▼ A values-driven, high-integrity public service characterised by employees who collaborate across government and in partnership with the community and other sectors, and who use evidence to support decisions that drive the progress of Victoria socially and economically.

#### High-performing DPC

- ▼ DPC acts as a high performing department across the whole of Victorian Government.

## Our capabilities

### People capabilities

- ▼ Collaborate to deliver strong results
- ▼ Exercise innovative thinking
- ▼ Lead, coach and develop others
- ▼ Build and support effective relationships
- ▼ Commit to achieving high-quality outcomes.

# Department of Premier and Cabinet Statement of Direction 2019–23

DPC's mission is to support the people of Victoria by:

- ▼ helping government achieve its strategic objectives;
- ▼ providing leadership to the public sector to improve its effectiveness; and
- ▼ promoting collaboration across government to drive performance and improve outcomes.

## Strategies

- ▼ Pursue policy and service delivery excellence and reform
  - ▼ Lead the public sector response to significant state issues, policy challenges and projects
  - ▼ Support the effective administration of government.
- 
- ▼ Support and promote full participation in strong and vibrant communities
  - ▼ Empower citizens to participate in policy making and service design
  - ▼ Ensure a holistic approach to social policy and service delivery.
- 
- ▼ Foster and promote a high-performing public service, including through the implementation of the Jobs and Skills Exchange, enabling cross-government collaboration and facilitation of VPS staff career opportunities
  - ▼ Protect the values of good public governance, integrity and accountability in support of public trust.
- 
- ▼ Empower our people and invest in our culture
  - ▼ Ensure efficient and effective processes and systems
  - ▼ Ensure strong governance and risk management
  - ▼ Develop the skills and capabilities of our workforce and create agile, responsive and high-performing DPC and VPS.

## Organisational capabilities

- ▼ Use resources effectively and efficiently
- ▼ Attract, develop and retain diverse talent
- ▼ Share knowledge to drive stronger outcomes
- ▼ Quality assure our work
- ▼ Implement systems to improve our delivery.

## Our public sector values

**Responsiveness**  
**Integrity**  
**Impartiality**  
**Accountability**  
**Respect**  
**Leadership**  
**Commitment to  
Human Rights**

# About the Department

## Our Vision

Our vision is to be recognised and respected leaders in whole of Victorian Government policy and performance.

## Our Mission

The Department of Premier and Cabinet's (DPC) mission is to support the people of Victoria by:

- helping government achieve its strategic objectives;
- providing leadership to the public sector to improve its effectiveness; and
- promoting collaboration across government to drive performance and improve outcomes.

DPC supports the Victorian Government's commitment to a stronger, fairer, better Victoria by pursuing excellence in whole of Victorian Government service delivery and reform. We do this by supporting the Premier, Deputy Premier, Special Minister of State, the Ministers for Aboriginal Affairs, Equality, Multicultural Affairs, Industrial Relations, Veterans, Youth and Women, as well as the Cabinet.

## Our Values

DPC upholds the public sector values as enshrined in the *Public Administration Act 2004*.

**Accountability:** working to clear objectives in a transparent manner, accepting responsibility for our decisions and actions, seeking to achieve best use of resources, submitting ourselves to appropriate scrutiny.

**Human Rights:** making decisions and providing advice consistent with the human rights, actively implementing, promoting and supporting human rights.

**Impartiality:** making decisions and providing advice on merit without bias, caprice, favouritism or self-interest, acting fairly by objectively considering all relevant facts and applying fair criteria, implementing government policies and programs equitably.

**Integrity:** being honest, open and transparent in our dealings, using powers responsibly, reporting improper conduct, and avoiding real or apparent conflicts of interest, striving to earn and sustain public trust of a high level.

**Leadership:** actively implementing, promoting and supporting these values.

**Respect:** treating others fairly and objectively, ensuring freedom from discrimination, harassment and bullying, using views to improve outcomes on an ongoing basis.

**Responsiveness:** providing frank, impartial and timely advice to the government, providing high-quality services to the Victorian community, identifying and promoting best practice.

# Our Ministers

## **The Hon Daniel Andrews MP**

Premier

---

## **The Hon James Merlino MP**

Deputy Premier

---

## **Gabrielle Williams MP**

Minister for Women  
Minister for Youth

---

## **Gavin Jennings MLC**

Special Minister of State  
Minister for Aboriginal Affairs

---

## **Martin Foley MP**

Minister for Equality

---

## **The Hon Richard Wynne MP**

Minister for Multicultural Affairs

---

## **Robin Scott MP**

Minister for Veterans

---

## **Tim Pallas MP**

Minister for Industrial Relations

---

# Our Structure

To best support the government, the department's functions are managed within eight groups.

## **Economic Policy and State Productivity**

The Economic Policy and State Productivity group is responsible for economic development and strategy, regional and local government outcomes, international engagement, transport infrastructure, planning, priority precincts, and energy, agriculture, resources and environment policy. The group also provides advice across these portfolio areas to maximise the economic and social benefits of government policy.

## **Fairer Victoria**

The Fairer Victoria group is responsible for multicultural affairs and social cohesion, equality, veterans, youth, women's policy, and prevention of family violence. The group works with other government departments, the private sector and communities to give whole of Victorian Government prominence to improving outcomes for diverse cohorts. The group is also responsible for ensuring government services, policies and programs are inclusive of all Victorians.

## **Governance Policy and Coordination**

The Governance Policy and Coordination group is responsible for overseeing Cabinet management, digital design and innovation, public sector governance, performance and reform, security and emergency management, cyber security, government shared services, strategic communications, engagement and protocol, the Victorian Centre for Data Insights and the department's corporate services. The group is also primarily responsible for supporting the Special Minister of State.

## **Industrial Relations Victoria**

The Industrial Relations Victoria (IRV) group is responsible for managing public sector industrial relations, advising on private sector matters, developing regulatory and policy solutions, and overseeing public sector enterprise bargaining and dispute management. The group is also responsible for implementing and ensuring compliance with laws governing long service leave, child employment and owner drivers. IRV works with industry and unions to promote positive industrial relations and improve the working standards and conditions of all Victorians.

## **Jobs and Skills Exchange**

The Jobs and Skills Exchange (JSE) group is responsible for supporting a more agile, flexible and modern public service by providing a whole of Victorian government approach to workforce mobility. The initial primary focus will be on the VPS to enable an agile, responsive and high-performing workforce. The group is also accountable to the Special Minister of State.



### **Office of the General Counsel**

The Office of the General Counsel (OGC) is responsible for providing legal and policy advice to the Premier, DPC's ministers, the DPC Secretary and the department. OGC advises on the full range of legal issues government faces, including in the areas of administrative, constitutional and corporate law. OGC's policy focus is on issues in the Premier's and the Special Minister of State's portfolios, principally in relation to Victoria's electoral and integrity systems. OGC is also responsible for supporting the department in the development of legislative proposals.

### **Service Systems Reform**

The Service Systems Reform group is responsible for overseeing a program of whole of Victorian government reforms that address issues of complexity and disadvantage, with a focus on common clients, and place-based initiatives. The group, as part of a cross-government virtual team, is also responsible for supporting the Victorian Secretaries' Board Service Delivery Reform sub-group to coordinate and guide community engagement and service delivery reform in Victoria.

### **Social Policy Group**

The Social Policy group is responsible for Aboriginal Victoria and Aboriginal affairs policy, as well as education, justice, health, human services and advice regarding the National Disability Insurance Scheme. The group is also responsible for contributing to the development of strategic social services reforms and monitoring, coordinating the Mental Health Royal Commission and reporting on the delivery of Royal Commission into Family Violence recommendations.

# Our Portfolio Entities

DPC ministers have responsibility for a number of entities, including:

Electoral Boundaries Commission  
Independent Broad-based Anti-corruption Commission  
Infrastructure Victoria  
Labour Hire Licensing Authority  
LanguageLoop  
Local Government Inspectorate  
Office of the Chief Parliamentary Counsel  
Office of the Governor  
Office of the Public Interest Monitor  
Office of the Victorian Government Architect  
Office of the Victorian Information Commissioner  
Portable Long Service Leave Benefits Authority  
Public Record Office Victoria  
Respect Victoria  
Service Victoria  
Shrine of Remembrance  
Victorian Aboriginal Heritage Council  
Victorian Electoral Commission  
Victorian Inspectorate  
Victorian Multicultural Commission  
Victorian Ombudsman  
Victorian Public Sector Commission  
Victorian Treaty Advancement Commission  
Victorian Veterans Council

## Our Stakeholders

The department has a direct relationship with the community through its community engagement and service delivery responsibilities, and through its large number of ministerial portfolios. This includes working with Aboriginal Victorians, culturally, linguistically and religiously diverse communities, unions, employer organisations, veterans, women, youth and the lesbian, gay, bisexual, transgender and intersex community.

DPC's stakeholders include all Victorian ministers, departments and agencies, other state and territory governments, the Commonwealth Government, local governments, the private sector and Victorian communities.

DPC leads and liaises with several interdepartmental groups and committees, most notably the Victorian Secretaries Board (VSB) as the peak leadership group for the Victorian public service. The VSB's work is complementary to the vision of DPC in its pursuit of providing coordination, leadership and stewardship of the public sector.

# Our Risk Management Approach

As respected leaders in whole of Victorian Government policy and performance, DPC is required at times to take informed risks. In doing so, DPC will continue to uphold its values, support the health and safety of its staff, and maintain integrity.

## Principles For Making Complex Decisions

<b>Strategic</b>	Pursue innovation while accepting that some ideas and projects are more achievable than others.
<b>Service Delivery</b>	Accept that some policy options may cause short term disruption to the community, DPC or VPS's reputation in the pursuit of long-term benefits.
<b>Reputation and Image</b>	Work collaboratively across the VPS at all levels, communicate with DPC executives, other departments and ministerial offices to achieve department and government objectives.
<b>Financial</b>	Manage within budgets. Where competing priorities emerge, reallocate existing resources to align with shifting needs and government priorities of the day.
<b>Compliance and Legal</b>	Comply with DPC's legal and statutory obligations. Misbehavior and intentional non-compliance are taken seriously at all levels.
<b>Human Resources and OHS</b>	Challenge and develop our people to ensure a high-performing DPC while ensuring behavior does not contradict our values, code of conduct or risk staff health, safety and wellbeing.
<b>State-wide and Interagency risk</b>	Provide support, expertise and leadership across the Victorian Government as required to manage state-wide or interagency risk.

DPC's risk management policies and procedures work to support complex decision making and are strengthened by the Three Lines of Defence model.



# Delivering Against Our Objectives

OBJECTIVE	Strong Policy Outcomes		
<p><b>OUTPUTS</b></p>	<ul style="list-style-type: none"> <li>• Digital governance and communication</li> <li>• Government-wide leadership, reform and implementation</li> <li>• Infrastructure Victoria</li> <li>• Office of the Victorian Government Architect</li> <li>• Strategic advice and government support</li> <li>• Industrial Relations.</li> </ul>		
<p><b>Outcomes</b> (what are we trying to achieve for Victorians)</p>	<p><b>Strategies</b> (how will we achieve it)</p>	<p><b>Initiatives and activities</b> (how we deliver on our strategies)</p>	<p><b>Challenges</b> (Challenges to achieving our outcomes)</p>
<p>DPC's policy advice and its support for Cabinet, committee members and the Executive Council are valued and inform decision making.</p> <hr/> <p>Quality infrastructure drives economic growth activity in Victoria.</p> <hr/> <p>The development and effective use of technology supports productivity and competitiveness.</p> <hr/>	<p>Pursue policy and service delivery excellence and reform.</p> <hr/> <p>Lead the public sector response to significant state issues, policy challenges and projects.</p> <hr/> <p>Support the effective administration of government.</p> <hr/>	<p>Supporting a more secure youth justice system.</p> <hr/> <p>Supporting industry capability, capacity and growth.</p> <hr/> <p>Coordinating service system reform.</p> <hr/> <p>Using data and behavioural insights to support improved policy making through evidence-based data analytics.</p> <hr/> <p>Designing and establishing new ways of working with communities.</p> <hr/> <p>Supporting the Victorian Government's engagement with the Royal Commission into Victoria's Mental Health System.</p> <hr/> <p>Leading Victoria's international engagement.</p> <hr/> <p>Making community safety a priority.</p> <hr/> <p>Monitoring and reporting on the recommendations made by the Royal Commission into Family Violence.</p> <hr/> <p>Promoting affordable, reliable and secure energy.</p> <hr/> <p>Promoting fair and equitable workplaces.</p> <hr/> <p>Supporting delivery of the government's infrastructure program.</p> <hr/> <p>Supporting inclusion of all Victorians.</p> <hr/>	<p>Embedding value capture and creation into infrastructure investment decisions.</p> <hr/> <p>Effectively utilising the government's focus on infrastructure and jobs to support inclusive economic prosperity.</p> <hr/> <p>Strengthening inter-agency communication and inter-jurisdictional cooperation to further improve outcomes for Victorians.</p> <hr/>

# Delivering Against Our Objectives

OBJECTIVE	Engaged Citizens			
<b>OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Aboriginal policy, strengthening Aboriginal cultural heritage and communities</li> <li>• Multicultural affairs policy and program</li> <li>• Support to veterans in Victoria</li> <li>• LGBTI equality policy and programs</li> <li>• Women's policy</li> <li>• Youth.</li> </ul>			
<b>Outcomes</b> (what are we trying to achieve for Victorians)	<b>Strategies</b> (how will we achieve it)	<b>Initiatives and activities</b> (how we deliver on our strategies)	<b>Challenges</b> (Challenges to achieving our outcomes)	
<p>Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria.</p>	<p>Support and promote full participation in strong and vibrant communities.</p> <p>Empower citizens to participate in policy making and service design.</p> <p>Ensure a holistic approach to social policy and service delivery.</p>	<p>Advancing Aboriginal self-determination and treaty.</p> <p>Delivering on the African Communities Action Plan.</p> <p>Supporting the Family Violence Reform Implementation Monitor.</p> <p>Giving youth a voice in the design of policies, programs and services.</p> <p>Empowering communities to lead change through place-based approaches.</p> <p>Preventing family violence and all forms of violence against women.</p> <p>Progressing gender equality.</p> <p>Promoting full inclusion for all LGBTIQ+ Victorians.</p> <p>Strengthening multicultural affairs and social cohesion.</p> <p>Supporting asylum seekers and refugees.</p> <p>Supporting Victoria's veterans.</p> <p>Providing translation services.</p>	<p>Effectively utilising co-design of policy solutions and place-based approaches to deliver effective outcomes for Victorians.</p> <p>Providing equitable, engaging and inclusive services for Victorians.</p>	

# Delivering Against Our Objectives

OBJECTIVE	Professional Public Administration		
<b>OUTPUTS</b>	<ul style="list-style-type: none"> <li>• Advice and support to the Governor</li> <li>• Chief Parliamentary Counsel Services</li> <li>• Management of Victoria’s public records</li> <li>• Public administration advice and support</li> <li>• Public Sector Integrity</li> <li>• State electoral roll and electoral events.</li> </ul>		
<b>Outcomes</b> (what are we trying to achieve for Victorians)	<b>Strategies</b> (how will we achieve it)	<b>Initiatives and activities</b> (how we deliver on our strategies)	<b>Challenges</b> (Challenges to achieving our outcomes)
<p>A values-driven, high-integrity public service characterised by employees who collaborate across government and in partnership with the community and other sectors, and who use evidence to support decisions that drive the progress of Victoria socially and economically.</p>	<p>Foster and promote a high-performing public service, including through the implementation of the Jobs and Skills Exchange, enabling cross-government collaboration and facilitation of VPS staff career opportunities.</p> <p>Ensure effective whole of Victorian Government performance and outcomes.</p> <p>Protect the values of good public governance, integrity and accountability in support of public trust.</p>	<p>Driving and leading a new information culture across Victoria, through support for the Office of the Victorian Information Commissioner.</p> <p>Enhancing public sector integrity and governance capability through the Victorian Public Sector Commission.</p> <p>Establishing and leading the government’s Independent Remuneration Tribunal.</p> <p>Implementing the Jobs and Skills Exchange to expand career, training and development opportunities for VPS staff.</p> <p>Fostering innovation and new ways of working in the public sector.</p> <p>Supporting our integrity agencies.</p> <p>Providing guidance and advice on the caretaker conventions.</p> <p>Delivering integrity system and public information reforms.</p> <p>Leading Whole of Victorian Government Freedom of Information activities.</p> <p>Modernising systems and processes to improve government productivity.</p> <p>Developing a customised storage facility to secure public records.</p> <p>Implementing security upgrades for government buildings.</p>	<p>Dealing effectively with other levels of government.</p> <p>Creating more agile and responsive workplaces by bringing together people, processes and technology.</p> <p>Strengthening the way that the VPS facilitates the movement of staff to provide career opportunities and mobility options.</p>

# Delivering Against Our Objectives

OBJECTIVE	High-performing DPC		
<p><b>OUTPUTS</b></p>	<p><i>There were no outputs listed for High-performing DPC in the 2019/20 Budget Paper No. 3: Service Delivery.</i></p>		
<p><b>Outcomes</b> (what are we trying to achieve for Victorians)</p>	<p><b>Strategies</b> (how will we achieve it)</p>	<p><b>Initiatives and activities</b> (how we deliver on our strategies)</p>	<p><b>Challenges</b> (Challenges to achieving our outcomes)</p>
<p>DPC acts as a high performing department across the whole of Victorian Government.</p>	<p>Empower our people and invest in our culture.</p> <p>Ensure efficient and effective processes and systems.</p> <p>Ensure strong governance and risk management.</p> <p>Develop the skills and capabilities of our workforce and create agile, responsive and high-performing DPC and VPS.</p>	<p>Developing leaders and embedding a culture of flexibility and wellbeing.</p> <p>Cultivating adaptive leadership and management capability and behaviour.</p> <p>Developing a portfolio governance framework.</p> <p>Delivery of the DPC Diversity and Inclusion Strategy and a range of action plans that sit underneath this strategy.</p> <p>Delivering an automated briefing and correspondence system, ideally integrated with digital signatures and Office365.</p> <p>Embedding a positive and productive workplace culture.</p> <p>Enhancing health, safety and wellbeing of all staff, including through the implementation of the Mental Health and Wellbeing Charter.</p> <p>Establishing an internal Program Management Office to drive efficient and effective delivery of technology projects.</p> <p>Establishing an internal ICT governance and investment committee to oversee system prioritisation and funding.</p> <p>Implementing strategies to attract, develop and retain talented and diverse people.</p> <p>Implementing integrated communications technology.</p> <p>Modernising and strengthening HR systems and processes through implementation of a Human Capital Management system.</p> <p>Providing strategic, tactical and operational HR advice and services to DPC core and portfolio entities.</p>	<p>Reviewing oversight, governance and support of portfolio entities.</p> <p>Strengthening DPC's approach to integrity.</p> <p>Maintaining staff capability.</p>



# Performance Measurement and Financial Outlook

DPC's performance against its objectives is measured in terms of quality, quantity, timeliness and cost. Detailed descriptions of objectives and outputs, together with their key performance indicators, is available at [www.budget.vic.gov.au](http://www.budget.vic.gov.au). The department's performance against these measures, as well as the department's workforce profile, is reported in the annual report, which is available at [www.vic.gov.au/department-premier-and-cabinet](http://www.vic.gov.au/department-premier-and-cabinet).

Table 1 shows a summary of funding received from the 2019/20 Victorian Budget for output initiatives in 2019–20. DPC's asset investment programs are listed at Table 2. The amounts in this table represent funding allocated over the forward estimates period (2019–23). For more detailed financial information, please see the budget website.

Table 1: Summary of 2019/20 Victorian Budget funding for outputs

	\$ million
<b>Strong policy outcomes</b>	
Government-wide leadership, reform and implementation	103.5
Strategic advice and government support	112.2
Infrastructure Victoria	9.9
Digital government and communications	52.9
Office of the Victorian Government Architect	1.2
Industrial Relations	16.0
<b>Engaged citizens</b>	
Aboriginal policy, strengthening Aboriginal cultural heritage and communities	53.3
Multicultural affairs policy and programs	59.2
Support to veterans in Victoria	7.7
LGBTI equality policy and programs	9.8
Women's policy	26.3
Youth	27.4
<b>Professional public administration</b>	
Advice and support to the Governor	16.8
Chief Parliamentary Counsel services	7.4
Management of Victoria's public records	17.2
Public administration advice and support	10.1
Public sector integrity	79.6
State electoral roll and electoral events	43.7
<b>Total (\$ Million)</b>	<b>654.4</b>

\* Source: 2019/20 Budget Paper No. 3: Service Delivery

# Performance Measurement and Financial Outlook

Table 2: Summary of 2019/20 Victorian Budget funding for assets

	\$ million			
	Estimated expenditure up to 2018-19	2019-20	2020-21	2021-22
<b>New projects</b>				
Addressing the security and workplace requirements of government buildings (Melbourne)	0.400	0.000	0.000	0.000
Best practice integrity oversight (Melbourne)	0.431	0.029	0.031	0.000
<b>Existing projects</b>				
Public Record Office Victoria asset maintenance and renewal program (North Melbourne)	2.618	1.000	0.000	0.000
Security and building upgrades for government buildings (Melbourne)	10.899	2.660	0.000	0.000
Enhancing public sector capability (Melbourne)	0.980	0.400	0.000	0.000
<b>Total Premier and Cabinet Projects (\$ million)</b>	<b>15.328</b>	<b>4.089</b>	<b>0.031</b>	<b>0.000</b>

\* Source: 2019/20 Budget Paper No. 4: State Capital Program



Authorised and published by the Victorian Government

1 Treasury Place, Melbourne

2019-23 DPC Statement of Direction

August 2019

© Copyright State Government of Victoria 2019

This publication is copyright. No part may be reproduced by any process except in accordance with provisions of the Copyright Act 1968.

#### **ACCESSIBILITY**

If you would like to receive this publication in an accessible format, such as large print or audio, please contact Department of Premier and Cabinet on 7017 3386 or email [Kylie.Callander@dpc.vic.gov.au](mailto:Kylie.Callander@dpc.vic.gov.au)