



DEPARTMENT OF PREMIER AND CABINET  
ANNUAL REPORT 2018–19



Front cover image:

The *Advancing the Treaty Process with Aboriginal Victorians Act 2018* created history when it passed the Victorian Parliament, becoming the first treaty legislation in Australia. The Act sets out a framework for progressing treaty in Victoria and reflects extensive consultations undertaken in 2016 and 2017 with Victoria's Aboriginal communities on treaty. The Act was developed by the Department of Premier and Cabinet in collaboration with the Aboriginal Treaty Working Group.

## Responsible body's declaration

In accordance with the *Financial Management Act 1994*,  
I am pleased to present the Department of Premier and  
Cabinet's annual report for the year ending 30 June 2019.



**Chris Eccles AO**  
Secretary

October 2019

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# Section 1: Overview

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## Secretary's foreword



As the First Minister's department, the Department of Premier and Cabinet (DPC) has the pre-eminent role in exercising whole of government policy and performance leadership.

With an expansive reform agenda, the government continues to rely on DPC to lead, support and unify critical initiatives and programs.

The latter half of 2018 saw significant focus on preparing for the caretaker period and November's state election. This required DPC to lead a substantial whole of government effort, working with colleagues across the public service in undertaking the critical work associated with preparing for a returning or new administration. The work included advice and support in determining and applying the caretaker conventions, the substantial effort required for the delivery of incoming government briefings, and the major task of archiving Cabinet-in-Confidence material.

Following the election, the Premier approved machinery of government changes to provide the public service with a structure that reflects the government's priorities and will best deliver outcomes for the government and the people of Victoria.

This meant changes for our department, including the creation of the Fairer Victoria group, bringing together the portfolios of multicultural affairs and social cohesion, equality, veterans, youth and women's policy. The group elevates some of Victoria's strongest community assets to the centre of government and supports the government's commitment to a stronger and more cohesive Victoria.

DPC has also welcomed Industrial Relations Victoria (IRV), in recognition of IRV's critical whole of government role, and in June this year we established two more groups — Service Systems Reform and the Jobs and Skills Exchange — to further ensure we are best organised to meet the government's priorities for this term.

As set out in this annual report, DPC, while leading the public service through what has been a considerable period of change, has also led a number of notable initiatives, two of which I would like to make particular mention.

In August 2018 Victoria became the first Australian state to enact treaty legislation, a historic step forward in the process of self-determination. I look forward to working in partnership with the democratically-elected Aboriginal Representative Body — the first state-wide elected body for Aboriginal Victorians in Victoria's history — to establish the elements necessary to support meaningful and effective treaty-making in Victoria.

This year we commemorated the 10-year anniversary of the 2009 Victorian bushfires. Many colleagues across the public service worked on the response to the fires in 2009. The resilience and community spirit of that time was evident again in the planning and delivery of the



state's commemoration activities, including a public commemoration event in February, which provided an important opportunity for the community to reflect on this tragedy and remember the 173 people who lost their lives.

Within DPC my vision remains for us to be an organisation based on truth, where we successfully collaborate with one another and with other stakeholders in the pursuit of shared objectives in our service to the Victorian community. We should have a dynamic and inclusive environment in which we can respectfully debate and challenge ideas in pursuit of the best outcome and where diversity of perspective and background is valued for the strength that it is. This year we took further steps in this effort by creating the Gender Equity Action Plan, released the LGBTIQ Inclusion Plan for 2019–21 and appointed an executive sponsor for LGBTIQ

inclusion at the Deputy Secretary level. I commend all colleagues for our collective endeavour in ensuring a culture of genuine inclusion in DPC.

In closing, I would again like to acknowledge my colleagues on the Victorian Secretaries' Board for their leadership of the public service, as a collective, to strive for excellence in high-quality public policy, public administration and public sector performance in service to the people of Victoria.



**Chris Eccles AO**

Secretary

Department of Premier and Cabinet

# About us

## Our vision

DPC's vision is to be a recognised and respected leader in whole of government policy and performance.

DPC works for the people of Victoria by helping the government achieve its strategic objectives. It does this by supporting the Premier, Deputy Premier, the Special Minister of State, the ministers for Aboriginal Affairs, Equality, Industrial Relations, Multicultural Affairs, Veterans, Women and Youth, as well as the Cabinet.

DPC leads the Victorian public service (VPS) by:

- setting clear expectations
- driving the government's objectives
- providing unifying intelligence within the Victorian Government
- pursuing excellence in whole of government outcomes in delivery and reform.

## Our objectives

DPC's objectives are as follows.

### Strong policy outcomes

- pursuing policy and service delivery excellence and reform
- leading the public sector response to significant state issues, policy challenges and projects
- supporting the effective administration of government.

### Engaged citizens

- supporting and promoting full participation in strong and vibrant communities
- empowering citizens to participate in policymaking and service design
- ensuring a holistic approach to social policy and service delivery.

### Professional public administration

- fostering and promoting a high-performing public service
- ensuring effective whole of government performance and outcomes
- protecting the values of good public governance, integrity and accountability in support of public trust.

### High-performing DPC

- empowering our people and investing in our culture
- ensuring efficient and effective processes and systems
- ensuring good governance and risk management.



## Our values

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

### Responsiveness

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

### Integrity

- being honest, open and transparent in our dealings
- using powers responsibly
- reporting improper conduct
- avoiding any real or apparent conflicts of interest
- striving to earn and sustain public trust at the highest level.

### 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.

### 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.

### Respect

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

### Leadership

- actively implementing, promoting and supporting these values.

### Commitment to human rights

- making decisions and providing advice consistent with the human rights set out in the *Charter of Human Rights and Responsibilities Act 2006*
- actively implementing, promoting and supporting human rights.

## Our ministers



### Premier of Victoria

#### The Hon Daniel Andrews MP

As Victoria's head of government, DPC advises and supports the Premier and his portfolio.

The Premier also has responsibility for the Office of the Governor, the Victorian Public Sector Commission and the Office of the Victorian Government Architect.

#### Contact details

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East Melbourne VIC 3002  
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[www.premier.vic.gov.au](http://www.premier.vic.gov.au)



### Special Minister of State and Minister for Aboriginal Affairs

#### Gavin Jennings MLC

As Special Minister of State the Minister oversees government transparency, integrity, accountability and public sector administration and reform.

The Minister's other responsibility with DPC is to oversee the Aboriginal Affairs portfolio.

#### Contact details

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#### Former Minister for Aboriginal Affairs

The Hon Natalie Hutchins MP was Minister for Aboriginal Affairs until 29 November 2018.



### Minister for Industrial Relations

#### Tim Pallas MP

With the support of DPC, the Minister looks after the Industrial Relations portfolio, which includes having oversight of the Labour Hire Licensing Authority and the Portable Long Service Benefits Authority.

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## Minister for Women and Minister for Youth

### Gabrielle Williams MP

Minister Williams oversees the Women and Youth portfolios with the support and advice of DPC. As part of the Women's portfolio, the Minister also has oversight of the Queen Victoria Women's Centre Trust.

#### Contact details

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#### Website:

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## Minister for Equality

### Martin Foley MP

Minister Foley oversees the LGBTIQ Equality portfolio with the assistance of DPC, the Victorian Gender and Sexuality Commissioner and the Victorian LGBTIQ Taskforce.

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## Minister for Veterans

### Robin Scott MP

Robin Scott MP is Victoria's Minister for Veterans. The Minister oversees the Veterans portfolio with advice from DPC and the Victorian Veterans Council. Mr Scott also oversees the Shrine of Remembrance Trustees.

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**Website:** [www.facebook.com/robinscottmp](http://www.facebook.com/robinscottmp)

#### Former Minister for Veterans

The Hon John Eren MP was Minister for Veterans until 29 November 2018.



## Minister for Multicultural Affairs

### The Hon Richard Wynne MP

Minister Wynne leads the government's Multicultural Affairs portfolio and is supported by DPC and the Victorian Multicultural Commission.

#### Contact details

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**Website:**  
[www.richardwynne.com.au](http://www.richardwynne.com.au)

#### Former Minister for Multicultural Affairs

Robin Scott MP was the Minister for Multicultural Affairs until 29 November 2018.

## Other officials

### Mary-Anne Thomas MP, Cabinet Secretary

DPC's Cabinet Office supports the Cabinet Secretary for the operations of the Cabinet process and supports the Cabinet Secretary in her role.

#### Contact details

**Email:** [mary-anne.thomas@parliament.vic.gov.au](mailto:mary-anne.thomas@parliament.vic.gov.au)

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### Danny Pearson MP, Parliamentary Secretary to the Premier

Mr Pearson assists the Premier with his portfolio responsibilities.

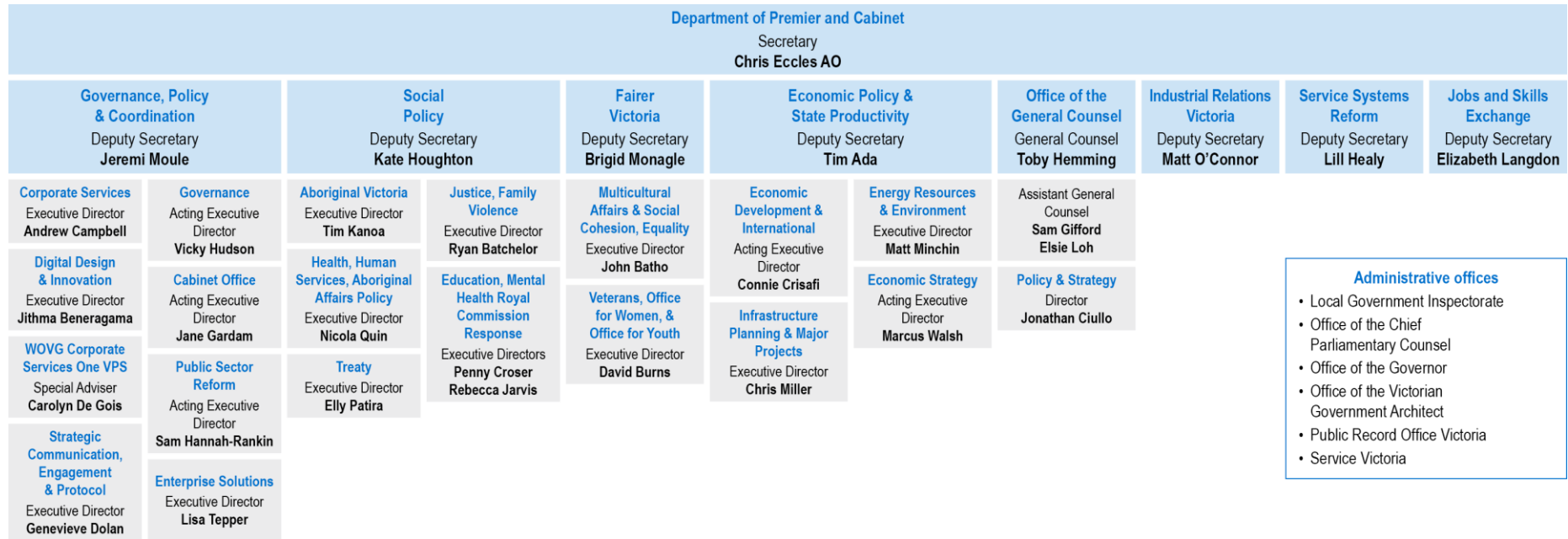
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# Organisational chart

As at 30 June 2019



# Who we are

## Changes to the department

On 1 January 2019 following machinery of government changes, DPC established the Fairer Victoria group. Fairer Victoria brings together the Office for Women and the Office for Youth from the Department of Health and Human Services (DHHS) with DPC's Veterans, Multicultural Affairs and Equality portfolios.

IRV also came across to DPC as part of the machinery of government changes from the previous Department of Economic Development, Jobs, Transport and Resources.

The machinery of government changes also involved functions transferring out from DPC. On 1 January 2019 the Latrobe Valley Authority, Melbourne Biomedical, Cities and Precincts, and GovHubs functions transferred to the Department of Jobs, Precincts and Regions. Likewise, the National Disability Insurance Scheme transferred to DHHS.

On 11 February 2019 the Countering Violent Extremism function transferred from DPC to the Department of Justice and Community Safety.

Later in 2018–19 DPC established the Service Systems Reform group to support the design and delivery of reforms that address issues of complexity and disadvantage, with a focus on place-based initiatives. The cross-government team looks at how government engages with communities and works in place to improve social and economic outcomes for Victorians.

## Our groups

DPC consists of eight groups:

- Economic Policy and State Productivity
- Fairer Victoria
- Governance Policy and Coordination
- Industrial Relations Victoria
- Jobs and Skills Exchange
- Social Policy
- Service Systems Reform
- Office of the General Counsel.

### Economic Policy and State Productivity

The Economic Policy and State Productivity group works to support better economic awareness for Victoria by supporting the government to achieve its objectives related to economic development, regional and local government outcomes, international engagement, transport infrastructure, planning, priority precincts, energy, agriculture, resources and the environment. The group works in a whole of government environment by collaborating with relevant departments and agencies on policy and project development.

### Fairer Victoria

Established on 1 January 2019 the Fairer Victoria group is responsible for advising the Premier, Cabinet and the ministers for Multicultural Affairs, Women, Youth, Equality and Veterans on policy and strategy aimed at embedding consideration of inclusion, access and social and economic participation for all Victorians in government programs, services and policy reforms. The Fairer Victoria group does this through:

- taking a whole of government approach and collaborating with departments and agencies
- providing high-quality strategic advice to the Premier, Cabinet and ministers
- leading and contributing to best practice initiatives to ensure the needs of Victoria's diverse communities are considered.

## **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, cybersecurity, government shared services, strategic communications, engagement and protocol, the Victorian Centre for Data Insights and DPC's corporate services. This group is also primarily responsible for supporting the Special Minister of State.

## **Industrial Relations Victoria**

IRV is the government's lead agency for managing public sector industrial relations matters across Victoria and advising on relevant private sector matters. It works across government to develop regulatory and other solutions to meet the government's industrial relations policy aims and oversees public sector enterprise bargaining and dispute management. It also implements and ensures compliance with laws governing long service leave, child employment and small business owner drivers.

IRV works closely with industry and unions to promote positive industrial relations and to improve the working standards and conditions of all Victorians. It leads government responses and submissions to major workplace relations reviews and inquiries and regularly lobbies the Commonwealth for improvements to national workplace relations laws.

## **Jobs and Skills Exchange**

The Jobs and Skills Exchange 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 is on the VPS to enable an agile, responsive and high-performing workforce.

The group is also accountable to the Special Minister of State.

## **Social Policy**

The Social Policy group works to provide better social outcomes for all Victorians by supporting the government to achieve its strategic objectives related to Aboriginal affairs, education, justice, family violence, health and human services. A newly created team will lead the government's preparation for treaty and negotiation of its framework in partnership with the Aboriginal representative body. Aboriginal Victoria also forms part of Social Policy, playing a central role in advancing the Aboriginal self-determination agenda and protecting cultural heritage.

## **Service Systems Reform**

The Service Systems Reform group is responsible for overseeing a program of whole of Victorian Government policy development and reforms that aim to improve social and economic outcomes. The group's work has a focus on people who use social and justice services and uses place-based initiatives. As part of a cross-government virtual team, the group also supports the Victorian Secretaries' Board Service Delivery Reform subgroup. It will coordinate and guide conversations with communities about how government can better design its services and support communities to build on their strengths to achieve better social and economic outcomes.

## **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 integrity and electoral systems. OGC also supports the department in developing legislative proposals.



## DPC's senior executives

### Secretary

**Chris Eccles AO** was appointed Secretary of DPC in December 2014. As Secretary, Chris leads the department and the VPS in advising the Premier and the Government of Victoria.

From 2011 to 2014, Chris was the Director-General of the New South Wales Department of Premier and Cabinet and from 2009 to 2011 he was Chief Executive of the South Australian Department of the Premier and Cabinet.

In 2017 Chris was made an Officer of the Order of Australia 'for distinguished service to public administration, to innovative policy development and sound governance, and to the delivery of reform in the areas of training, education and disability'.

Chris holds a Bachelor of Arts and a Bachelor of Laws from the Australian National University.

### Deputy Secretary, Governance Policy and Coordination

**Jeremi Moule** was appointed Deputy Secretary, Governance Policy and Coordination in August 2018.

Previously, he was DPC's Executive Director of Strategic Communication, Engagement and Protocol. Prior to joining DPC Jeremi held the equivalent executive director role at the South Australian Department of the Premier and Cabinet, leading their communication, community engagement and citizen participation agenda.

He holds a journalism degree from the University of South Australia and is a graduate of the Australian Institute of Company Directors.

### Deputy Secretary, Economic Policy and State Productivity

**Tim Ada** commenced in the role of Deputy Secretary, Economic Policy and State Productivity in April 2019.

Previously, Tim was Deputy Secretary of Jobs and Innovation in the Department of Jobs, Precincts and Regions, responsible for the strategic development of key industry sectors, including manufacturing, life sciences and

international education and the delivery of telecommunications and employment programs.

Tim has a Bachelor and Master of Agriculture Sciences from the University of Melbourne. He grew up in rural Victoria.

### Deputy Secretary, Social Policy

**Kate Houghton** was appointed Deputy Secretary of Social Policy in November 2018.

Kate has led many teams across a variety of portfolios within the VPS. Her most recent role was as Deputy Secretary of Police and Crime Prevention at the then Department of Justice and Regulation. Kate spent many years working within the natural resources and environment portfolio. She led the Water and Catchments group as Deputy Secretary and the Environment Policy Division as Executive Director.

Kate has an honours degree in economics, and a Master of Environment. Kate is an Institute of Public Administration Australia Fellow.

### Deputy Secretary, Fairer Victoria

**Brigid Monagle** is the Deputy Secretary of Fairer Victoria, which oversees the Equality, Veterans, Multicultural Affairs, Women and Youth portfolios.

Brigid has previously worked as an executive director in DPC, leading advice in the areas of Aboriginal affairs policy, including treaty and self-determination, health policy and reform, and inter-governmental strategy.

Brigid holds a Bachelor of Arts (Hons) from the University of Melbourne and a Master of Public Policy from Victoria University of Wellington.

### Deputy Secretary, Service Systems Reform

**Lill Healy** was appointed Deputy Secretary, Service Systems Reform in June 2019. Her group is responsible for working in collaboration with other departments to support the design and delivery of reforms that address issues of complexity and disadvantage with a focus on place-based initiatives.

Lill was previously Deputy Secretary of Inclusion at the Department of Jobs, Precincts and Regions. Before that Lill held a variety of senior leadership roles in the VPS and across the private and community sectors.

## Deputy Secretary, Jobs and Skills Exchange

**Elizabeth Langdon** is the Deputy Secretary at DPC overseeing the newly established Jobs and Skills Exchange.

Prior to this Elizabeth was Deputy Commissioner of the Victorian Public Sector Commission (VPSC). From July 2017 to January 2018, Elizabeth was Acting Victorian Public Sector Commissioner.

Elizabeth joined the VPS in 2005, spending eight years in DPC in policy and corporate leadership roles. Elizabeth then joined the Department of Health (now the Department of Health and Human Services) in 2013, where as Deputy Secretary, People, Capability and Oversight, Elizabeth was responsible for People and Culture, Legal Services, Communications and Media, and Executive Services and Oversight.

## Deputy Secretary, Industrial Relations Victoria

**Matt O'Connor** was appointed Deputy Secretary, Industrial Relations Victoria in April 2015. Matt has worked in the Victorian Government since 2003. He has overseen the development of significant industrial relations legislative and policy reforms, including labour hire, long service leave and public sector employment protections. Matt has steered the Victorian Government's public sector industrial relations strategy through three rounds of enterprise bargaining and led the government's initiation of legal proceedings in the Fair Work Commission to protect the supply of essential services.

Matt has also represented the Victorian Government in consultations with the Commonwealth Government on federal industrial relations legislative proposals, including the Fair Work Act.

## General Counsel

**Toby Hemming** was appointed General Counsel in May 2018.

Toby has significant experience in the Victorian public sector, having held senior positions in organisations including the County Court of Victoria, the Victorian Managed Insurance

Authority and the Emergency Services Telecommunications Authority.

Toby holds degrees in the areas of law, arts and corporate governance. He is also a graduate of the Australian Institute of Company Directors and has completed the Senior Executive Fellows program at Harvard University's Kennedy School of Government.

## Administrative offices

Administrative offices are established and abolished through orders under section 11 of the Public Administration Act, and each is established in relation to a department.

The following six administrative offices have been established in relation to DPC.

### Local Government Inspectorate

The Local Government Inspectorate is the dedicated integrity agency for local government in Victoria.

Led by the Chief Municipal Inspector, the Inspectorate investigates offences under the *Local Government Act 1989* and may examine, investigate and prosecute any matter relating to a council's operations or electoral matters.

Additionally, the Inspectorate conducts examinations of council governance processes and delivers a guidance and education program to improve the governance and transparency of operations across the sector.

### Office of the Chief Parliamentary Counsel

The Office of the Chief Parliamentary Counsel transforms policy into legislation and advises the Victorian Government on its legislative program. The office is responsible for ensuring up-to-date public access to authoritative Victorian legislation. The Chief Parliamentary Counsel is also the Government Printer for Victoria, responsible for printing Victorian legislation.

### Office of the Governor

The Office of the Governor provides support to the Governor of Victoria and her spouse in carrying out all aspects of their official duties for the benefit of the Victorian community. The Governor's role includes constitutional and ceremonial duties, community engagement and official municipal,

regional and overseas visits — the latter as part of promoting Victoria's international engagement at the highest level.

#### **Office of the Victorian Government Architect**

The Office of the Victorian Government Architect provides leadership and independent advice to government about architecture and urban design and promotes awareness about how good design can make great places for people. The office encourages the creation of high-quality buildings and engaging public spaces that promote confidence and wellbeing in the community.

#### **Public Record Office Victoria**

The Public Record Office Victoria (PROV) maintains the archives of the State Government of Victoria, holding 100 kilometres of records dating from the mid-1830s to today. PROV manages these for use by the government and people of Victoria. PROV's collection contains records of decisions, events, people and places that have shaped the history of Victoria.

#### **Service Victoria**

Service Victoria is a whole of government service capability created to improve the way government transactions are delivered to Victorians and to deliver a more effective customer experience. Service Victoria brings together the most popular digital transactions in one place, making it simpler, easier and faster for Victorians.

Service Victoria is responsible for implementing the *Service Victoria Act 2018* and provides customer service and identity verification functions.

## **Other entities**

DPC supports the VPSC and the following special bodies and public entities in performing their functions and responsibilities.

DPC also works with a range of ministerial advisory bodies across our portfolio areas of responsibility.

### **Special bodies**

Special bodies are defined in section 6 of the Public Administration Act and created under separate legislation:

- Electoral Boundaries Commission
- Independent Broad-based Anti-corruption Commission
- Office of the Victorian Information Commissioner
- Victorian Electoral Commission
- Victorian Inspectorate
- Victorian Ombudsman.

### **Public entities**

Public entities include statutory authorities, state-owned enterprises, state-owned corporations and formally constituted advisory boards that perform functions outside of the public service:

- Family Violence Reform Implementation Monitor
- Infrastructure Victoria
- Labour Hire Licensing Authority
- LanguageLoop
- Office of the Public Interest Monitor
- Portable Long Service Benefits Authority
- Queen Victoria Women's Centre Trust
- Shrine of Remembrance Trust
- Victorian Aboriginal Heritage Council
- Victorian Independent Remuneration Tribunal
- Victorian Multicultural Commission
- Victorian Veterans Council.

## Supporting our people

### Promoting a culture of diversity and inclusion

DPC is committed to the principles of diversity, inclusion and equity to ensure people are treated with dignity and respect and can participate in all aspects of work-life to achieve their full potential. There is a place for everyone at DPC.

This commitment is demonstrated through workplace diversity and inclusion actions, plans and initiatives that help us to:

- ensure equitable access to employment opportunities and outcomes for all people
- raise individual consciousness and build competency to work with and manage diversity, inclusion and equity principles
- engage with and reflect the communities we serve
- provide an exemplary employee experience.

DPC has developed the Diversity and Inclusion Strategy 2019–2021 in consultation with staff. The strategy aims to position DPC as a leader in the VPS by ensuring our culture and day-to-day practices are as inclusive as possible for all staff.

The strategy provides an opportunity to acknowledge and reflect on the real challenges and opportunities for people in a working environment that is not yet reflective of the communities it represents. In the implementation of this strategy, DPC will work towards:

- improving the representation of women and people from diverse backgrounds in senior leadership positions
- understanding and addressing any structural barriers to employment and potential employment due to personal circumstance or characteristic
- mainstreaming diversity practices in our business and operational plans
- establishing an accurate workforce profile and longitudinal data (evidence base) to measure and track performance

- ensuring culture surveys consistently show safety, visibility and inclusion for all employees across all levels of the organisation
- setting measurable targets and ensuring accountability for meeting our goals
- continuing to elevate our reputation and public image as a diverse and inclusive workplace.

DPC continues to implement the following diversity plans under the strategy, some of which are expanded on further:

- Aboriginal Inclusion Action Plan 2014 (refreshed strategy to be developed in 2019)
- Disability Action Plan 2017–2020
- Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, and Queer and/or Questioning (LGBTIQ) Inclusion Plan 2019–2021
- Gender Equity Plan 2018–2020
- Cultural Diversity Inclusion Action Plan 2015–2018.

### Aboriginal Inclusion Action Plan

DPC continued to promote Aboriginal inclusion with some key initiatives in 2018–19 including:

- activities and events in recognition and support of dates of cultural significance including Reconciliation Week and NAIDOC Week
- maintaining the Aboriginal employment target set out in the Aboriginal Inclusion Action Plan
- delivering Aboriginal cultural awareness training
- providing access to a tailored employee assistance program for Aboriginal staff
- continuing to implement the Victorian Public Sector Barring Djinang Employment Strategy (a five-year plan) in collaboration with VPSC and the Community and Public Sector Union
- implementing cultural awareness training.

### Disability Action Plan

DPC's Disability Action Plan 2017–2020 provides a framework for DPC to ensure equitable access to employment opportunities for people with a disability.

Highlights during 2018–19 included the following:

- Implemented the 'Stay Engaged' work placement program for people with disability. The program provides people with disability who are over the age of 18 and not currently in employment or studying with the opportunity to experience a paid work placement in DPC for six weeks. The program aims to provide valuable insights into the role of a government department and builds capabilities suitable for a career in the public sector.
- Continued our partnership with the Australian Network on Disability (AND). AND is a national, membership-based, for-purpose organisation that supports organisations to advance the inclusion of people with disability in all aspects of business.
- Implemented disability confidence training for employees and managers.
- Supported the VPS Enablers Network, a network run by people with disability for people with disability, to deliver a networking event with senior leaders across the VPS. The VPS Enablers Network aims to represent the needs, interests and concerns of Victorian government employees with lived experience of disability to ensure fair and equitable treatment.

### **LGBTIQ Inclusion Plan**

The 2019–2021 LGBTIQ Inclusion Plan sets out clear and measurable strategies on how DPC will work towards achieving and sustaining an equitable and LGBTIQ-inclusive workplace. It builds on previous initiatives and actions that focused on LGBTIQ-inclusive employment practices, culture and leading LGBTIQ inclusion within DPC and across the Victorian public sector and the community.

DPC's highlights during 2018–19 included:

- achieved bronze status in the Australian Workplace Equality Index — the national benchmarking instrument for LGBTIQ workplace inclusion for a third year in a row
- appointed an executive sponsor for LGBTIQ inclusion and reinvigorated DPC's LGBTIQ Steering Committee
- LGBTIQ staff indicated a positive and inclusive culture at DPC in the People Matter Survey
- strengthened foundational policies to be more inclusive of our LGBTIQ employees
- celebrated and commemorated significant days including International Day against Homophobia, Biphobia and Transphobia, Wear it Purple Day, Bisexuality Visibility Day, Intersex Awareness Day and Transgender Day of Remembrance
- conducted excellent community engagement and external advocacy
- participated in the iconic Midsumma Pride March.

### **Learning and development**

Our learning and development (L&D) strategies support capability development in identified priority areas. The objective is to develop a responsive and high-performing workforce so we can deliver on our strategic direction and priorities. In 2018–19 we set out to create a more contemporary approach to L&D, deliver improvements to the L&D function and enable people to successfully manage work and life commitments.

## Five-year financial summary

Significant factors that affected our performance in 2018–19 and for the preceding four reporting periods are summarised below.

- The increase in DPC's income and expenditure in 2018–19 was mainly due to new government initiatives delivered during the year. These included the Pick My Project community grants initiative, multicultural community infrastructure programs and initiatives carried out through the Premier's Jobs and Investment Fund. Separately, the special appropriation funding provided to the Victorian Electoral Commission also increased due to the November 2018 Victorian state election.
- In 2018–19 DPC's assets increased due to investments in modernising DPC's office spaces and further investments in enhancing the Service Victoria online customer platform. DPC's liabilities also increased during the year due to increases in payables and employee liabilities due to growth and machinery of government decisions where functions were transferred to DPC from other government departments.
- In 2017–18 the increase in income from transactions and the increase in expenses from transactions relate to new government initiatives carried out during the year. The increase in total assets is mainly due to building the Service Victoria online customer platform.
- The full-year impact of significant new initiatives affected DPC's operations in 2016–17. Asset balances were impacted by asset revaluations during the year.
- Machinery of government transfers affected DPC's operations and balances in 2015–16. Asset balances were impacted by asset revaluations during the year.
- Machinery of government transfers effective 1 January 2015 affected DPC's operations and financial position in 2014–15, as well as the November 2014 Victorian state election.

### Key financial indicators from 2014–15 to 2018–19

	2018–19	2017–18	2016–17	2015–16	2014–15
Departmental controlled activities	\$'000	\$'000	\$'000	\$'000	\$'000
Income from government	720,119	520,002	479,130	360,104	471,182
Total income from transactions	760,318	580,778	518,324	396,903	487,181
Total expenses from transactions	(750,323)	(573,028)	(496,796)	(371,506)	(475,706)
Net result from transactions	9,995	7,750	21,528	25,397	11,475
Net result for the period	8,583	7,966	22,195	24,946	11,547
Net cash flow from operating activities	35,134	15,980	33,375	20,720	9,571
Total assets	876,813	847,231	813,404	634,521	580,490
Total liabilities	116,711	90,268	77,749	62,796	57,681

The controlled activities of the department include all functions of DPC. They also include some portfolio entities of the department that are required to be included pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the *Financial Management Act 1994*. These portfolio entities are:

- Labour Hire Licensing Authority
- Office of the Victorian Information Commissioner
- Victorian Multicultural Commission
- Victorian Veterans Council
- Victorian Independent Remunerations Tribunal.

## Section 2: Our performance

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# Progress towards achieving departmental objectives

This section reports on the outcomes the Department of Premier and Cabinet (DPC) achieved during the year against our key initiatives and projects to demonstrate the importance of these initiatives in DPC achieving our departmental objectives.

This section also reports on DPC's progress for each departmental objective to demonstrate our contribution to the Victorian Government's priorities to best deliver outcomes for the Victorian community.

## Changes to the department during 2018–19

Effective from 1 January 2019, the Industrial Relations, Women and Youth ministerial portfolios and associated outputs were transferred to DPC due to machinery of government changes. DPC now has administrative responsibility for these outputs and we have therefore included them in our performance reporting.

These changes are summarised below:

2018–19 output	2017–18 output	Reason for change
Industrial relations	Industrial relations	Transferred from the previous Department of Economic Development, Jobs, Transport and Resources (DEDJTR).
Women's policy	Gender equality and the prevention of family violence	The gender equality component of this output was transferred from the Department of Health and Human Services (DHHS). The family violence component has remained within DHHS.
Youth	Youth affairs	Transferred from DHHS.

The machinery of government changes came into effect following the November 2018 Victorian state election.

## Departmental objectives, indicators and linked outputs

DPC's medium-term objectives, associated indicators and linked outputs as set out in the 2018/19 Victorian Budget Paper No. 3 Service Delivery are shown below.

Objectives	Indicators	Outputs
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	Government-wide leadership, reform and implementation
		Strategic advice and government support
		Infrastructure Victoria
		Digital government and communications
Engaged citizens	Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria	Office of the Victorian Government Architect
		Industrial relations
		Aboriginal policy, strengthening Aboriginal cultural heritage and communities
		Multicultural affairs policy and programs
		Support to veterans in Victoria
		LGBTIQ equality policy and programs
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	Women's policy
		Youth
		Advice and support to the Governor
		Chief Parliamentary Counsel services
		Management of Victoria's public records
		Public administration advice and support
Public sector integrity		
		State electoral roll and electoral events

DPC's fourth objective — High-performing DPC — underpins all work of the department and therefore has no specific outputs or funding.

## Strong policy outcomes — key initiatives

This objective pursues policy, service and administration excellence and reform. It leads the public sector response to significant state issues, policy challenges and projects. It supports the effective administration of government and the delivery of policy and projects that enable increased productivity and competitiveness in Victoria.

DPC's outcomes on the following key initiatives have helped us achieve the Strong policy outcomes strategic objective.

### **Building a more secure youth justice system**

DPC continues to support the government to build a modern and safe youth justice system through providing strategic advice on reforms to strengthen the custodial system to deliver rehabilitation, reduce recidivism and keep the workforce and community safe.

In 2018–19 DPC continued to provide the government with advice on developing the new youth justice centre in Cherry Creek.

### **Supporting social service system reform**

Victoria's family violence service system has undergone immense change in 2018–19.

DPC has provided strategic guidance on key 2018–19 family violence reforms including:

- Establishing Respect Victoria, an independent statutory authority that is leading the delivery of two of the five pillars in Victoria's family violence prevention strategy: Free from Violence — research and evaluation; and community engagement.
- Dhelk Dja: Safe Our Way, the community-led Aboriginal agreement developed to ensure that Aboriginal people, families and communities are living free from family violence.
- Opening four The Orange Door sites in 2018–19. The Orange Door is a new way for adults, children and young people who are experiencing family violence or families who need assistance with the care and wellbeing of children to access the services they need to be safe and supported.

- Everybody Matters: Inclusion and Equity Statement, which provides guidance for a more inclusive, safe and responsive family violence service system for more people, regardless of gender, ability, sexual orientation, sex, ethnicity, religion, age or mental health.

Several key elements of the reform have taken place and are starting to deliver improved responses for the Victorian community.

DPC continues to play a key strategic role in connecting key activities and departments to achieve a successful family violence reform package, aligned with the Family Violence Outcomes Framework.

### **Monitoring and reporting on the Royal Commission into Family Violence recommendations**

In 2018–19 DPC developed and coordinated the implementation of the Family Violence Reform Monitoring and Reporting Framework. The framework is designed to ensure consistent, centralised monitoring and reporting across government of how the Royal Commission's recommendations are being delivered, as well as how broader reforms to Victoria's family violence system are being implemented.

DPC reports quarterly to the Victorian Secretaries' Board's Subcommittee on Family Violence Reform about key reform projects and on the progress of the Royal Commission's 227 recommendations. DPC also chairs an interdepartmental committee on family violence reform that supports the subcommittee in its role in providing oversight across the reforms. As at 1 January 2019, 120 recommendations have been implemented, with 107 recommendations currently in progress.

## **Making community safety a priority**

In 2018–19 DPC supported the development of the Victorian Government's Community Safety Statement 2019–20 and the first report on the Community Safety Statement outcomes framework, which was launched on 1 July 2019. The three Community Safety Statements cumulatively deliver a \$3 billion investment in community safety through 3,135 new police, additional police facilities and resources, as well as law and order reforms.

DPC supported the establishment and launch of the Crime Prevention Taskforce, which will assist in shaping a new crime prevention agenda for Victoria.

DPC continued to provide advice on the government's implementation of the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse including those relating to making communities and institutions child safe.

## **Negotiating City Deals with the Commonwealth and local governments**

City Deals are a collaboration between the three levels of government to jointly harness strengths and drive economic growth and liveability improvements for communities. On 17 January 2018 the Victorian and Commonwealth governments signed a memorandum of understanding to work together on City Deals and on 11 March 2019 announced a Geelong City Deal.

DPC advised the Premier and lead Parliamentary Secretary on Victorian City Deal opportunities and coordinated the development of Victoria's Geelong City Deal proposal, working across departments and with regional stakeholder groups. The Great Ocean Road visitor economy was agreed as a focus of the Geelong City Deal, with major investment to include the Geelong Convention and Exhibition Centre, the Shipwreck Coast Master Plan and the Revitalising Central Geelong Action Plan. The City Deal proposal was supported in the 2018/19 Victorian Budget, with a \$153.2 million allocation for key projects.

## **Supporting future industries**

Throughout 2018–19 DPC contributed to policy and program development to support the expansion of emerging and high-growth industries in Victoria. DPC administered the Premier's Jobs and Investment Fund, which delivered projects that directly contribute to industry growth and job creation across key sectors in the state. DPC also supported the Premier's Jobs and Investment Panel in its role in providing the Premier and government with expert strategic advice on economic development opportunities.

## **Supporting the implementation of the Roadmap for Reform**

During 2018–19 DPC continued to support DHHS to implement the Roadmap for Reform: Strong Families, Safe Children to improve outcomes for vulnerable children, young people and families. This support included providing strategic advice to the government on reform directions and on implementing the \$858.9 million investment from the 2018/19 Victorian Budget.

Key achievements in 2018–19 included: strengthening kinship care to improve outcomes for children and prevent entry into residential care; promoting the wellbeing and safety of children through introducing new Child Information Sharing legislation; and extending support for young people leaving out-of-home care through the Home Stretch program.

## **Securing a new national education agreement and making Victoria the Education State**

Throughout 2018–19 DPC, together with the Department of Education and Training, worked to advance Victoria's interests through negotiating the new National School Reform agreement for education. The Deputy Premier signed Victoria's bilateral schools' agreement on 17 June 2019. The agreement, which commenced on 1 February 2019 and will expire on 31 December 2023, establishes key funding and reform areas between Victoria and the Commonwealth.

### **Securing a new national health agreement**

Throughout 2018–19 DPC, together with DHHS, has continued to advance Victoria's interests through negotiating the new national agreement for health, which is due to come into effect on 1 July 2020.

### **Developing Asia capabilities**

DPC partners with several organisations to achieve this initiative, including:

- collaborating with Asia Society Australia to utilise its expertise and extensive networks to enhance Victoria's connections to, engagement with and knowledge of Asia
- continuing to work with the Australia India Institute to deliver a program that supports the objectives of Victoria's India Strategy, including by building knowledge, understanding and connections between Victoria and India
- working with ANZSOG on the 2018 India Advanced Leadership Dialogue to develop government-to-government links and deepen understanding between the Victorian and Indian public sectors.

The Department of Jobs, Precincts and Regions (DJPR) also delivers a significant part of this initiative on behalf of DPC, including through the Asia Capabilities programs. See DJPR's Annual Report for more information.

### **Supporting delivery of the Major Transport Infrastructure Program**

DPC continued its work in 2018–19 with the Major Transport Infrastructure Authority, overseeing many of the major transport projects in construction, including Level Crossing Removal Project, Metro Tunnel Project, West Gate Tunnel Project and North East Link Project. The Victorian Government has 29 major transport projects in construction at an investment of \$57 billion and the creation of more than 12,000 jobs.

DPC has also been a key participant in the establishment and continued operation of the Network Impact Management Plan Taskforce in coordinating and managing major construction and disruptions.

### **Cyber security strategy for better detection, prevention and response to cyber attacks on Victorian ICT systems**

In 2017 DPC led the release of the Victorian Government's Cyber Security Strategy 2016–2020 to improve the cyber resilience and governance in government and major infrastructure and service providers.

As at 30 June 2019, DPC led the delivery of 18 of 23 strategy action items, with three in progress. Key deliverables in 2018–19 were:

- establishing the Cyber Incident Response Service
- supporting more than 250 organisations on more than 600 cyber incidents
- research to increase insights into the level of cyber incidents affecting government and critical infrastructure
- working with the Victorian Electoral Commission to protect the integrity of the 2018 Victorian state election
- consolidating multiple security contracts to achieve efficiencies.

### **Data insights to enable better decisions and outcomes powered by analytics**

In 2018–19 the Victorian Centre for Data Insights (VCDI) delivered technical and strategic advice and training across government to support improved policymaking and service design using data. VCDI partnered with departments and agencies to apply advanced analytics tools and techniques including machine learning, text mining, natural language processing and neural networks to identify and prioritise opportunities and risks across sectors including health, transport, justice and public safety.

As stewards of Victoria's Data Reform Strategy, VCDI also provided tailored advice and coaching to embed a data-driven culture across the Victorian public service (VPS) and transform public sector data use to enable better outcomes.

## Pick My Project

Pick My Project has given Victorian residents the opportunity to choose local community building projects for funding. It is an online \$30 million community grants initiative that empowers Victorians to come up with project ideas and then vote for their favourite project ideas to be funded. DPC delivered a strong engagement process — exceeding both idea and voting targets — driving more Victorians towards accessible digital participation. DPC will continue to support and learn from delivering the 237 successful project ideas throughout 2019–20.

## Service Victoria

During 2018–19 more than 404,000 people successfully used the Service Victoria online customer platform, with customer satisfaction at more than 95 per cent. Service Victoria cut the time for customers to complete a transaction by more than 25 per cent.

An additional seven transactions were built on the platform, including applications for the solar rebate program, which began on 1 July 2019. New features were also released to remove some of the final roadblocks to fully online services such as online identity verification and a digital licence pilot for recreational fishing licences in a new mobile wallet.

## Promoting affordable, reliable and secure energy

Throughout 2018–19 DPC supported Victorian government departments and entities including the Department of Environment, Land, Water and Planning and Solar Victoria to develop key energy policy and program initiatives. These included:

- launching the Solar Homes Program, which will bring solar panels, solar hot water or solar batteries to 770,000 homes over the next 10 years
- securing 928MW of new large-scale renewable energy as a result of the Victorian Renewable Energy Auction Scheme
- abolishing costly standing offers and setting a fairer price for electricity, known as the Victorian Default Offer, from 1 July 2019.

## Office of the Victorian Government Architect

The Office of the Victorian Government Architect (OVGA) led the following projects in 2018–19.

### Joined the Victorian Government's largest ever design-focused trade mission

Led by Creative Victoria, Melbourne was the official partner city for Business of Design Week 2018 in Hong Kong. The theme of Melbourne's presence in Hong Kong was Think-Collaborate-Create, which captured Melbourne's attitude to design excellence and inventiveness. At this international event the OVGA presented on liveability, sport and design, highlighting the OVGA's sustained focus on design quality at Melbourne and Olympic parks.

### Refreshed and broadened the skill base of the Victorian Design Review Panel

This initiative included specialists in structural design, housing, schools and Aboriginal cultural awareness — strengthening the panel's position and ability to provide authoritative and expert design advice. In 2018–19 the panel reached another milestone with the review of more than 350 projects since its inception in 2012, continuing to provide constructive design review to improve the quality of design outcomes on significant projects across Victoria.

### The Case for Good Design — A Guide for Government

In 2018–19 the OVGA completed work on this new publication. The Case for Good Design provides an overview of the evidence base that explores the benefits of well-designed places and the effect of poor design on members of the Victorian community.

### Collaborate across government

The OVGA collaborated across the Victorian Government on significant projects to build a common understanding of design principles. The OVGA's ongoing design stewardship of city-shaping projects such as the Melbourne Metro Rail Project, North East Link Project, Sunshine Health, Wellbeing and Education Precinct, Level Crossing Removal Project, Melbourne Arts Precinct Transformation and Public Housing Renewal Program ensures design quality is appropriately embedded and championed in the life cycle of projects.

### **Involvement in key projects with design excellence**

The OVGA received industry support for its involvement in several key projects that have been awarded for design excellence. Projects included: level crossing removal projects such as Caulfield to Dandenong and Rosanna station; Swan Street Bridge Upgrade; Jock Comini Reserve Amenities; Frankston station; the new Members' Annexe for Parliament House; the Port of Sale redevelopment; and the new South Melbourne Primary School.

### **Promote fair and equitable workplaces**

In 2018–19 DPC's Industrial Relations Victoria group provided support and advice for public sector bargaining matters, including approving 27 final agreements for public sector departments and agencies. Other ways DPC promoted fair and equitable workplaces in 2018–19 include:

- assisted in finalising a major enterprise agreement for Victorian TAFE teachers
- developed and implemented a revised wages policy and enterprise bargaining framework focused on the government's operational and public sector priorities to deliver real benefits for the public sector and all Victorians
- established the Labour Hire Licensing Authority to oversee the Victorian Labour Hire Licensing Scheme and developed regulations to support the scheme
- supported passage of the *Long Service Benefits Portability Act 2018* to provide portable long service benefits in the contract cleaning, security and community services industries from 1 July 2019 and drafted regulations to bring early childhood and disability services within the scope of the scheme from 1 January 2020
- introduced the *Owner Drivers and Forestry Contractors Amendment Act 2019* to assist owner drivers and forestry contractors by improving industry enforcement and compliance
- commenced the Inquiry into the Victorian On-Demand Workforce to investigate the conditions of workers working in the 'gig economy', also called the 'on-demand' economy
- led the Victorian Government's participation in major Fair Work Commission cases including the annual wage review
- developed the Women in Construction Strategy (implementation will begin in 2019–20) to support attraction, recruitment and retention of women in the building and construction industry
- assisted the Equal Workplaces Advisory Council to develop gender equity principles
- engaged Incolink to provide occupational health and safety training to businesses and workers in the building and construction industry
- provided advice and support to assist businesses to implement new long service leave laws that provide greater flexibility to women, families and those transitioning to retirement
- ensured protection of children working in Victoria by administering child employment laws, including assessing and issuing more than 11,200 child employment permits and undertaking 180 child employment investigations
- finalised 99 investigations into breaches of long service leave laws and recovered more than \$337,000 in outstanding long service leave entitlements for employees
- provided critical industrial relations support and advice for the Victorian Government's major building and infrastructure projects, particularly the Major Transport Infrastructure Program.



## Progress towards achieving the objective

The output performance measures that provide information on DPC's progress in achieving the 'Strong policy outcomes' strategic objective are outlined below.

**Objective indicator:** DPC's policy advice and its support for Cabinet, committee members and the Executive Council are valued and inform decision making

Unit of measure	2015–16	2016–17	2017–18	2018–19
Number of briefs supporting Cabinet and Cabinet committee decision making	1,338	1,273	1,283	699
The 2018–19 actual is lower than the other years due to the caretaker period and 2018 Victorian state election, which resulted in an overall reduction in Cabinet and Committee activity.				
Policy services satisfaction rating	90%	88%	90%	92%
Policy services timeliness rating	87%	80%	95%	97%

**Objective indicator:** Quality infrastructure drives economic growth activity in Victoria

Unit of measure	2015–16	2016–17	2017–18	2018–19
Number of publications or discussion papers released (by Infrastructure Victoria)	6	10	9	7
Delivery of research, advisory or infrastructure strategies within agreed timelines	100%	100%	100%	100%
Strategic advice on significant public and private sector projects from project inception and procurement to design and delivery (by the Office of the Victorian Government Architect)	82	85	90	83
Stakeholder satisfaction with the quality of advice on significant public and private sector projects (with the Office of the Victorian Government Architect)	80%	83%	86%	80%

**Objective indicator:** The development and effective use of technology supports productivity and competitiveness

Unit of measure	2015–16	2016–17	2017–18	2018–19
Victorian Government entities using the Standard User Experience Framework	nm	nm	11	24
Average monthly analysis reports generated to guide government decision making	nm	nm	42.5	75
Average number of monthly visits to www.vic.gov.au	244,104	285,590	317,612	356,362

Note: nm — new measure

Further details on DPC's 2018–19 performance against its output performance measures are covered on pages 41–60.

## Engaged citizens — key initiatives

This objective supports and promotes full participation in strong, resilient and vibrant communities. It empowers citizens to participate in policymaking and service design. It ensures a holistic approach to social policy and service delivery.

DPC's outcomes on the following key initiatives helped us achieve the Engaged citizens strategic objective.

### The Victorian Aboriginal Affairs Framework 2018–2023

In October 2018 DPC launched the Victorian Aboriginal Affairs Framework (VAAF) 2018–2023, developed in partnership with more than 600 Aboriginal Victorians. The VAAF is the Victorian Government's overarching framework for working with Aboriginal Victorians, organisations and the wider community to drive action so all Aboriginal Victorian people, families and communities are healthy, safe, resilient, thriving and living culturally rich lives. Under the new VAAF, the number of measures has been expanded from 37 to 111 across six domains, including a new domain focused on culture and country. The new VAAF also formalises the Victorian Government's commitment to self-determination. The first annual report on the new VAAF will be tabled in parliament in 2019–20.

### Advancing Aboriginal self-determination and treaty

Since 1 July 2018, in partnership with Victoria's Aboriginal community and the Victorian Treaty Advancement Commission (VTAC), DPC significantly advanced the treaty process in Victoria, including:

- supported VTAC to establish the Aboriginal representative body, to be known as the First Peoples' Assembly of Victoria
- implemented the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*, Australia's first piece of treaty-related legislation
- prepared the State of Victoria to engage with the First Peoples' Assembly to develop the architecture for treaty

- continued the multi-award-winning communications campaign Deadly Questions to build public support for the treaty process
- led the Treaty Community Engagement Program that supports Traditional Owner groups and other Aboriginal organisations to engage with their communities on treaty.

### African Communities Action Plan

The African Communities Action Plan was launched in April 2018 and includes more than 250 actions across six focus areas: business; employment; education; health and wellbeing; inclusion and empowerment; and leadership, cohesion and connection.

In July 2018 the Victorian Government committed \$8.6 million over two years to begin implementing the action plan to meet the needs and priorities identified by the African community in Victoria.

Initiative objectives include: strengthening engagement with education; improving employment outcomes; responding to drug and alcohol misuse; and supporting communications and engagement with communities.

### Multicultural Community Infrastructure Fund

Launched in 2018, the Multicultural Community Infrastructure Fund provides community infrastructure grants to maintain, refurbish and renovate places of cultural and religious significance. In 2018–19 DPC provided funding to 70 successful recipient organisations.

The Security Infrastructure Fund was also in operation during 2018–19. The fund was established as a one-off grant program in response to security threats experienced by Victorian Islamic and Jewish community organisations.

## **Multicultural Festivals and Events Program**

The Multicultural Festivals and Events Program encourages community participation in festivals and events to celebrate and embrace Victoria's vibrant multicultural diversity, build cross-cultural partnerships and develop community cohesion.

In 2018–19 \$3.2 million in funding was provided to 778 recipient organisations.

## **Strengthening multicultural affairs and social cohesion**

DPC further strengthened its policy advice in multicultural affairs and social cohesion through early work developing the Anti-Racism Action Plan. Proposed as a long-term strategy to address racism and race-based discrimination in Victoria, the Anti-Racism Action Plan is a key commitment of the Victorian Government's Multicultural Policy Statement.

In 2018–19 DPC completed two rounds of state-wide consultations to inform the development of the plan. In addition, nine Jewish and Muslim community organisations across Victoria were funded to deliver seven community-led initiatives seeking to respond to or prevent Islamophobia and antisemitism, including developing bystander awareness training.

Further development of the plan is currently underway, with \$2 million allocated in the 2019/20 Victorian Budget.

## **Supporting asylum seekers and refugees**

In 2018–19 DPC delivered a package of initiatives to support better settlement outcomes for refugees and asylum seekers, including a network of strategic engagement coordinators across Victoria. These coordinators are working to strengthen community engagement, social inclusion, economic participation and settlement outcomes, using tailored approaches based on the specific demographics and needs of regions. Other initiatives delivered through this package included: The Multicultural Sports Fund Program to increase multicultural communities' grassroots participation in sport; supporting playgroups for newly arrived communities; and provided legal support for asylum seekers.

## **Translation services**

In 2018–19 DPC continued work to improve multicultural communities' access to interpreting services by supporting the interpreter workforce through training and professional development.

## **Creating jobs and supporting infrastructure for veterans**

In 2018–19 DPC continued to deliver the Public Sector Veterans Employment Strategy. Since the strategy launched in June 2017 more than 380 veterans have been employed across the VPS. In March 2019 the government announced a tripling of the original target from 250 to 750 veterans employed in the public sector by June 2021. DPC has been promoting the skills veterans can bring to the public sector workforce and has developed programs to address barriers veterans face, including holding a workshop in February 2019 for veterans interested in public sector employment.

In addition, Jobs Victoria will deliver the Veterans Public Sector Employment initiative. The \$280,000 pilot program will support 50 veterans into construction-based employment on major government infrastructure projects.

## **Supporting Victoria's veterans**

The Veterans Capital Works Major and Minor Grant programs provided 20 grants in 2018–19 totalling \$1 million to fund critical improvements and enhancements to ex-service organisation facilities across Victoria.

In June 2019 DPC ran a veterans' welfare information session, which connected ex-service organisations with Victorian Government services in areas such as family violence, substance misuse, mental health, housing and homelessness, disability support, legal advice and financial counselling. Regional information sessions will begin in 2019–20.

In early 2019 there were 42 finalists for the Premier's Spirit of Anzac Prize. There were 22 prize winners who explored significant battlefields and sites of significance in Vietnam and Singapore, and 20 regional finalists participated in a three-day study tour of Canberra.

DPC supported the Shrine of Remembrance to commemorate the service and sacrifice of veterans, including Anzac Day and Remembrance Day services.

In 2018–19 DPC continued its support of the Victorian Veterans Council to assist the council to meet its objectives.

### **Pride Events and Festivals Fund**

The Victorian Government established the Pride Events and Festivals Fund for LGBTIQ events in Victoria, which is intended to promote LGBTIQ arts and culture, celebrate diversity and acceptance, and build resilience against LGBTIQ discrimination. In 2018–19 the fund supported 50 events totalling more than \$200,000. Events ranged from The Minus18 Queer Formal to the Swan Hill Pride Cup, with approximately 30 per cent of the events held in regional and rural Victoria.

### **Promoting full inclusion for all LGBTIQ Victorians**

DPC delivers initiatives that promote full inclusion of all LGBTIQ Victorians. Initiatives delivered in 2018–19 include:

- the LGBTIQ Rural and Regional Program
- capacity building through the LGBTIQ Community Grants Program and the LGBTIQ Leadership Program
- support for the development of the Victorian Pride Centre
- LGBTIQ research, including the experiences of LGBTIQ people with a disability
- support for LGBTIQ events and activities through the Pride Events and Festivals Fund.

### **Supporting LGBTIQ Victorians in our healthcare system**

The 2018/19 Victorian Budget included \$3.4 million over four years to expand the Victorian healthcare system's capacity to support trans and gender diverse people. DPC is working with DHHS on this initiative, which consists of three elements:

- Establishing two new multidisciplinary gender clinics in Preston and Ballarat.

- A state-wide training program for health professionals focused on inclusive and responsive health care to assist clinicians across Victoria to provide better services for trans and gender diverse Victorians.
- A peer support program for trans and gender diverse Victorians. DPC has partnered with Transgender Victoria to create the program through co-design with the trans and gender diverse community. To start the process of designing the peer support program, a successful trans and gender diverse gathering was held in March 2019. More than 70 representatives from the trans and gender diverse community attended, laying the groundwork for the future of this program.

### **Supporting inclusive growth**

DPC delivers the LGBTIQ Community Grants Program. The program fosters the development and growth of a sustainable and skilled LGBTIQ sector through supporting strategic business planning, skills development, infrastructure and systems development for LGBTIQ organisations. In 2018–19, 18 Organisational Grant recipients received a total of \$700,000 towards these objectives.

### **Improving gender equality in Victorian communities**

In 2018–19 DPC made significant progress in laying the foundations for gender equality in Victoria through the continued implementation of Safe and Strong, Victoria's gender equality strategy. As at 30 June 2019 gender equality progress includes:

- Victoria's first Gender Equality Bill is under development. It is a once-in-a-generation opportunity to reform policy and address cultural norms and attitudes and will address workplace gender equality, including the 11 per cent gender pay gap in the public sector.
- Continued focus on promoting the role of women as leaders in the Victorian community. In March 2015 the government committed to a target of no less than 50 per cent of new appointments to paid government board positions being women. As of June 2019, 53 per cent of new paid board appointments are women.

- Developed the Gender Equality in Victorian Sport and Recreation Pilot Program to trial gender equality guidelines in 10 sports organisations across Victoria. Participants have reported that the program is challenging gender stereotypes both on and off the sporting field.
- The Victorian Government funded the Stella Prize, with DPC supporting the Stella Prize Board to develop gender-conscious reading lists. Five thousand of these resources are now in circulation, helping young people to read more critically and to become aware of the gendered stereotypes in the books they read.
- Developed the Women's Microenterprise Development Program in 2018–19, which Jobs Victoria is operating in Epping, Flemington, Wyndham, Dandenong and Ballarat. The early results are promising, with 32 women developing business plans and starting to build their own businesses.

### **Prevention of family violence policy and programs**

In 2018–19 DPC continued to implement the Free from Violence: First Action Plan 2018–2021, which was launched in January 2018. The action plan highlights 33 key actions to deliver on the Free from Violence Strategy, which was launched in 2017.

Key initiatives and projects underway in 2018–19 include the following:

- Continuing the Aboriginal Family Violence Primary Prevention Innovation Fund for 13 Aboriginal-led organisations to support innovation in preventing family violence in Aboriginal communities. One example is the Ballarat and District Aboriginal Co-operative delivering the Burrong Guli (Boy to Man) Project which runs an Aboriginal and Torres Strait Islander father and son 'healthy relationships' short course over eight weeks.
- Continuing the Free from Violence Fund, providing support to 21 organisations to deliver innovative prevention practice across rural, regional and metropolitan Victoria. The Grampians Pyrenees Primary Care Partnership is delivering the Grampians Pyrenees FARMher project, aimed at increasing awareness in farming communities

of gender inequality and challenging gender roles and stereotypes through open discussion, the sharing of stories and providing peer support and leadership training.

- Supporting 35 local governments to be leaders in prevention through the Local Government Free from Violence Grants Program. Casey City Council is delivering Embedding Change: Creating a Safe and Inclusive Casey, which includes designing and implementing a facility safety audit tool to improve the safety and inclusiveness of public spaces and council facilities for women and girls.

### **Strengthening youth engagement**

The 2018/19 Victorian Budget committed \$2 million over four years to fund a second round of the Empower Youth program, with five additional organisations funded to deliver programs through to 2021–22.

The Empower Youth program targets areas experiencing high social and economic disadvantage, where young people may be at greater risk of social isolation and disengagement.

Centacare Ballarat, South East Community Links, Whittlesea Community Connections, Swan Hill Rural City Council and Moorabool Shire Council were funded to engage youth workers to provide intensive, coordinated support to vulnerable young people to strengthen their health and wellbeing, their connection to community, their engagement in education and training and their pathways to employment.

### **Building community resilience through youth services**

DPC has established Community Support Groups (CSGs) with South Sudanese communities in Dandenong-Casey, Melton-Brimbank and Wyndham as part of the Victorian Government's 2018–19 \$15 million package to support better youth outcomes. The aim of the CSGs is to prevent and intervene early to stop young people being drawn to antisocial behaviour.

Local Reference Groups with representation from South Sudanese community members, including young people and women, together with local and state government representatives, are guiding the operations and activities of the CSGs to ensure they are addressing the needs of each local community.

The CSGs are connecting young people with employment opportunities, establishing after-school homework clubs and providing support to families in need. They are engaging large numbers of young people in sporting, social and recreational activities.

### **Improving place-based approaches to public policy**

DPC is coordinating a whole of Victorian Government initiative that aims to see how the government can work differently to address entrenched disadvantage in some Victorian communities. It takes a strengths and place-based approach to build community and government capability to tackle persistent social and economic challenges.

In developing the initiative DPC's focus is on geographical areas and among cohorts that access multiple government services. The work includes aligning service delivery reforms across Victorian Government departments, collecting site and cohort-specific data, and elevating individual and community voices in identifying reform outcomes. These activities have built an evidence base for future policy and program development to support government to work and collaborate with communities in place-based ways to achieve long-lasting change.

## Progress towards achieving the objective

The output performance measures that provide information on DPC's progress in achieving the 'Engaged citizens' strategic objective are outlined below.

**Objective indicator:** Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria.

Unit of measure	2015–16	2016–17	2017–18	2018–19
Capacity-building activities provided for Traditional Owners and Aboriginal community organisations	20	22	20	17
Community consultations relating to treaty	nm	nm	14	72
Participation of Aboriginal people in Local Aboriginal Networks	2,449	2,297	2,336	2,507
Consultations with culturally, linguistically and diverse communities	74	62	110	92
Victorian population engaged by multicultural and social cohesion initiatives	nm	nm	76%	67%
Attendance at the Cultural Diversity Week flagship event, Victoria's Multicultural Festival	50,000	55,000	35,000	50,000
Community engagement: Shrine ceremonial activities, public and student education programs, tours and general visitation	nm	nm	1,200,000	1,110,807
Number of veterans who apply for VPS positions	nm	nm	2,677	4,684
Number of people engaged with LGBTIQ equality projects and consultations	nm	13,828	9,871	6,000
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	292,391	286,572	306,300	288,254
Participation by young people in programs that support young people to be involved in decision making in their community	2,890	2,569	4,222	3,044
Participants (youth) reporting development of transferrable skills that support education, training and vocational opportunities	96%	95%	97%	96%
Number of women participating in funded programs, projects and events	1,826	4,463	10,376	1,980
Percentage of women in new appointments to paid public boards	nm	nm	52%	53%

Note: nm — new measure

Further details on DPC's 2018–19 performance against its output performance measures are covered on pages 41–60.



## Professional public administration — key initiatives

This objective fosters and promotes a high-performing public service. It ensures effective whole of government performance and outcomes. It protects the values of good public governance in support of public trust.

DPC's outcomes on the following key initiatives have helped us achieve the Professional public administration strategic objective.

### Implementing security upgrades for government buildings

In 2018–19 the Office of the Governor completed a significant projects program, including security and conservation upgrade works. This program of works will continue into 2019–20.

#### Office of the Governor initiatives

In addition to constitutional and ceremonial duties, the Governor hosted a wide range of events in 2018–19, making Government House and grounds available in new ways for events, community programs and groups that might not have previously had the opportunity to visit Government House.

In 2018–19 the Governor undertook extensive international engagement on behalf of the state both locally and overseas. The Governor also attended numerous events and activities across Victoria.

### Chief Parliamentary Counsel services

In 2018–19 the Office of the Chief Parliamentary Counsel (OCPC) drafted a range of legislation to implement major government policy initiatives and reforms across a wide range of law, including the *Environment Protection Amendment Act 2018*, *Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment Act 2019*, *Guardianship and Administration Act 2019* and *Residential Tenancies Amendment Act 2018*.

OCPC also drafted legislation to implement key professional public administration, electoral and integrity reforms including the *Electoral Legislation Amendment Act 2018*, *Audit Amendment Act 2019*, *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* and *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

Other legislation drafted in 2018–19 has been to support the continued implementation of law and order and family violence reforms including the *Corrections Amendment (Parole) Act 2018*, *Justice Legislation Amendment (Terrorism) Act 2018*, *Justice Legislation Amendment (Family Violence Protection and Other Matters) Act 2018*, *Prevention of Family Violence Act 2018*, *Victims and Other Legislation Amendment Act 2018* and *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

Throughout 2018–19 OCPC continued providing drafting services to parliament to facilitate the passage of Victorian Government legislation, the preparation of House amendments and the introduction of Private Members' Bills.

### Securing public records by access to customised storage facility

During 2018–19 Public Record Office Victoria (PROV) has undertaken a redevelopment of internal work spaces to create additional storage capacity. This redevelopment will create an estimated 2,500 linear metres of new storage capacity.

PROV has also maximised current storage capacity through relocating parts of the collection to more appropriate storage solutions. During 2018–19 PROV installed additional shelving to its storage capacity, adding capacity for more than 3,000 flat maps and 650 linear metres of general-purpose storage capacity.

Planning has been completed to transfer 10,000 linear metres of records to the State Library Victoria storage facility in Ballarat. This transfer will occur in 2019–20.

The transfer of records from PROV's Ballarat collection to the State Library storage facility has been completed. This will ensure the collection remains accessible to the public.

## **Establishing an independent remuneration tribunal**

Parliament passed the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in March 2019. This established the Victorian Independent Remuneration Tribunal (VIRT) to support independent and impartial decision making about Member of Parliament salaries and allowances and VPS (and prescribed public entity) executive salary bands.

VIRT's first determination for Members of Parliament and VPS executive officers must be made by mid-September 2019, with VIRT's first determination for executive officers employed by prescribed public entities to be made by mid-March 2020.

## **Fostering innovation in the public sector**

DPC drives innovation activity across the VPS, directly engaging on programs and projects and building capability uplift in innovation methodologies.

In 2018–19 DPC supported the establishment of seven new Public Sector Innovation Fund projects, with a total commitment of approximately \$2.5 million.

DPC also established the Agile Delivery Office in 2018–19. The office has provided agile coaching and customised advice to 44 project teams and delivered training and support to 588 members of the VPS.

In 2018–19 more than 6,000 additional members of the VPS joined the DPC-run Innovation Network, bringing total membership to more than 9,500. The Innovation Network's resource-rich digital platform includes free workshops, news, toolkits, case studies and an accessible digital space for collaboration and communities of practice.

In February 2019 DPC held the VPS Innovation Immersion event, which brought together more than 500 participants from across the public service to attend practical workshops and keynote speeches to build innovation skills across the VPS.

DPC also fosters innovation by supporting the VPS to understand and apply behavioural interventions. In 2018–19 DPC delivered 20 behavioural insights workshops attended by approximately 850 staff and supported 40 behavioural projects from across the VPS.

## **Modernising and simplifying government's online presence**

DPC has been implementing the Single Digital Presence project since August 2017. This is an action of the Victorian Government's Information Technology Strategy 2016–2020. DPC is:

- consolidating the department's content onto a single platform, making content publication easier and website builds faster and cheaper
- organising associated events and training to enable skills uplift across the VPS in the areas of writing for the web, measuring content performance, content management system use and accessibility compliance.

In 2018–19 DPC redesigned and delivered vic.gov.au, the top domain for the Victorian Government. Fifteen DPC websites were combined onto vic.gov.au, including DPC's corporate website.

Another eight DPC websites have been redesigned and moved to the platform. Fourteen more websites will be moved to the platform before February 2020.

Modernising and simplifying the government's online presence helps Victorians to access, understand and act on Victorian Government policy and program information.

## **Driving a new information culture across Victoria through supporting the Office of the Victorian Information Commissioner**

Established as the primary regulator and source of independent advice to the community and the Victorian Government about how the public sector collects, uses and shares information, the Office of the Victorian Information Commissioner (OVIC) has combined oversight of freedom of information (FOI), privacy and data protection.

In August 2019 OVIC measured the information security maturity across the VPS through the high-level protective data security plan attestation process, where 96 per cent of public sector bodies (that are subject to Part 4 of the *Privacy and Data Protection Act 2014*) submitted on time. OVIC also met with 60 government agencies to provide feedback on their submissions. OVIC aimed to educate these organisations on information security, encourage continuous improvement and foster a security culture across the public service.

OVIC supports the VPS to give effect to the right to privacy, educates the Victorian community about their privacy rights, and works towards achieving the objectives of the Privacy and Data Protection Act. In 2018–19 OVIC:

- issued a new Privacy Impact Assessment template and accompanying guidelines
- published *Managing the Privacy Impacts of a Data Breach*, a comprehensive guide to handling privacy issues
- held a workshop about data breach response, attended by approximately 200 VPS employees
- launched new information privacy awareness training targeting VPS agency staff.

### **Enhancing public sector integrity and governance capability through the Victorian Public Sector Commission**

The Victorian Public Sector Commission's (VPSC) initiatives to enhance public sector integrity and governance capability have included providing caretaker advice and support in the lead up to the November 2018 state election, the roll out of new guidance to support board performance assessments, including a dedicated series of workshops to regional agencies and boards, and the development of a comprehensive induction program for all VPS executives for implementation in 2019–20.

The VPSC has also led the development and adoption of consistent standards and guidance material for the VPS to address sexual harassment in the workplace through the

Respectful Workplaces Framework and the Sexual Harassment Model Action Plan, which will be issued in July 2019.

### **Integrity system and public information reforms**

In 2018–19 DPC supported the Special Minister of State to develop the following legislation to reform the integrity system:

- The *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* makes a range of improvements to the operation of the Independent Broad-based Anti-corruption Commission (IBAC), the Ombudsman and the protected disclosure system. Most of these improvements take effect from 1 January 2020.
- The *Audit Amendment Act 2019* modernises and simplifies the *Audit Act 1994*, as well as making targeted improvements to the operation of the Act. These improvements began on 1 July 2019.

### **Leading whole of government freedom of information activities**

OVIC has a key focus in promoting understanding and acceptance of the *Freedom of Information Act 1982* across the VPS. Initiatives OVIC led in 2018–19 included:

- publishing notices of decisions to promote increased openness and transparency of decision making
- publishing proposed Professional Standards to enhance government agency practice
- delivering professional development, training and education for FOI principal officers and practitioners (through face-to-face and e-learning modules).

In 2018–19 OVIC actioned recommendations from the 2017–18 review of business processes in privacy and FOI including implementing the ICT platform Resolve to streamline, integrate and enhance OVIC's case management performance.

## Progress towards achieving the objective

The output performance measures that provide information on DPC's progress in achieving the 'Professional public administration' strategic objective are outlined below.

**Objective indicator:** 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.

Unit of measure	2015–16	2016–17	2017–18	2018–19
Education and training activities delivered by OVIC	27	42	73	109
Client satisfaction with data security and privacy training provided	99%	99%	98%	98%
Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman	100%	95%	98%	98%

Further details on DPC's 2018–19 performance against its output performance measures are covered on pages 41–60.

## High-performing DPC — key initiatives

This objective pursues policy, service and administration excellence and reform. It leads the public sector response to significant state issues, policy challenges and projects. It supports the effective administration of government. It supports the delivery of policy and projects that enables increased productivity and competitiveness in Victoria.

DPC's outcomes on the following key initiatives have helped us achieve the High-performing DPC strategic objective.

### Cultivating leaders and embedding a culture of flexibility and wellbeing

#### Leadership

In 2018–19 more than 150 DPC VPS6 managers attended Leading Edge, a leadership development program designed specifically for DPC. Through Leading Edge DPC managers have been exposed to strategies, frameworks and tools to support the move from manager to leader. This program recognises the vital role managers play in shaping performance and culture and has supported participants to confidently exercise leadership for improved personal, team and organisational performance.

DPC has also supported more than 35 executive officers to participate in the Victorian Leadership Academy development program. The program supports our leaders to respond to public sector priorities and challenges with agile, innovative and courageous leadership. The program experiences are designed to challenge leaders to explore and apply new ways of thinking — leading and working to deepen their understanding of their role as a VPS leader in a service culture.

#### Flexibility

DPC recognises that flexibility is an essential part of a diverse, adaptive and high-performing workforce. This year we have continued to provide a range of flexible working arrangements to support and empower our people to successfully manage work and life commitments.

There is a genuine appetite among our people to embrace flexibility, so in 2018–19 DPC delivered a number of initiatives including education and awareness sessions and substantial digital upgrades within the workplace to better support our people to work in an agile and flexible way.

#### Wellbeing

A focus area for 2018–19 has been on mental health and wellbeing, with the continued implementation of the VPS Mental Health and Wellbeing Charter. Initiatives have included:

- launching DPC's Peer Support Program, which provides employees with access to local and trusted peers trained in psychological first aid and where they can reach out to the peers for confidential support for both work and non-work-related matters
- tailoring of DPC's mandatory Mental Health and Wellbeing training for executives, managers and staff to ensure it is practical and fit for purpose, and ready for roll out in 2019–20
- continued promotion of positive wellbeing events and activities, including Health and Safety Month and Mental Health Week.

### Delivering diversity and inclusion initiatives

DPC is committed to promoting and embedding a diverse, inclusive and equitable workforce. In 2018–19 the Diversity and Inclusion Strategy 2019–2021 was developed in close consultation with staff. The strategy aims to position DPC as a leader in the VPS, ensuring our culture and day-to-day practices are as inclusive as possible for all staff members.

Under the strategy, DPC has embedded a suite of diversity action plans focusing on Aboriginal employment, cultural, linguistic and religious diversity, people with disabilities, gender equity and the LGBTIQ community.

In 2018–19 DPC supported the activities of the VPS Enablers Network and key targets in the VPS Getting to Work Disability Employment Action Plan 2018–2025.

## Developing a portfolio governance framework

DPC is in the process of developing a Portfolio Entities Governance Framework that will provide advice and support to portfolio entities on their relationship with DPC and on developing good governance arrangements. The framework is expected to be completed during 2019–20 and will touch on:

- the differences between DPC administrative offices, portfolio agencies, and independent bodies
- entities' relationships with the department and the responsible portfolio minister
- requirements for financial management, internal control, risk management and audit
- internal structures and arrangements that support good governance, strengthen decision-making and promote accountability and transparency.

## Modernising our business systems to create efficiencies

In 2018–19 DPC delivered a comprehensive upgrade of computing environment and primary communication system. All staff were migrated from Lotus Notes and a Windows 7 standard operating environment (SOE) to Windows 10 SOE and the latest Microsoft Office 365 suite of applications. The staged rollout saw more than 1,300 users, 350 shared mailboxes and 500 distribution lists moved onto a cloud platform.

Major business system efficiencies DPC delivered in 2018–19 included the following:

- Implemented a new information classification framework in line with the Victorian Protective Data Security Framework, with the model set to be adopted by other departments.

- Introduced 'Go Connect' to the DPC SOE to enhance workforce flexibility and mobility. This service enables seamless and secure connectivity, ensuring staff can access DPC systems and information and collaborate with others when working away from the office. 'Go Connect' was part of the highly successful Digital Office Upgrade project, which has delivered improved information security, better performance and enhanced flexibility, and is the foundation for ongoing modernisation of DPC's digital staff experience.
- Initiated the Human Capital Management (HCM) project with phase one to be delivered by October 2019 (Performance and Learning Modules), and phase two involving collaboration with stakeholders on the design of a whole of Victorian Government solution. Phase two will be delivered at a later date following extensive scoping and design of a whole of government solution (Recruitment, On-boarding and the core of the solution; Employee Central will be included in phase two). The HCM system will modernise and improve aged, standalone HR systems by consolidating them onto a centralised HR cloud solution aligned to the Victorian Government Statement of Direction.
- Simplified our ICT hardware asset management through migrating all assets onto a single management platform. As part of our Business Continuity Plan, we developed a solution based on the Salesforce cloud platform that is already used, which supports timely and effective communications at scale. During an unfolding incident DPC staff can now be easily contacted via mobile messaging and updated in close to real time.

# Performance against output performance measures

The section provides information about DPC's performance against our output performance measures. It provides comparison with our output targets that were published in the Departmental Performance Statement section of the 2018/19 Victorian Budget Paper No. 3 Service Delivery.

Commentary is provided where there are variances of more than 5 per cent between targets and actual results for performance measures.

## Government-wide leadership, reform and implementation

This output provides advice and support to the Premier and Cabinet on all aspects of government policy. This involves advice on issues as they arise, policy coordination, research and analysis, consultation with stakeholders and leadership in long-term policy development.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Whole of government emergency management forums, meetings and exercises facilitated	number	20	16	–20%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to events preceding the 2018 Victorian state election and a reduced requirement for special or emergency meetings.					
Whole of government forums, meetings and advisory groups chaired	number	80	85	6%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to DPC's increased role in managing whole of government events and meetings.					
Data projects completed and delivered	number	5	14	180%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the increased demand for this service across the VPS.					
Number of projects facilitated by the Behavioural Insights Unit	number	10	10	0%	✓
<b>Quality</b>					
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
Data projects delivered to agreed outputs	per cent	> 80	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	163.2	119.8	n/a	n/a
The 2018–19 actual is lower than the 2018–19 target due to machinery of government transfers to DJPR and DHHS effective from 1 January 2019.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance



## Strategic advice and government support

This output provides strategic policy analysis and advice to the Premier, leads policy development on key priority issues and supports informed government decision making.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,200	699	–42%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to the caretaker period and 2018 Victorian state election, which resulted in an overall reduction in Cabinet and Committee activity.					
Establishment or renewal of ICT whole of government State Purchase Contracts	number	5	7	40%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to additional contracts being entered into ahead of initial forecasting.					
Victorian Government entities using the Standard User Experience Framework	number	20	24	20%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an increased opportunity to provide advice to agencies outside of DPC.					
Average monthly analysis reports generated to guide government decision making	number	65	75	15%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the expansion of services and datasets, which increased the demand across government.					
<b>Quality</b>					
Policy services satisfaction rating	per cent	90	92	2%	✓
<b>Timeliness</b>					
Policy services timeliness rating	per cent	95	97	2%	✓
Timely delivery of state events and functions	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	106.0	97.7	–8%	✓
The 2018–19 actual is lower than the 2018–19 target due to the reclassification of the Whole of Victorian Government Application Programming Interface from this output to the Digital Government and Communications output.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## Infrastructure Victoria

This output provides independent and transparent advice to government on infrastructure priorities and sets a long-term strategy for infrastructure investment.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Number of publications or discussion papers released	number	6	7	17%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an additional publication relating to the upcoming 2020 Infrastructure Strategy Update.					
<b>Quality</b>					
Stakeholder satisfaction with consultation process	per cent	75	94	25%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to increased stakeholder satisfaction.					
<b>Timeliness</b>					
Delivery of research, advisory or infrastructure strategies within agreed timelines	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	9.9	10.1	2%	○

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance

## Digital government and communications

This output encourages innovative use of ICT to improve service delivery and business processes, and provides information and services to Victorian citizens and businesses through digital and other delivery channels.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Average number of monthly visits to www.vic.gov.au	number	300,000	356,362	19%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to moving to a Single Digital Presence platform resulting in an increase to the average number of monthly visits to www.vic.gov.au.					
Number of eligible ideas for Pick My Project	number	2,000	2,299	15%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more Victorians engaging with the Pick My Project Pilot Program than initially estimated.					
Total number of votes for eligible ideas for Pick My Project	number	150,000	286,000	91%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more Victorians engaging with the Pick My Project Pilot Program than initially estimated.					
<b>Timeliness</b>					
Delivery of projects within agreed timelines	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	47.5	74.4	57%	■
The 2018–19 actual is higher than the 2018–19 target due to the release of funding for Service Victoria held in central contingency. The budget was revised to \$92.7 million. The funding is for the development of the Service Victoria online customer platform and the reclassification of the Whole of Victorian Government Application Programming Interface to this output from the Strategic advice and government support output. This increase has been partly offset by the timing of planned expenditure for Pick My Project, which has now moved into 2019–20.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## Office of the Victorian Government Architect

This output provides strategic leadership and advice to government and key stakeholders on architecture and the built environment.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Strategic advice on significant public and private sector projects from project inception and procurement to design and delivery	number	60	83	38%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an increased demand associated with input to state-significant public projects.					
<b>Quality</b>					
Stakeholder satisfaction with the quality of advice on significant public and private sector projects	per cent	80	80	0%	✓
<b>Timeliness</b>					
Average number of business days to issue formal advice	days	10	7	30%	✓
The 2018–19 full-year actual is lower than the 2018–19 target due to compressed timeframes associated with time-sensitive and state-significant public sector projects.					
<b>Cost</b>					
Total output cost	\$ million	1.2	1.2	3%	✓
The variance is due to rounding of the 2018–19 actual.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Industrial relations

This output contributes to providing fair jobs and a positive industrial relations environment through sound industrial relations policy and advice to government. This includes oversight of enterprise bargaining across the Victorian public sector and support for Victoria's participation in the national workplace relations system.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Education and awareness strategy developed to increase women's participation in the building and construction sector	number	1	1	0%	✓
Education and compliance inspections of providers/users conducted under the Labour Hire Licensing Scheme	number	200	350	75%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the Labour Hire Licensing Authority facilitating additional information sessions in the lead up to the Labour Hire Licensing Scheme commencement in April 2019.					
Employers informed on OHS obligations under both state and Commonwealth legislation and regulations	number	3,500	8,185	134%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to a membership increase at the service provider, which occurred prior to significant infrastructure projects commencing.					
Licence holders registered under the Labour Hire Licensing Scheme	number	150	0	–100%	■
The 2018–19 full year actual is lower than the 2018–19 target due to the application rate being lower than expected following the Labour Hire Licensing Scheme commencing in April 2019. As at 30 June 312 applications had been received and were yet to be processed because further information was required from the applicant.					
Workers informed about OHS obligations under both state and Commonwealth legislation and regulations	number	40,000	93,277	133%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to a membership increase at the service provider, which occurred prior to significant infrastructure projects commencing.					
Workers registered under the Portable Long Service Leave Scheme	number	5,000	0	–100%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to the Portable Long Service Leave Scheme coming into effect on 1 July 2019. The target was set prior to finalising a commencement date.					
<b>Quality</b>					
Public sector agreements renewed and approved within the current enterprise bargaining framework	per cent	100	100	0%	✓
Victoria represented in major industrial relations cases and inquiries	per cent	100	100	0%	✓
<b>Timeliness</b>					
Review and assessment of submitted public sector enterprise bargaining costings and proposed agreements completed and submitted for approval within four weeks	per cent	85	93	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the implementation of a streamlined agreement approvals framework, which has resulted in proactive and coordinated responses for departments and agencies.					
<b>Cost</b>					
Total output cost	\$ million	13.5	11.7	n/a	n/a
On 1 January 2019 this output was transferred from the previous DEDJTR to DPC as part of machinery of government changes. The actual output cost only includes expenditure incurred since the transfer and excludes those incurred under DEDJTR.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## Aboriginal policy, strengthening Aboriginal cultural heritage and communities

In accordance with the government's policy of self-determination for Aboriginal Victorians, this output protects and manages Aboriginal cultural heritage; strengthens Aboriginal community organisation; and builds community engagement to improve long-term social and economic outcomes for Aboriginal Victorians, including working towards treaty.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Award ceremonies held: Victorian Aboriginal Honour Roll	number	1	1	0%	✓
Capacity-building activities provided for Traditional Owners and Aboriginal community organisations	number	20	17	–15%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to the reduction in activities over time due to managing the current and emerging needs of the Aboriginal sector.					
Premier's Gatherings and Community Consultations conducted	number	4	4	0%	✓
Average weekly hours of case management provided to members of the Stolen Generations	number	80	129	61%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the provider achieving a higher average number of weekly hours of case management to members of the Stolen Generations.					
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	240	296	23%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an increase in provider resourcing and experience, enabling more family history investigations to be conducted for members of the Stolen Generations.					
Delivery of the Victorian Government Aboriginal Affairs Report to Parliament	number	1	1	0%	✓
Victorian Aboriginal Heritage Council meetings conducted within legislative timeframes	number	6	6	0%	✓
Community consultations relating to treaty	number	10	72	620%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the ongoing requirement and need to continue consultations across Victoria for the establishment of the First Peoples' Assembly.					
Removal of first mortgages on titles of property owned by Aboriginal community-controlled organisations	number	8	8	0%	✓
<b>Quality</b>					
Funding payments for the Community Infrastructure program made in accordance with milestones	per cent	100	100	0%	✓
Funding payments for Community Capacity and Co-Design made in accordance with milestones	per cent	100	100	0%	✓
Funding payments for the Removal of First Mortgages initiative made in accordance with milestones	per cent	100	93	–7%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to project delivery delays impacting organisations' abilities to meet agreed milestones.					
Funding payments for the Investing in Leadership and Governance initiative made in accordance with milestones	per cent	100	22	–78%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to the existing funding program failing to meet current and emerging governance needs of the Aboriginal sector.					

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
Funding payments for the Cultural Strengthening initiative made in accordance with milestones	per cent	100	100	0%	✓
Funding payments to strengthen the Cultural Heritage Protection and Management initiative made in accordance with milestones	per cent	100	100	0%	✓
Funding payments for the Traditional Owner Settlement Scheme made in accordance with milestones	per cent	100	100	0%	✓
Participation of Aboriginal people in Local Aboriginal Networks	number	2,800	2,507	–10%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to delays, for a period during 2018–19, in attracting suitable candidates to coordinate the Local Aboriginal Network projects and programs.					
<b>Timeliness</b>					
Assessments completed by Aboriginal Victoria within the legislative timeframe: cultural heritage management plans	per cent	100	99	–1%	○
Elections held in accordance with timelines agreed with the Victorian Treaty Advancement Commission	per cent	100	0	–100%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to the Commissioner extending out the election dates to occur between September and October 2019.					
Koorie Heritage Trust initiative grants acquitted within the timeframe specified in the funding agreements	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	58.2	48.1	–17%	✓
The 2018–19 actual is lower than the 2018–19 target due to delays in completing treaty and self-determination initiatives and establishing the Munarra Centre for Regional Excellence.					

Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance



## Multicultural affairs policy and programs

This output provides policy advice on multicultural affairs and social cohesion in Victoria — including settlement coordination for newly arrived migrants and refugees and delivers a range of programs to directly support multicultural Victorians — as well as supporting Victoria's whole of government approach to multiculturalism. It includes the monitoring of government departments' responsiveness to Victorians from culturally, linguistically and religiously diverse backgrounds.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Consultations with culturally and linguistically diverse communities	number	75	92	23%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to additional consultations being held with culturally, linguistically and religiously diverse community groups than initially forecast.					
Number of strategic and research partnerships that support portfolio outcomes	number	30	33	10%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to establishing partnerships at a greater rate than expected in response to community needs, as well as encouragement of partnerships through grants.					
Victorian population engaged by multicultural and social cohesion initiatives	per cent	67	67	0%	✓
<b>Quality</b>					
Attendance at the Cultural Diversity Week flagship event, Victoria's Multicultural Festival	number	50,000	50,000	0%	✓
Proportion of approved grant funding provided to organisations in regional/rural areas	per cent	20	13	–35%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to a smaller than expected application rate from regional and rural communities to portfolio grant programs.					
<b>Cost</b>					
Total output cost	\$ million	84.6	73.9	n/a	n/a
The 2018–19 actual is lower than the 2018–19 target predominantly due to machinery of government transfers to the Department of Justice and Community Safety effective from 1 January 2019.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## Support to veterans in Victoria

This output provides coordination of veteran-related issues at the state level, especially in relation to Anzac Centenary commemorations and other major anniversaries. It includes commemoration, veteran welfare and education programs. This output supports the Shrine of Remembrance and the Victorian Veterans Council.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Entries received: Premier's Spirit of Anzac Prize	number	250	370	48%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to receiving more entries through social media promotions.					
Community engagement: Shrine ceremonial activities, public and student education programs, tours and general visitation	number	750,000	1,110,807	48%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to higher participation than expected in one-time anniversary activities such as Remembrance Day, which marked the 100th anniversary of the Armistice.					
Number of veterans who apply for VPS positions	number	500	4,684	837%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to DPC's active promotion to veterans of the Victorian Government as an employer of choice and DPC's development of new programs to support veterans interested in applying for jobs in the public sector.					
Number of ex-service organisation training or information sessions delivered	number	4	2	–50%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to scheduling delays and the need to undertake further consultation on providing the most suitable session for the veterans' sector.					
<b>Quality</b>					
Commemorative and educative projects meet agreed project objectives	per cent	100	100	0%	✓
<b>Timeliness</b>					
Deliver an annual program of grants within agreed, published timelines	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	10.5	9.1	–13%	✓
The 2018–19 actual is lower than the 2018–19 target due to the lower than planned carryover of funds from 2017–18.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## LGBTIQ equality policy and programs

This output provides for the delivery of programs and services to promote equality for LGBTIQ Victorians and support these communities' economic, social and civic participation.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Number of people engaged with LGBTIQ equality projects and consultations	number	5,500	6,000	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to increased engagement in equality projects, events and consultations than initially forecast.					
<b>Quality</b>					
Proportion of LGBTIQ grant program recipients who met or exceeded agreed outcomes	per cent	85	n/a	n/a	n/a
The 2018–19 target is unable to be reported due to a significant proportion of grant recipients still delivering on funded activities.					
Funding for the Expanding Health System Capacity to Support Trans and Gender Diverse People initiative paid in accordance with the agreement	per cent	100	100	0%	✓
<b>Timeliness</b>					
Payments for events made in accordance with DPC milestones	per cent	80	100	25%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to processing all milestone payments for the Pride Events and Festivals Fund in 2018–19.					
<b>Cost</b>					
Total output cost	\$ million	19.5	20.1	3%	○

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance

## Women's policy

This output provides initiatives that support women and the prevention of family violence and supports the economic, social and civic participation and inclusion of all Victorians.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Number of meetings, forums and events held for Women and the Prevention of Family Violence consultation/engagement with key stakeholders	number	51	126	147%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to delivering additional program implementation activities with stakeholders.					
Number of women participating in funded programs, projects and events	number	1,500	1,980	32%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to events attracting a higher than expected number of participants.					
Percentage of women in new appointments to paid public boards	per cent	50	53	6%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to the program reaching maturity.					
<b>Quality</b>					
Women and the Prevention of Family Violence service agreements and contracts deliver agreed outcomes for preventing family violence and for the social and economic participation of women	per cent	100	100	0%	✓
<b>Timeliness</b>					
Timely delivery of policy analysis and papers prepared	per cent	100	100	0%	✓
Women and the Prevention of Family Violence projects and programs that support preventing family violence and the social and economic participation of women are delivered on time	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	16.2	13.7	n/a	n/a
On 1 January 2019 this output was transferred from DHHS to DPC as part of machinery of government changes. The actual output cost only includes expenditure incurred since the transfer and excludes those incurred under DHHS.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Youth

This output leads and coordinates whole of government policy advice and delivers a range of initiatives for young people aged between 12 and 25 to gain a range of skills and experiences and to actively participate in their local communities.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	number	240,000	288,254	20%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more Victorian young people engaging with Youth affairs programs than initially estimated.					
Participation by young people in programs that support young people to be involved in decision making in their community	number	2,300	3,044	32%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more Victorian young people participating in decision-making opportunities than initially estimated.					
<b>Quality</b>					
Participants reporting development of transferrable skills that support education, training and vocational opportunities	per cent	75	96	28%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more participants in the Advance school-based program reporting transferrable skills than initially estimated.					
<b>Timeliness</b>					
Percentage of programs delivered within agreed timeframes	per cent	90	99	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to a higher proportion of programs delivered within agreed timeframes than initially estimated.					
<b>Cost</b>					
Total output cost	\$ million	29.6	12.7	n/a	n/a
On 1 January 2019 this output was transferred from DHHS to DPC as part of machinery of government changes. The actual output cost only includes expenditure incurred since the transfer and excludes those incurred under DHHS.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Advice and support to the Governor

This output provides advice and support to the Governor, and maintenance to Government House and its collections as a heritage asset of national importance.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Increase in the annual number of guests and visitors to Government House	per cent	5	7	40%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an increase in guests and visitors, which is continuing the Governor's commitment to make Government House more accessible to the community.					
<b>Quality</b>					
Maintenance of Government House in accordance with the asset management strategy	per cent	77	77	0%	✓
Standard, physical appearance of gardens and grounds are maintained in accordance with contract key performance indicators	per cent	85	85	0%	✓
<b>Timeliness</b>					
Support the Governor's community engagement activities by arranging all internal and external events in a timely manner	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	15.7	15.8	1%	✓
The 2018–19 target of \$15.7 million was subsequently revised to \$16.5 million to account for additional depreciation adjustments. Adjusting for this revision, the Office of the Governor achieved its target.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Chief Parliamentary Counsel services

This output provides Bills for introduction in Parliament, including: provision of quality and timely legislative drafting services; hard copy and electronic publication of Acts and statutory rules; and the maintenance of a database of Victorian legislation and legislative information at [www.legislation.vic.gov.au](http://www.legislation.vic.gov.au).

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Formal advice provided on legislation	number	450	387	–14%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to events preceding the 2018 Victorian state election and the commencement of the new parliamentary term.					
Number of Acts and statutory rules published electronically and in hard copy without error	per cent	96	99	3%	✓
Statutory rules made and Bills prepared and introduced into parliament	number	220	214	–3%	○
Number of sets of House Amendments drafted for Members of Parliament	number	50	52	4%	✓
<b>Quality</b>					
Number of Bills and statutory rules drafted or settled that meet the required standard	per cent	96	97	1%	✓
<b>Timeliness</b>					
Bills and statutory rules drafted or settled within the required timeframe	per cent	96	100	4%	✓
Electronically published versions of principal Acts and statutory rules published within three business days of coming into operation and new Acts and statutory rules published within 24 hours of making	per cent	96	96	0%	✓
<b>Cost</b>					
Total output cost	\$ million	6.8	6.8	0%	✓

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance



## Management of Victoria's public records

This output provides direction to government on the management of public records and ensures the historical memory of the Victorian Government endures, is secure and is accessible.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Collection usage: utilisation of physical and digital records held by Public Record Office Victoria	number	2,900,000	4,821,937	66%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more records being available through third-party sites.					
<b>Quality</b>					
Satisfaction with services provided by Public Record Office Victoria to government agencies and to the public	per cent	90	94	4%	✓
<b>Timeliness</b>					
Provision of services within published timeframes	per cent	95	98	3%	✓
<b>Cost</b>					
Total output cost	\$ million	20.7	18.9	–9%	✓
The 2018–19 actual is lower than the 2018–19 target due to revisions to the accounting treatment of public record assets where they are no longer considered a depreciating asset, thereby reducing depreciation expenses.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Public administration advice and support

This output provides advice and support on issues relevant to public sector administration, Members of Parliament and executive officer remuneration, governance, service delivery and workforce matters, as well as to public sector professionalism and integrity. It includes related research, determinations, data collection, reporting and dissemination of information.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Percentage of new executives participating in the VPSC induction program	per cent	75	n/a	n/a	n/a
The 2018–19 target is unable to be reported due to the program not commencing in 2018–19. The program is now scheduled for 2019–20.					
<b>Quality</b>					
Percentage of agencies who interacted with VPSC and who indicated VPSC advice and support assisted them to improve integrity capability	per cent	80	83	4%	✓
Overall participant satisfaction with the Victorian Leadership Academy	per cent	80	97	21%	✓
The 2018–19 actual is significantly higher than the 2018–19 target due to increased participant satisfaction. VPSC research supports best practice in leadership development programs which has contributed to higher participant satisfaction.					
Overall satisfaction with engagement, consultation and responsiveness from the VPSC GRADS team	per cent	80	87	9%	✓
The increase in performance is due to VPSC's refresh of the VPS GRADS program and expanded resourcing for the program, which has provided a higher level of service to graduate employees.					
Stakeholder satisfaction with the quality of advice from the Remuneration Tribunal on determinations	per cent	80	n/a	n/a	n/a
The 2018–19 target is unable to be reported due to the legislation establishing the Remuneration Tribunal being passed in March 2019. The tribunal's first determinations are due in September 2019, which will allow this measure to be reported in 2019–20.					
<b>Timeliness</b>					
Proportion of data collection and reporting activities completed within target timeframes	per cent	100	100	0%	✓
Advice from the Remuneration Tribunal provided within 15 working days of receipt of submission	per cent	90	100	11%	✓
The 2018–19 actual is higher than the 2018–19 target due to efficiencies associated with greater use of electronic systems, which has resulted in advice being provided within set timeframes. The measure refers to the time for assessment of public entity submissions following receipt of DPC's comments.					
<b>Cost</b>					
Total output cost	\$ million	11.8	10.0	–15%	✓
The 2018–19 actual is lower than the 2018–19 target due to the reclassification of the Establishment of an Independent Remuneration Tribunal from this output to the Strategic advice and government support output.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## Public sector integrity

This output provides independent oversight and investigations of complaints concerning corrupt conduct, police personnel conduct, administrative actions, local councillor conduct, alleged breaches of privacy and freedom of information. It enhances and protects data security, promotes integrity and transparency in government, and facilitates advice and education to the public sector on these matters.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
Corruption prevention initiatives delivered by the Independent Broad-based Anti-corruption Commission (IBAC)	number	90	99	10%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to increased engagement with Victoria Police and IBAC's community awareness advertising campaign delivering additional resources.					
Education and training activities delivered by the Office of the Victorian Information Commissioner (OVIC)	number	100	109	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to an increased agency demand for FOI training. OVIC has also been focusing on producing guidance material to support the VPS to develop a mature culture of public access.					
Jurisdictional complaints finalised — Victorian Ombudsman (VO)	number	14,000	17,025	22%	✓
The 2018–19 full year actual is higher than the 2018–19 target due to a greater number of complaints being finalised than initially forecast.					
Law enforcement, data security and privacy reviews completed	number	5	6	20%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to more reviews being conducted in 2018–19 than in previous years.					
Proportion of IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 12 months	per cent	75	42	–44%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to an increase in the number of ongoing complex investigations.					
Proportion of IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 12 months	per cent	75	33	–56%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to an increase in the number of ongoing investigations. Over half of the investigations conducted involved charges and disciplinary hearings, which extend the investigation timeframe.					
Proportion of jurisdictional complaints independently investigated by the Victorian Ombudsman	per cent	25	30	20%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to a higher proportion of jurisdictional complaints being made to the Ombudsman and, in turn independently investigated, than initially forecast.					
Reviews and complaints completed by OVIC	number	850	1,282	51%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to increased productivity following improvement made to FOI business processes.					
<b>Quality</b>					
Client satisfaction with data security and privacy training provided	per cent	90	98	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to high satisfaction with the OVIC's online privacy training module.					
OVIC applicants that appeal to the Victorian Civil and Administrative Tribunal	per cent	< 25	9	0%	✓
Proportion of jurisdictional complaints where the original outcome is set aside by a review undertaken in accordance with the Ombudsman's internal review policy	per cent	< 1.5	0.1	0%	✓

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman	per cent	95	98	3%	✓
Satisfaction rating with corruption prevention initiatives delivered by IBAC	per cent	95	99	4%	✓
<b>Timeliness</b>					
Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days	per cent	85	85	0%	✓
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days	per cent	90	77	–14%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to transitioning to a new case management system, which has affected response times. An increase in the volume of calls from the public and complex Victoria Police cases has also contributed to the result.					
Complaints received by the Local Government Inspectorate assessed and actioned within five working days	per cent	95	93	–2%	○
Complaints resolved within 30 calendar days of receipt by the Victorian Ombudsman	per cent	95	89	–6%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to a combination of: the Ombudsman dealing with complaints in a way that ensures services are provided to the broadest possible range of people in an environment of increasing demand; dealing with new types of complaints prompted by changes to government operations; and an increase in the complexity of cases. This means some cases take longer. The Ombudsman introduced changes to how it triages and resolves complaints to help address this, resulting in improved performance for this target over recent years.					
Responses within 15 days to written enquiries relating to the legislated responsibilities of OVIC	per cent	90	98	9%	✓
The 2018–19 full-year actual is higher than the 2018–19 target due to OVIC's effective monitoring and management of privacy and data security enquiries and responses.					
Timeline agreed by FOI applicants for completing reviews is met	per cent	90	24	–73%	■
The 2018–19 full-year actual is lower than the 2018–19 target due to focusing on the number of reviews completed and completing older reviews.					
<b>Cost</b>					
Total output cost	\$ million	84.6	78.4	–7%	✓
The 2018–19 actual is lower than the 2018–19 target due to lower than planned carryover of funds from 2017–18.					

Results legend

- ✓ Performance target achieved or exceeded in a desirable way
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance
- Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance

## State electoral roll and electoral events

This output, through the Victorian Electoral Commission (VEC), provides a high-quality electoral system that supports democracy in Victoria through the administration of an accurate and secure electoral roll, electoral services to ensure fair and equitable representation, the conduct of fair and impartial elections and encouraging greater participation in civic life through education and awareness activities and improving ease of access.

Performance measure	Unit	2018–19 target	2018–19 actual	Variance	Result
<b>Quantity</b>					
State elections, municipal and statutory elections, by-elections, polls and electoral representation reviews	number	115	117	2%	✓
<b>Quality</b>					
Legal challenges to VEC conduct upheld	number	0	0	0%	✓
<b>Timeliness</b>					
Changes to electors' details or additions to the Victorian Electoral Register are processed within set timeframes	per cent	95	97	2%	✓
<b>Cost</b>					
Total output cost	\$ million	95.2	94.4	–1%	✓

Results legend

✓ Performance target achieved or exceeded in a desirable way

## Section 3: Financial statements for the year ended 30 June 2019

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# Comprehensive operating statement

## for the financial year ended 30 June 2019

	Notes	2019 \$'000	2018 \$'000
<b>Continuing operations</b>			
<b>Income from transactions</b>			
Output appropriations	2.1	624,532	485,576
Special appropriations	2.1	95,587	34,426
Grants	2.1	28,279	52,833
Other income	2.1	11,920	7,943
<b>Total income from transactions</b>		<b>760,318</b>	<b>580,778</b>
<b>Expenses from transactions</b>			
Employee expenses	3.1	223,288	192,729
Depreciation and amortisation	5.3	13,158	7,306
Interest expense		70	56
Grant expenses	3.1	353,108	231,792
Capital asset charge	3.1	8,863	8,658
Other operating expenses	3.1	151,836	132,487
<b>Total expenses from transactions</b>		<b>750,323</b>	<b>573,028</b>
<b>Net result from transactions (net operating balance)</b>		<b>9,995</b>	<b>7,750</b>
<b>Other economic flows included in net result</b>			
Net gain on non-financial assets	8.1	127	183
Other gains/(losses) on other economic flows	8.1	(1,539)	33
<b>Total other economic flows included in net result</b>		<b>(1,412)</b>	<b>216</b>
<b>Comprehensive result</b>		<b>8,583</b>	<b>7,966</b>

The accompanying notes form part of these financial statements.



# Balance sheet

## as at 30 June 2019

	Notes	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Financial assets</b>			
Cash and deposits	7.2.1	64,311	59,943
Receivables	6.1	122,676	127,072
<b>Total financial assets</b>		<b>186,987</b>	<b>187,015</b>
<b>Non-financial assets</b>			
Property, plant and equipment	5.1	639,511	617,606
Intangible assets	5.2	37,600	34,602
Other non-financial assets	6.3	12,715	8,008
<b>Total non-financial assets</b>		<b>689,826</b>	<b>660,216</b>
<b>Total assets</b>		<b>876,813</b>	<b>847,231</b>
<b>Liabilities</b>			
Payables	6.2	68,962	49,575
Borrowings	7.1	3,700	3,192
Employee benefits	6.4	43,658	37,110
Other provisions		391	391
<b>Total liabilities</b>		<b>116,711</b>	<b>90,268</b>
<b>Net assets</b>		<b>760,102</b>	<b>756,963</b>
<b>Equity</b>			
Accumulated surplus		144,626	136,043
Physical asset revaluation surplus		361,723	361,723
Contributed capital		253,753	259,197
<b>Total equity</b>		<b>760,102</b>	<b>756,963</b>
<b>Net worth</b>		<b>760,102</b>	<b>756,963</b>

The accompanying notes form part of these financial statements.

# Cash flow statement

## for the financial year ended 30 June 2019

	Notes	2019 \$'000	2018 \$'000
<b>Cash flows from / (used in) operating activities</b>			
Receipts from government		751,394	574,954
Receipts from other entities		5,807	4,433
Goods and services tax recovered from the Australian Taxation Office		23,512	18,479
Interest received		171	11
<b>Total receipts</b>		<b>780,885</b>	<b>597,877</b>
Payments to suppliers and employees		(383,718)	(341,391)
Payments of grants expenses		(353,100)	(231,793)
Capital asset charge payments		(8,863)	(8,658)
Interest and other costs of finance paid		(70)	(56)
<b>Total payments</b>		<b>(745,751)</b>	<b>(581,897)</b>
<b>Net cash flows from / (used in) operating activities</b>	7.2.2	<b>35,134</b>	<b>15,980</b>
<b>Cash flows from / (used in) investing activities</b>			
Purchase of non-financial assets		(28,833)	(33,634)
<b>Total payments</b>		<b>(28,833)</b>	<b>(33,634)</b>
<b>Net cash flows used in investing activities</b>		<b>(28,833)</b>	<b>(33,634)</b>
<b>Cash flows from / (used in) financing activities</b>			
Appropriation for capital expenditure purposes		1,620	18,998
Special appropriations		5,036	4,840
Cash transferred in — machinery of government changes	8.6	4,752	–
Proceeds from disposal of motor vehicles		1,209	1,106
<b>Total receipts</b>		<b>12,617</b>	<b>24,944</b>
Cash transferred out — machinery of government changes	8.6	(7,075)	(7,091)
Capital grants to portfolio agencies		(5,379)	(5,277)
Repayment of finance leases		(2,096)	(1,906)
<b>Total payments</b>		<b>(14,550)</b>	<b>(14,274)</b>
<b>Net cash flows from / (used in) financing activities</b>		<b>(1,933)</b>	<b>10,670</b>
<b>Net increase in cash and cash equivalents</b>		<b>4,368</b>	<b>(6,984)</b>
Cash and cash equivalents at beginning of financial year		59,943	66,927
<b>Cash and equivalents at end of financial year</b>	7.2.1	<b>64,311</b>	<b>59,943</b>

The accompanying notes form part of these financial statements.

## Statement of changes in equity for the financial year ended 30 June 2019

	Notes	Physical asset revaluation surplus \$'000	Contributed capital \$'000	Accumulated surplus \$'000	Total \$'000
<b>Balance at 1 July 2017</b>		<b>361,723</b>	<b>245,855</b>	<b>128,077</b>	<b>735,655</b>
Net result for the year		–	–	7,966	7,966
Annual appropriations — capital	2.2.1	–	18,998	–	18,998
Special appropriations — capital	2.2.2	–	4,840	–	4,840
Machinery of government transfers		–	(5,219)	–	(5,219)
Capital distributions to portfolio agencies		–	(5,277)	–	(5,277)
<b>Balance at 30 June 2018</b>		<b>361,723</b>	<b>259,197</b>	<b>136,043</b>	<b>756,963</b>
Net result for the year		–	–	8,583	8,583
Annual appropriations — capital	2.2.1	–	1,620	–	1,620
Special appropriations — capital	2.2.2	–	5,036	–	5,036
Machinery of government transfers	8.6	–	(6,721)	–	(6,721)
Capital distributions to portfolio agencies		–	(5,379)	–	(5,379)
<b>Balance at 30 June 2019</b>		<b>361,723</b>	<b>253,753</b>	<b>144,626</b>	<b>760,102</b>

The accompanying notes form part of these financial statements.

# Notes to the financial statements

## for the financial year ended 30 June 2019

### Note 1. About this report

The Department of Premier and Cabinet (the 'department') is a government department of the State of Victoria established pursuant to an order made by the Premier under the *Administrative Arrangements Act 1983*. It is an administrative agency acting on behalf of the Crown.

The principal address of the department is:

Department of Premier and Cabinet  
1 Treasury Place  
Melbourne VIC 3002

A description of the department's operations and its principal activities is included in the Report of Operations, which does not form part of these financial statements.

#### Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which these estimates are revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AASs) that have significant effects on the financial statements and estimates are disclosed in the notes to which they relate.

These financial statements include all the controlled activities of the department. They also include entities listed below, which although not controlled by the department, are required to be included pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the *Financial Management Act 1994*.

- **Office of the Victorian Information Commissioner** was established on 1 September 2017 under the *Freedom of Information Amendment (Freedom of Information Commissioner) Act 2017*.
- **Victorian Multicultural Commission** was established under the *Multicultural Victoria Act 2011*.
- **Victorian Veterans Council** is an independent statutory body established under the *Veterans Act 2005*.
- **Labour Hire Licensing Authority** was established on 23 October 2018 under the *Labour Hire Licensing Act 2018*.
- **Victorian Independent Remunerations Tribunal** was established on 20 March 2019 under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

Where control of an entity is obtained during the financial period, its results are included in the comprehensive operating statement from the date on which control commenced. Where control ceases during a financial period, the entity's results are included for that part of the period in which control existed.

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

### **Compliance information**

These general-purpose financial statements have been prepared on a going concern basis in accordance with the Financial Management Act and applicable AASs including interpretations issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have also been applied. Accounting policies selected and applied in these financial statements ensure the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring the substance of the underlying transactions or other events is reported.

### **Other accounting policies**

Significant and other accounting policies that summarise the measurement basis used and are relevant to an understanding of the financial statements are provided throughout the notes to the financial statements.

## Note 2. Funding of our services

### Introduction

The role of the department is to work for the people of Victoria by leading the public service and supporting the government of the day to achieve its strategic objectives.

To deliver on these strategic objectives, the department receives income predominantly in the form of accrual based parliamentary appropriations.

### Structure of this section

- 2.1 Income that funds the delivery of services
- 2.2 Summary of compliance with annual parliamentary and special appropriations

### Key accounting recognition and measurement criteria

Income is recognised to the extent that it is probable the economic benefits will flow to the department and the income can be reliably measured at fair value. Where applicable, amounts disclosed as income are net of returns, allowances, duties and taxes. Amounts of income where the department does not have control are separately disclosed as administered income (see Note 8.8 Administered items).

### 2.1 Income that funds the delivery of services

	Notes	2019 \$'000	2018 \$'000
Output appropriations	2.2.1	624,532	485,576
Special appropriations	2.2.2	95,587	34,426
<b>Total appropriations</b>		<b>720,119</b>	<b>520,002</b>
General purpose grants		6,388	14
Specific purpose grants for on-passing		21,532	52,708
Other specific purpose grants		359	111
<b>Total grants</b>		<b>28,279</b>	<b>52,833</b>
<b>Other income</b>		<b>11,920</b>	<b>7,943</b>
<b>Total income from transactions</b>		<b>760,318</b>	<b>580,778</b>

### Appropriations

Once annual parliamentary appropriations are approved by the Treasurer, they become controlled by the department and are recognised as income when applied for the purposes defined under the relevant legislation governing the use of the appropriation.

The department receives the following forms of appropriation:

- **Output appropriations:** Income from the outputs (i.e. services) the department provides to the government is recognised when those outputs have been delivered and the relevant minister has certified delivery of those outputs in accordance with specified performance criteria.
- **Special appropriations:** Income related to special appropriation is recognised when the expenditure relating to the amounts appropriated are paid by the department.

## Grants

**Grant income** arises from transactions in which a party provides goods, services or assets (or extinguishes a liability) to the department without receiving approximately equal value in return. While grants may result in the provision of some goods or services to the transferring party, they do not represent a claim to receive benefits directly of approximately equal value (and are termed 'non-reciprocal' transfers). For non-reciprocal grants, the department recognises revenue when a grant is receivable or received.

- **General purpose grants** are mainly not subject to conditions regarding their use.
- **Specific purpose grants** for on-passing are grants received by the department to be passed on to another institution (e.g. local government or a private non-profit institution).
- **Other specific purpose grants** during the current financial year include funds received from the Commonwealth for the Multicultural Affairs and Social Cohesion programs.

## Other income

**Other income** arises from the following transactions and other miscellaneous income and recovery of administration costs.

- **Trust fund income:** Trust fund income includes fees collected from the Aboriginal Cultural Heritage Register and other external parties.
- **Sponsorship income:** Sponsorship income includes receipts from external parties for the Australia Day Fund and Cultural Diversity Week.
- **Resources received free of charge:** Contributions of resources received free of charge or for nominal consideration are recognised at fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use.

Resources received free of charge include the net increases in the value of public records due to records transferred to and from the Public Record Office Victoria.

## 2.2 Summary of compliance with annual parliamentary and special appropriations

### 2.2.1 Summary of annual appropriations

The following table discloses the details of the various annual parliamentary appropriations received by the department for the financial year.

In accordance with accrual output-based management procedures, 'provision of outputs' and 'additions to net assets' are disclosed as 'controlled' activities of the department. Administered transactions are those that are undertaken on behalf of the State over which the department has no control or discretion, these transactions are separately disclosed in Note 8.8 Administered items.

	Appropriations Act		Financial Management Act			Total parliamentary authority	Appropriations applied	Variance <sup>(4)</sup>
	Annual appropriation	Advance from Treasurer	Section 29 <sup>(1)</sup>	Section 30 <sup>(2)</sup>	Section 32 <sup>(3)</sup>			
<b>2019 controlled</b>								
Output appropriations	569,024	105,857	1,342	550	1,792	678,565	624,532	54,033
Additions to net assets	7,596	2,015	–	(550)	–	9,061	1,620	7,441
<b>2019 total</b>	<b>576,620</b>	<b>107,872</b>	<b>1,342</b>	<b>–</b>	<b>1,792</b>	<b>687,626</b>	<b>626,152</b>	<b>61,474</b>
<b>2018 controlled</b>								
Output appropriations	498,004	58,565	1,498	(9,500)	60,449	609,016	485,576	123,440
Additions to net assets	7,100	4,830	–	9,500	2,380	23,810	18,998	4,812
<b>2018 total</b>	<b>505,104</b>	<b>63,395</b>	<b>1,498</b>	<b>–</b>	<b>62,829</b>	<b>632,826</b>	<b>504,574</b>	<b>128,252</b>

Notes:

- (1) The department is permitted under section 29 of the Financial Management Act to have certain income annotated to the annual appropriation. The income that forms part of a section 29 agreement is recognised by the department and the receipts paid into the consolidated fund as an administered item. At the point of income recognition, section 29 provides for an equivalent amount to be added to the annual appropriation.
- (2) Under section 30, the department may transfer an amount from one appropriation item to another in the current year. All expenses and obligations to which any section 30 transfer is applied must be reported in the financial year in which the transfer was made.
- (3) Section 32 constitutes the approved carryover of unapplied appropriation from prior year to be applied against outputs in the current year.
- (4) Variances in output appropriations primarily related to funding for initiatives being transferred to future financial years.



## 2.2.2 Summary of special appropriations

The following table discloses the details of compliance with special appropriations.

Authority	Purpose	Appropriations applied	
		2019 \$'000	2018 \$'000
<b>Controlled</b>			
<i>Constitution Act, No. 8750 of 1975 — Governor's Salary</i>	Salary payments to the Governor of Victoria	408	287
<i>Ombudsman Act, No. 8414 of 1973</i>	Salary and allowances payable to the Ombudsman	523	532
<i>Electoral Act, No. 23 of 2002</i>	Operating costs incurred by the Victorian Electoral Commission	94,656	33,607
<b>Total controlled</b>		<b>95,587</b>	<b>34,426</b>
<b>Capital</b>			
<i>Electoral Act, No. 23 of 2002</i>	Capital costs incurred by the Victorian Electoral Commission	5,036	4,840
<b>Total capital</b>		<b>5,036</b>	<b>4,840</b>

## Note 3. Cost of delivering our services

### Introduction

This section provides an account of the expenses incurred by the department in delivering its services.

The funds that enable the provision of services were disclosed in Note 2 and in this section.

### Structure of this section

3.1 Expenses incurred in the delivery of services

### *Key accounting recognition and measurement criteria*

Expenses are ordinarily recognised in the comprehensive income statement in the reporting period in which they are incurred, and the expense is paid or is payable.

Certain expenses such as employee expenses, grant expenses and the capital asset charge have specific characteristics that are further described in Note 3.1 below.

### 3.1 Expenses incurred in the delivery of services

	2019 \$'000	2018 \$'000
Salaries and wages, annual leave and long service leave	206,144	178,028
Defined contribution superannuation expenses	16,706	14,189
Defined benefit superannuation expense	438	512
<b>Employee expenses</b>	<b>223,288</b>	<b>192,729</b>
Specific purpose grants for on-passing	230,760	165,673
Grant payments for other specific purposes	122,348	66,119
<b>Grant expenses</b>	<b>353,108</b>	<b>231,792</b>
<b>Capital asset charge</b>	<b>8,863</b>	<b>8,658</b>
Purchases of services	73,567	72,728
Information technology expenses	25,458	12,122
Marketing and promotion	10,832	13,223
Other supplies and services	19,399	15,575
Operating lease payments	13,857	10,786
Lease outgoings	8,723	8,053
<b>Other operating expenses</b>	<b>151,836</b>	<b>132,487</b>

### **Employee expenses**

Employee expenses comprise all costs related to employment including wages and salaries, superannuation, fringe benefits tax, leave entitlements, redundancy payments, WorkCover premiums and other on-costs.

The amount recognised in the comprehensive operating statement in relation to superannuation includes employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

### **Grant expenses**

Grant expenses are contributions of the department's resources to another party for specific or general purposes where there is no expectation that the amount will be repaid in equal value (either by money, goods or services). Grant expenses include grants paid to entities within the department's portfolio. These grants are reported in specific purpose grants for on-passing in Note 3.1 — expenses incurred in the delivery of services.

Grants can either be operating or capital in nature. Grants can be paid as general-purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and have conditions attached regarding their use.

Grant expenses are recognised in the reporting period in which they are paid or payable. Grants can take the form of money, assets, goods or services.

Details of the department's grant payments in 2018–19 can be viewed at <https://www.dpc.vic.gov.au/>. This grant payments information on the department's intranet page is not subject to audit by the Victorian Auditor-General's Office.

### **Capital asset charge**

A capital asset charge is a charge levied by the Department of Treasury and Finance on the written-down value of controlled non-current physical assets in department's balance sheet. It aims to attribute to the department outputs, a cost of capital used in service delivery. Imposing this charge provides incentives for the department to identify and dispose of under-utilised or surplus non-current physical assets.

### **Other operating expenses**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as an expense in the reporting period in which they are incurred. The exception to this is operating lease payments, which are recognised on a straight-line basis over the lease term.

## Note 4. Output information

### Introduction

The department is predominantly funded by accrual-based parliamentary appropriations for the provision of outputs. This section provides a description of the departmental outputs delivered during the financial year and the costs incurred in delivering those outputs.

### Structure of this section

- 4.1 Departmental outputs
- 4.2 Changes in departmental outputs
- 4.3 Departmental outputs — controlled income and controlled expenses

### 4.1 Departmental outputs

A description of the departmental outputs during the financial year ended 30 June 2019 and the objectives of these outputs is summarised below.

#### Strong policy outcomes

These outputs relate to advice and support provided to the Premier and Cabinet on all aspects of government policy. This includes advice on issues as they arise, policy coordination, research and analysis, consultation with stakeholders and leadership in long-term policy development. These outputs also relate to advice on investment relating to Victorian infrastructure, architecture and digital government. This involves driving the economy for Victoria and developing the effective use of technology to support productivity and competitiveness.

#### Engaged citizens

These outputs relate to coordinating and providing services and support to culturally, linguistically and religiously diverse communities such as Aboriginal Victorians, veterans and the Equality portfolio. They promote social cohesion, enhanced engagement and greater opportunities for participation and contribution to the social, cultural and economic life of Victoria.

#### Professional public administration

These outputs relate to providing independent services and aim to ensure effective management, governance and support in the public sector.

### 4.2 Changes in departmental outputs

The following changes were made to output groups in 2018–19.

Youth affairs and gender equality and the prevention of family violence policy and programs were transferred to the Department of Premier and Cabinet from the Department of Health and Human Services as a result of machinery of government changes. These are reported under 'Engaged citizens'.

### 4.3 Departmental outputs — controlled income and controlled expenses

	Strong policy outcomes <sup>(1)</sup>		Engaged citizens		Professional public administration <sup>(1)</sup>		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Income from transactions</b>								
Output appropriations	324,800	261,973	180,617	106,999	119,115	116,604	624,532	485,576
Special appropriations	–	–	–	–	95,587	34,426	95,587	34,426
Grants income	26,004	47,474	1,864	2,831	411	2,528	28,279	52,833
Other income	2,813	917	2,270	2,178	6,837	4,848	11,920	7,943
<b>Total income from transactions</b>	<b>353,617</b>	<b>310,364</b>	<b>184,751</b>	<b>112,008</b>	<b>221,950</b>	<b>158,406</b>	<b>760,318</b>	<b>580,778</b>
<b>Expenses from transactions</b>								
Employee benefits	162,185	140,490	34,938	28,264	26,165	23,975	223,288	192,729
Depreciation and amortisation	7,295	1,541	566	565	5,297	5,200	13,158	7,306
Interest expense	60	41	–	9	10	6	70	56
Grants expenses	76,390	67,306	105,484	61,541	171,234	102,945	353,108	231,792
Capital asset charge	457	468	434	427	7,972	7,763	8,863	8,658
Other operating expenses	105,418	98,108	32,797	20,620	13,621	13,759	151,836	132,487
<b>Total expenses from transactions</b>	<b>351,805</b>	<b>307,954</b>	<b>174,219</b>	<b>111,426</b>	<b>224,299</b>	<b>153,648</b>	<b>750,323</b>	<b>573,028</b>
<b>Net result from transactions (net operating balance)</b>	<b>1,812</b>	<b>2,410</b>	<b>10,532</b>	<b>582</b>	<b>(2,349)</b>	<b>4,758</b>	<b>9,995</b>	<b>7,750</b>
<b>Other economic flows included in net result</b>								
Net gain/(loss) on non-financial assets	53	141	156	20	(82)	22	127	183
Other gains/(losses) from other economic flows	(1,060)	22	(241)	5	(238)	6	(1,539)	33
<b>Total other economic flows included in net result</b>	<b>(1,007)</b>	<b>163</b>	<b>(85)</b>	<b>25</b>	<b>(320)</b>	<b>28</b>	<b>(1,412)</b>	<b>216</b>
<b>Comprehensive result</b>	<b>805</b>	<b>2,573</b>	<b>10,447</b>	<b>607</b>	<b>(2,669)</b>	<b>4,786</b>	<b>8,583</b>	<b>7,966</b>

Note:

- (1) 2018 output appropriations, special appropriations and grant income and expenditure were reclassified between output groups of Strong policy outcomes and Professional public administration. This reclassification was made to align with the 2019 presentation of the department's output results.

## Note 5. Key assets to support output delivery

### Introduction

The department uses land, buildings, property, plant and equipment in fulfilling its objectives and conducting output activities. These assets represent the key resources that the department uses in delivering these output activities.

### Structure of this section

- 5.1 Property, plant and equipment
- 5.2 Intangible assets
- 5.3 Depreciation and amortisation
- 5.4 Fair value determination

### Key accounting recognition and measurement criteria

Items of property, plant and equipment are measured initially at cost. Where an asset is acquired for nominal cost, the cost is its fair value at the date of acquisition. Assets transferred from/to other departments as part of a machinery of government change are transferred at their carrying amount.

The cost of leasehold improvements is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

The initial cost of motor vehicles under finance leases is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments determined at the inception of the lease.

In reporting periods subsequent to initial recognition, property, plant and equipment are measured at fair value less accumulated depreciation and impairment. Fair value is determined in regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised by asset category in the table at 5.1.

### 5.1 Property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Land <sup>(1)</sup>	193,900	193,900	–	–	193,900	193,900
Buildings (including heritage buildings) <sup>(1)</sup>	104,802	103,156	(8,986)	(4,511)	95,816	98,645
Leasehold improvements	9,766	9,620	(7,376)	(7,912)	2,390	1,708
Building construction in progress	22,651	5,712	–	–	22,651	5,712
Office equipment and computer equipment	15,985	15,734	(14,744)	(14,535)	1,241	1,199
Plant and equipment works in progress	1,529	1,529	–	–	1,529	1,529
Motor vehicles	100	100	(100)	(100)	–	–
Motor vehicles under finance lease	4,669	4,373	(1,199)	(1,210)	3,470	3,163
Public records <sup>(2)</sup>	311,591	304,757	–	–	311,591	304,757
Other heritage assets <sup>(2)</sup>	7,066	7,066	(143)	(73)	6,923	6,993
<b>Net carrying amount</b>	<b>672,059</b>	<b>645,947</b>	<b>(32,548)</b>	<b>(28,341)</b>	<b>639,511</b>	<b>617,606</b>

Notes:

- (1) Land and buildings at both Government House and the Public Record Office Victoria were valued as at 30 June 2017 by the Valuer-General of Victoria. The department does not hold any other land and buildings.
- (2) Public records held by the Public Record Office Victoria and other heritage assets were valued as at 30 June 2017 by the Valuer-General of Victoria.

**Land and buildings (including heritage buildings)**

Land and buildings are classified as specialised land and specialised buildings due to restrictions on the use of these assets. For valuation purposes, the market approach is used for specialised land, although this is adjusted for any community service obligations (CSO) to reflect the specialised nature of the land being valued. Buildings are valued using the current replacement cost method. For more details refer to Note 5.4.

**Leasehold improvements**

Leasehold improvements are valued using the historical cost method. Historical cost is used as a close proxy to the current replacement cost due to its short useful life.

**Office equipment and computer equipment**

Office equipment and computer equipment are both valued using the historical cost method. Historical cost is used as a close proxy to the current replacement cost due to its short useful life.

**Motor vehicles (including Motor vehicles under finance lease)**

Vehicles are valued using the current replacement cost method. The department acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition use and disposal in the market is managed by experienced fleet managers in the department who set relevant depreciation rates during the life of the asset to reflect the use of the vehicles.

**Public records and Other heritage assets**

The valuation of these assets are based on a market approach. This involves using market prices and other relevant information generated by market transactions from comparable or similar assets (refer to Note 5.4 for details on valuation techniques).

## 5.1.1 Reconciliation of movements in carrying amount of property, plant and equipment

	Land at fair value \$'000	Buildings (including heritage buildings) \$'000	Leasehold improvements \$'000	Construction in progress \$'000	Office equipment and computer equipment \$'000	Plant and equipment works in progress \$'000	Leased motor vehicles \$'000	Public records \$'000	Other heritage assets \$'000	Total \$'000
<b>2019</b>										
<b>Carrying amount as at start of the year</b>	<b>193,900</b>	<b>98,645</b>	<b>1,708</b>	<b>5,712</b>	<b>1,199</b>	<b>1,529</b>	<b>3,163</b>	<b>304,757</b>	<b>6,993</b>	<b>617,606</b>
Additions	–	1,648	1,461	15,877	453	–	2,771	–	–	22,210
Disposals	–	–	(194)	–	–	–	(1,423)	–	–	(1,617)
Transfers between classes	–	–	–	–	–	–	–	–	–	–
Net transfers free of charge	–	–	–	–	–	–	–	6,834	–	6,834
Other administrative arrangements	–	–	–	1,062	(12)	–	(8)	–	–	1,042
Revaluation	–	–	–	–	–	–	–	–	–	–
Depreciation/amortisation expense	–	(4,477)	(585)	–	(399)	–	(1,033)	–	(70)	(6,564)
<b>Carrying amount at end of 2019</b>	<b>193,900</b>	<b>95,816</b>	<b>2,390</b>	<b>22,651</b>	<b>1,241</b>	<b>1,529</b>	<b>3,470</b>	<b>311,591</b>	<b>6,923</b>	<b>639,511</b>
<b>2018</b>										
<b>Carrying amount as at start of the year</b>	<b>193,900</b>	<b>100,983</b>	<b>1,730</b>	<b>1,029</b>	<b>983</b>	<b>–</b>	<b>2,661</b>	<b>299,909</b>	<b>7,092</b>	<b>608,287</b>
Additions	–	732	467	6,039	540	1,529	2,239	–	–	11,546
Disposals	–	–	–	–	–	–	(974)	–	(29)	(1,003)
Transfers between classes	–	1,356	–	(1,356)	–	–	–	–	–	–
Net transfers free of charge	–	–	–	–	–	–	207	4,848	–	5,055
Other administrative arrangements	–	–	124	–	31	–	–	–	–	155
Revaluation	–	–	–	–	–	–	–	–	–	–
Depreciation/amortisation expense	–	(4,426)	(613)	–	(355)	–	(970)	–	(70)	(6,434)
<b>Carrying amount at end of 2018</b>	<b>193,900</b>	<b>98,645</b>	<b>1,708</b>	<b>5,712</b>	<b>1,199</b>	<b>1,529</b>	<b>3,163</b>	<b>304,757</b>	<b>6,993</b>	<b>617,606</b>



## 5.2 Intangible assets

### *Key accounting recognition and measurement criteria*

**Purchased intangible assets** are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Depreciation and amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An **internally generated intangible asset** arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- an intention to complete the intangible asset for use or sale
- the ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- the ability to reliably measure the expenditure attributable to the intangible asset during its development.

Intangible-produced assets with finite useful lives are amortised as an 'expense from transactions' on a straight-line basis over their useful lives.

Intangible assets with indefinite useful lives (and intangible assets not yet available for use) are tested for impairment annually or where there is an indication that the asset may be impaired. Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

	2019 \$'000	2018 \$'000
<b>Opening balance of gross carrying amount</b>	<b>17,866</b>	<b>17,861</b>
Additions	32,441	5
<b>Closing balance of gross carrying amount</b>	<b>50,307</b>	<b>17,866</b>
<b>Opening balance of accumulated amortisation</b>	<b>(16,329)</b>	<b>(15,457)</b>
Amortisation of intangible assets charged	(6,594)	(872)
<b>Closing balance of accumulated amortisation</b>	<b>(22,923)</b>	<b>(16,329)</b>
<b>Intangibles under development</b>	<b>10,216</b>	<b>33,065</b>
<b>Net book value at end of financial year</b>	<b>37,600</b>	<b>34,602</b>

Additions in 2019 mainly relate to capitalisation of costs relating to the Service Victoria online customer platform. In 2018 this was reported as an intangible asset under development.

### 5.3 Depreciation and amortisation

	2019 \$'000	2018 \$'000
Buildings (including heritage buildings)	4,477	4,426
Leasehold improvements	585	613
Office equipment and computer equipment	399	355
Motor vehicles under finance lease	1,033	970
Other heritage assets	70	70
Intangible assets	6,594	872
<b>Total depreciation and amortisation</b>	<b>13,158</b>	<b>7,306</b>

The increase in intangible assets amortisation is due to the amortisation of the Service Victoria online customer platform.

All buildings, office and computer equipment and other non-financial physical assets that have finite useful lives are depreciated and intangible assets are amortised over the useful life.

Depreciation and amortisation are generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, to its useful life. Depreciation and amortisation begin when the asset is first available for use in the location and condition necessary for it to be capable of operating in the manner intended by the department.

#### Useful life of assets

Typical estimated useful lives for the different asset classes are included in the table below.

	Useful life (years)
Buildings	5–200
Leasehold improvements	5–40
Office equipment and computer equipment	3–20
Motor vehicles	5
Motor vehicles under finance lease	2–3
Public records <sup>(1)</sup>	Indefinite
Other heritage assets	99–100
Intangible assets	3–10

Note:

(1) Public records are assessed to have an indefinite useful life since the records are preserved in near perfect conditions to ensure they last for an indefinite period.

#### Impairment

Non-financial assets including items of property, plant and equipment or intangible assets are tested for impairment whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is considered to be an impairment and is written off as an 'other economic flow', except to the extent that it can be offset to an asset revaluation surplus amount applicable to that class of asset.

The recoverable amount for most assets is measured at the higher of current replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

#### **Assets subject to restriction on use**

Heritage assets held by the department generally cannot be modified or disposed of unless ministerial approval is obtained.

### **5.4 Fair value determination**

The department determines the policies and procedures for fair value measurements such as property, plant and equipment in accordance with the requirements of *AASB 13 Fair Value Measurement* and the relevant Financial Reporting Directions issued by the Department of Treasury and Finance.

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy:

- level 1 — quoted (unadjusted) market prices in active markets for identical assets or liabilities
- level 2 — valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- level 3 — valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The department determines whether transfers have occurred between levels in the hierarchy by reassessing the categorisation at the end of each reporting period (based on the lowest level input that is significant to the fair value measurement as a whole).

The Valuer-General Victoria (VGV) is the department's independent valuation agency. The department, in conjunction with VGV, monitors changes in the fair value of each asset through relevant data sources to determine whether revaluation is required.

There have been no transfers between levels during the period.

The carrying amounts of all non-financial physical assets approximate to level 3 fair value.

The reconciliation of all movements of level 3 fair value assets is shown in the table at 5.1.

The disclosures in connection with fair value determination for non-financial physical assets is as follows.

#### **Land and buildings (including heritage buildings)**

The department's land and buildings are classified as specialised land and buildings for valuation purposes. The market approach is used to value specialised land, although this is adjusted for any CSO to reflect the use of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that it is equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement. Relevant valuation factors include what is physically possible, legally permissible and financially feasible. As cost and such adjustments of CSO are considered significant unobservable inputs, valuation of specialised land is classified as a level 3 fair value measurement.

For the department's specialised buildings, the current replacement cost method is used, adjusting for associated depreciation. Such adjustments are considered significant unobservable inputs and specialised buildings are classified as level 3 fair value measurements.

An independent valuation of the department's specialised land and specialised buildings was performed by the VGV. The effective date of the valuation was 30 June 2017.

**Office equipment and computer equipment**

Office equipment and computer equipment is valued using the historical cost method, which is considered a close proxy to the current replacement cost due to the short useful lives of these assets. Depreciation rates used in arriving at the current replacement costs are an unobservable input, as such these assets are classified under level 3 in the fair value measurement hierarchy.

There were no changes in valuation techniques during the current financial year.

For all assets measured at fair value, the current use is considered the 'highest and best' use.

**Public records and other heritage assets**

The valuation of public records and other heritage assets uses market prices and other relevant information generated by market transactions involving comparable or similar assets. The assessment of similar assets in existence is performed by identifying comparable sales and undertaking research using subscription databases as well as referring to auction catalogues and other specialised libraries. Such a valuation technique will involve unobservable inputs to the fair value measurement, therefore public records and other heritage assets are classified under level 3 in the fair value measurements hierarchy.

The VGV undertook an independent valuation of the department's public records and other heritage assets. The effective date of the valuation was 30 June 2017.

Other heritage assets include artwork. For artwork, valuation of the assets is determined by a comparison to similar examples of the artist's work in existence throughout Australia and research on recent prices paid for similar examples offered at auction or through art galleries.

## Note 6. Other assets and liabilities

### Introduction

This section sets out the other assets and liabilities that arose from the department's operations and help to contribute to the successful delivery of output operations.

### Structure of this section

- 6.1 Receivables
- 6.2 Payables
- 6.3 Other non-financial assets
- 6.4 Employee benefits

### Key accounting recognition and measurement criteria

**Contractual receivables** are classified as financial instruments and categorised as 'financial assets at amortised cost'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment.

The department currently holds financial instruments that are recorded in the financial statements where the carrying amounts approximate to fair value, due to their short-term nature or with the expectation that they will be paid in full by the end of the 2019–20 reporting period.

**Statutory receivables** do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments. Amounts recognised from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

**Contractual payables** are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the department prior to the end of the financial year that are unpaid.

**Statutory payables** are recognised and measured similarly to contractual payables but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost because they do not arise from contracts.

### 6.1 Receivables

	2019 \$'000	2018 \$'000
<b>Contractual</b>		
Receivables	32,966	11,934
<b>Statutory</b>		
Amounts owing from Victorian Government <sup>(1)</sup>	84,967	110,683
GST recoverable	4,743	4,455
<b>Total receivables</b>	<b>122,676</b>	<b>127,072</b>
<i>Represented by:</i>		
Current receivables	115,351	121,687
Non-current receivables	7,325	5,385

Note:

- (1) Represents the balance of available appropriations relating to outputs as well as funds available for capital purchases (additions to the net asset base), for which payments had not been disbursed at the balance date, and accordingly had not been drawn from the Consolidated Fund.

### 6.1.1 Ageing analysis of contractual receivables

The average credit period for sales of goods or services and for other receivables is 30 days. There are no material financial assets that are individually determined to be impaired. Currently the department does not hold any collateral as security nor credit enhancements relating to any of its financial assets.

## 6.2 Payables

	2019 \$'000	2018 \$'000
<b>Contractual</b>		
Supplies and services	45,055	31,612
<b>Statutory</b>		
Amounts payable to other government agencies	23,907	17,963
<b>Total payables</b>	<b>68,962</b>	<b>49,575</b>
<i>Represented by:</i>		
Current payables	68,962	49,575

## 6.3 Other non-financial assets

	2019 \$'000	2018 \$'000
Prepayments	12,424	7,921
Other	291	87
<b>Total other non-financial assets</b>	<b>12,715</b>	<b>8,008</b>

Prepayments represent payments in advance of receiving goods or services made in one accounting period covering a term extending beyond that period. Prepayments at the end of the financial year include accommodation, WorkCover insurance, software and information technology payments paid in advance.

## 6.4 Employee benefits

### Key accounting recognition and measurement criteria

Provision is made for benefits payable to employees in respect of annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

The **annual leave liability** is classified as a current liability and measured at the undiscounted amount expected to be paid because the department does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for **sick leave** because all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

**Unconditional LSL** is disclosed as a current liability, even where the department does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of the current LSL liability is measured at:

- undiscounted value — if the department expects to wholly settle within 12 months, or
- present value — if the department does not expect to wholly settle within 12 months.

**Conditional LSL** is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

**Employment on-costs** such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

	2019 \$'000	2018 \$'000
<b>Current provisions</b>		
Annual leave	14,993	13,427
Long service leave	17,106	14,582
Provision for on-costs	4,238	3,716
<b>Total current provisions for employee benefits</b>	<b>36,337</b>	<b>31,725</b>
<b>Non-current provisions</b>		
Long service leave	6,587	4,845
Provision for on-costs	734	540
<b>Total non-current provisions for employee benefits</b>	<b>7,321</b>	<b>5,385</b>
<b>Total provisions for employee benefits</b>	<b>43,658</b>	<b>37,110</b>

The department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State of Victoria as the sponsoring employer).

## Note 7. Our financing activities

### Introduction

This section provides information on any financing activities of the department during the financial year.

This section also includes disclosures of balances that are classified as financial instruments (including cash balances) and additional information on the management of exposures to financial risks.

### Structure of this section

- 7.1 Borrowings
- 7.2 Cash balances and cash flow information
- 7.3 Financial instruments and financial risk management
- 7.4 Commitments for expenditure
- 7.5 Trust account balances

### 7.1 Borrowings

#### *Key accounting recognition and measurement criteria*

**Borrowings** are classified as financial instruments. All interest-bearing borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. The measurement basis subsequent to initial recognition is at amortised cost. The classification depends on the nature and purpose of the interest-bearing liabilities. The department determines the classification of its interest-bearing liabilities at initial recognition.

**Interest expenses** include costs incurred in connection with borrowing of funds and the interest component of finance lease repayments related to leased motor vehicles through the lease provider. Interest expenses are recognised in the period in which they are incurred.

	2019 \$'000	2018 \$'000
<b>Current borrowings</b>		
Finance lease liabilities	1,946	1,850
<b>Total current borrowings</b>	<b>1,946</b>	<b>1,850</b>
<b>Non-current borrowings</b>		
Finance lease liabilities	1,754	1,342
<b>Total non-current borrowings</b>	<b>1,754</b>	<b>1,342</b>
<b>Total borrowings</b>	<b>3,700</b>	<b>3,192</b>

Finance leases are interest-bearing borrowings. For the department, these relate mainly to motor vehicles under finance leases. There have been no defaults or breaches of any borrowing conditions in the current or prior financial years.



## 7.2 Cash balances and cash flow information

### 7.2.1 Cash balances

	2019 \$'000	2018 \$'000
Cash on hand	1	1
Cash at bank	64,310	59,942
<b>Balance as per cash flow statement</b>	<b>64,311</b>	<b>59,943</b>

Cash at bank includes deposits at call held at the bank and trust balances held in the State of Victoria's bank account ('public account'). Cash received by the department is paid into the public account. Similarly, expenditure for payments to suppliers and creditors are made via the public account. The public account remits to the department the cash required based on electronic payments and upon presentation of cheques by the department's suppliers or creditors.

### 7.2.2 Reconciliation of the net result for the period to the cash flow from operating activities

	2019 \$'000	2018 \$'000
<b>Net result for the period</b>	<b>8,583</b>	<b>7,966</b>
<b>Non-cash movements</b>		
Depreciation and amortisation	13,158	7,306
(Gain) on disposal of non-financial assets	(127)	(183)
Net transfers free of charge	(6,836)	(4,847)
<b>Total non-cash movements</b>	<b>6,195</b>	<b>2,276</b>
<b>Movements in assets and liabilities (net of restructuring)</b>		
(Increase)/decrease in receivables	2,414	(752)
(Increase)/decrease in other non-financial assets	(5,141)	(6,663)
Increase/(decrease) in payables	16,637	7,124
Increase/(decrease) in employee benefits	6,446	6,029
<b>Total movements in assets and liabilities</b>	<b>20,356</b>	<b>5,738</b>
<b>Net cash flows from/(used in) operating activities</b>	<b>35,134</b>	<b>15,980</b>

## 7.3 Financial instruments and financial risk management

### *Key accounting recognition and measurement criteria*

#### *Introduction*

Financial instruments arise out of contractual agreements between entities that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the department's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in *AASB 132 Financial Instruments: Presentation*. For example, statutory receivables do not meet the definition of financial instruments because they do not arise under contract. The department's statutory receivables are disclosed in Note 6.1.

From 1 July 2018, the department has applied AASB 9 and classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms.

#### *Categories of financial assets under AASB 9*

##### **Financial assets at amortised cost**

Financial assets are measured at amortised costs. These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

Financial assets at amortised cost include the department's trade receivables but not statutory receivables.

#### *Categories of financial assets previously under AASB 139*

##### **Financial assets (Receivables)**

Receivables are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, receivables are measured at amortised cost using the effective interest method, less any impairment.

Receivables includes trade receivables but not statutory receivables.

#### *Categories of financial liabilities under AASB 9 and previously under AASB 139*

##### **Financial liabilities at amortised cost**

Financial liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, these financial instruments are measured at amortised cost using the effective interest method.

Financial liabilities measured at amortised cost include all of the department's contractual payables and finance lease liabilities (borrowings).

#### *Derecognition of financial assets*

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the rights to receive cash flows from the asset have expired.

#### *Derecognition of financial liabilities*

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

#### *Offsetting financial instruments*

Financial instrument assets and liabilities are offset and the net amount presented in the balance sheet when, and only when, there is a legal right to offset the amounts and the department intends to settle on a net basis or to realise the asset and settle the liability simultaneously.

## Categories of financial assets and liabilities

The following table shows the department's categorisation of financial assets and financial liabilities.

	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
2019	\$'000	\$'000	\$'000
<b>Contractual financial assets</b>			
Cash and deposits	64,311	–	64,311
Receivables	32,966	–	32,966
<b>Total contractual financial assets in 2019</b>	<b>97,277</b>	<b>–</b>	<b>97,277</b>
<b>Financial liabilities</b>			
Payables	–	45,055	45,055
Borrowings	–	3,700	3,700
<b>Total contractual financial liabilities in 2019</b>	<b>–</b>	<b>48,755</b>	<b>48,755</b>
	Receivables and cash	Liabilities at amortised cost	Total
2018	\$'000	\$'000	\$'000
<b>Contractual financial assets</b>			
Cash and deposits	59,943	–	59,943
Receivables	11,934	–	11,934
<b>Total contractual financial assets in 2018</b>	<b>71,877</b>	<b>–</b>	<b>71,877</b>
<b>Financial liabilities</b>			
Payables	–	31,612	31,612
Borrowings	–	3,192	3,192
<b>Total contractual financial liabilities in 2018</b>	<b>–</b>	<b>34,804</b>	<b>34,804</b>

The department's main financial risks include credit risk, liquidity risk and market risk. The department manages these financial risks in accordance with its financial risk management policy.

#### **Credit risk**

Credit risk refers to the possibility that a debtor will default on their financial obligations as and when they fall due. Credit risk associated with the department's contractual financial assets is minimal because the main debtors are other Victorian Government entities. Credit risk is measured at fair value and is monitored on a regular basis.

Considering minimal credit risk, there is no expected credit loss for contractual receivables as per AASB 9's Expected Credit Loss approach.

#### **Liquidity risk**

Liquidity risk arises when the department is unable to meet its financial obligations when they fall due. Exposure to liquidity risk is deemed insignificant based on a current assessment of risk, the nature of the department and a review of data from previous financial periods.

The department is exposed to liquidity risk mainly through the financial liabilities as disclosed in the balance sheet. The department manages its liquidity risk by:

- maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet its short-term obligations
- careful maturity planning of its financial obligations based on forecasts of future cash flows.

#### **Market risk**

The department's exposure to market risk is primarily through interest rate risk. The department has no material exposure to foreign currency and other price risks.

#### **Interest rate risk**

The department's exposure to interest rate risk is insignificant and arises primarily through its interest-bearing liabilities. The only interest-bearing liabilities are the motor vehicles under finance lease liabilities entered under fixed rate contracts.

## 7.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded at their nominal value and are inclusive of GST. Where it is considered appropriate and provides relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

Nominal amounts	Less than 1 year \$'000	1–5 years \$'000	5+ years \$'000	Total \$'000
<b>2019</b>				
Capital commitments	7,498	–	–	7,498
Outsourcing commitments	1,714	–	–	1,714
Operating lease commitments	12,514	11,403	7,221	31,138
Other commitments	21,620	15,468	–	37,088
<b>Total commitments (inclusive of GST)</b>	<b>43,346</b>	<b>26,871</b>	<b>7,221</b>	<b>77,438</b>
Less GST recoverable	(3,940)	(2,443)	(656)	(7,040)
<b>Total commitments (exclusive of GST) in 2019</b>	<b>39,406</b>	<b>24,428</b>	<b>6,565</b>	<b>70,398</b>
<b>2018</b>				
Capital commitments	20,795	–	–	20,795
Outsourcing commitments	1,540	2,979	–	4,519
Operating lease commitments	13,333	44,215	10,281	67,829
Other commitments	10,376	3,882	–	14,258
<b>Total commitments (inclusive of GST)</b>	<b>46,044</b>	<b>51,076</b>	<b>10,281</b>	<b>107,401</b>
Less GST recoverable	(4,186)	(4,643)	(935)	(9,764)
<b>Total commitments (exclusive of GST) in 2018</b>	<b>41,858</b>	<b>46,433</b>	<b>9,346</b>	<b>97,638</b>

The department has grant payment commitments. These commitments are unquantifiable since the final grant payment is based on achieving performance milestones.

## 7.5 Trust account balances

	2019				2018			
	Opening balance as at 1 July 2018 \$'000	Total receipts \$'000	Total payments \$'000	Closing balance as at 30 June 2019 \$'000	Opening balance as at 1 July 2017 \$'000	Total receipts \$'000	Total payments \$'000	Closing balance as at 30 June 2018 \$'000
<b>Cash and cash equivalents and investments</b>								
<b>Controlled trusts</b>								
Australia Day Committee Victoria Trust	57	747	(703)	101	164	975	(1,082)	57
Victorian Veterans Fund	256	423	(151)	528	165	268	(177)	256
Departmental Trust Account	12,992	452	(4,099)	9,345	16,734	4,343	(8,085)	12,992
Treasury Trust	42,866	27,483	(29,329)	41,020	47,926	41,784	(46,844)	42,866
Victorian Pride Centre <sup>(1)</sup>	–	12,983	(6,207)	6,776	–	–	–	–
Vehicle Lease Trust	539	1,209	(866)	882	339	200	–	539
Information Victoria Working Account	1,002	208	(295)	915	1,183	227	(408)	1,002
ANZAC Day Trust	17	400	(399)	18	17	360	(360)	17
Aboriginal Cultural Heritage Fund	874	1,923	(401)	2,396	397	1,276	(799)	874
Intergovernmental trust <sup>(2)</sup>	1,339	5,401	(4,411)	2,329	–	3,000	(1,661)	1,339
<b>Total controlled trusts</b>	<b>59,942</b>	<b>51,229</b>	<b>(46,861)</b>	<b>64,310</b>	<b>66,925</b>	<b>52,433</b>	<b>(59,416)</b>	<b>59,942</b>

Trust accounts controlled by the department are shown above. These trust balances are reported as cash at bank in Note 7.2.1.

Notes:

(1) This relates to funds payable to the Victorian Pride Centre Consortium upon completion of project milestones.

(2) The Intergovernmental trust was established during 2017–18 under section 19 of the *Financial Management Act 1994* to record projects managed through inter-departmental fund transfers.

## Note 8. Other disclosures

### Introduction

This section includes additional disclosures required by accounting standards or otherwise for the understanding of this financial report.

### Structure of this section

- 8.1 Other economic flows
- 8.2 Responsible persons
- 8.3 Executive remuneration
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Restructuring of administrative arrangements
- 8.7 Contingent assets and contingent liabilities
- 8.8 Administered items
- 8.9 Third-party funds under management
- 8.10 Change in accounting policies, other accounting policies and Australian Accounting Standards issued but not yet effective
- 8.11 Subsequent events

### 8.1 Other economic flows

Other economic flows are changes in the value of an asset or liability that do not result from transactions. Gains/(losses) from other economic flows include the gains or losses from:

- the disposal of leased motor vehicles
- the revaluation of the present value of the long service and recreational leave liability due to changes in the bond interest rate.

	2019	2018
	\$'000	\$'000
<b>Other economic flows</b>		
<b>Net gain on non-financial assets</b>		
Gain on disposal of leased motor vehicles	127	183
<b>Total net gain on non-financial assets</b>	<b>127</b>	<b>183</b>
<b>Other gains/(losses) on other economic flows</b>		
Gain/(loss) on revaluation of recreational leave liability	(69)	2
Gain/(loss) on revaluation of long service leave liability	(1,470)	31
<b>Total other gains/(losses) on other economic flows</b>	<b>(1,539)</b>	<b>33</b>

## 8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

### Names

The persons who held the positions of Minister or Accountable Officer in the department (from 1 July 2018 to 30 June 2019 unless otherwise stated) were:

Name of Minister or Accountable Officer	Relevant title
The Hon Daniel Andrews MP	Premier
The Hon James Merlino MP	Deputy Premier
The Hon John Eren MP	Minister for Veterans
Martin Foley MP	Minister for Equality
The Hon Natalie Hutchins MP	Minister for Aboriginal Affairs
Gavin Jennings MLC	Special Minister of State; Minister for Aboriginal Affairs
Robin Scott MP	Minister for Multicultural Affairs; Minister for Veterans
Tim Pallas MP	Minister for Industrial Relations
Gabrielle Williams MP	Minister for Youth; Minister for Women
The Hon Richard Wynne MP	Minister for Multicultural Affairs
Chris Eccles AO	Secretary

The persons who acted in positions of Minister or Accountable Officer in the department (from 1 July 2018 to 30 June 2019) were:

Name of Minister or Accountable Officer	Relevant office	Persons who acted in the positions
The Hon Daniel Andrews MP	Office of the Premier	The Hon James Merlino MP Tim Pallas MP The Hon Jacinta Allan MP The Hon Lisa Neville MP
Gavin Jennings MLC	Office of the Special Minister of State	The Hon James Merlino MP The Hon Lily D'Ambrosio MP
Gavin Jennings MLC	Office of the Minister for Aboriginal Affairs	The Hon Lily D'Ambrosio MP The Hon James Merlino MP
The Hon Natalie Hutchins MP	Office of the Minister for Aboriginal Affairs	The Hon Luke Donnellan MP
Martin Foley MP	Office of the Minister for Equality	Gavin Jennings MLC The Hon Jill Hennessy MP The Hon Luke Donnellan MP Gabrielle Williams MP
Robin Scott MP	Office of the Minister for Multicultural Affairs	The Hon Marlene Kairouz MP Martin Foley MP Gavin Jennings MLC The Hon Natalie Hutchins MP
The Hon John Eren MP	Office of the Minister for Veterans	The Hon Philip Dalidakis MP
Robin Scott MP	Office of the Minister for Veterans	The Hon Adem Somyurek MP Tim Pallas MP
Tim Pallas MP	Office of the Minister for Industrial Relations	Robin Scott MP The Hon Ben Carroll MP
Gabrielle Williams MP	Office of the Minister for Youth	Martin Foley MP The Hon Luke Donnellan MP



<b>Name of Minister or Accountable Officer</b>	<b>Relevant office</b>	<b>Persons who acted in the positions</b>
Gabrielle Williams MP	Office of the Minister for Women	The Hon Jill Hennessy MP The Hon Lisa Neville MP Jenny Mikakos MP
The Hon Richard Wynne MP	Office of the Minister for Multicultural Affairs	The Hon Lisa Neville MP The Hon Lily D'Ambrosio MP
Chris Eccles AO	Office of the Secretary	Jeremi Moule Kate Houghton

### Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing of the department during the reporting period was in the range of \$580,000–\$589,999 (2018: \$620,000–\$629,999).

### 8.3 Executive remuneration

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories:

- Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.
- Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.
- Other long-term benefits include LSL, other long-service benefit or deferred compensation.

	<b>2019</b>	<b>2018</b>
<b>Remuneration of executive officers</b>	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	24,093	23,281
Post-employment benefits	2,254	2,224
Other long-term benefits	2,484	868
Termination benefits	147	114
<b>Total remuneration</b>	<b>28,979</b>	<b>26,487</b>
<b>Total number of executives<sup>(1)</sup></b>	<b>154</b>	<b>135</b>
<b>Total annualised employee equivalents<sup>(2)</sup></b>	<b>119.7</b>	<b>110.9</b>

Notes:

(1) The total number of executive officers includes persons who meet the definition of key management personnel of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (Note 8.4).

(2) Annualised employee equivalent is based on the time fraction worked over the reporting period.

## 8.4 Related parties

The department is a wholly owned and controlled entity of the State of Victoria.

Related parties of the department, Office of the Victorian Information Commissioner, Victorian Multicultural Commission and Victorian Veterans Council include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over)
- all Cabinet ministers and their close family members
- all departments and public sector entities that are controlled and included in the whole of state consolidated financial statements.

### Significant transactions with government-related entities

The department received funding from and made payments to the Consolidated Fund of \$624.5 million (2018: \$485.6 million).

### Key management personnel

The department's key management personnel from 1 July 2018 to 30 June 2019 included:

#### *The Premier*

- The Hon Daniel Andrews MP

#### *Portfolio ministers*

- The Hon James Merlino MP
- Gavin Jennings MLC
- Tim Pallas MP
- Martin Foley MP
- Robin Scott MP
- Gabrielle Williams MP
- The Hon Richard Wynne MP

#### *The Secretary*

- Chris Eccles AO

#### *The Deputy Secretaries*

- Kate Houghton (from 29 November 2018)
- Rebecca Falkingham (to 28 November 2018)
- Tim Ada (from 15 April 2019)
- Matthew Lowe (acting from 7 December 2018 to 14 April 2019)
- Simon Phemister (to 6 December 2018)
- Jeremi Moule
- Brigid Monagle (from 1 January 2019)
- Matthew O'Connor (from 1 April 2019)
- Lill Healy (from 17 June 2019)
- Elizabeth Langdon (from 17 June 2019)

#### Other members of the executive team

- Toby Hemming — General Counsel
- Andrew Campbell — Executive Director, Corporate Services (from 21 January 2019)
- Susan Middleditch — Executive Director, Corporate Services (to 7 October 2018)
- Nicola Brown — Acting Executive Director, Corporate Services (from 8 October 2018 to 21 December 2018).

Key management personnel of the administrative offices included in the department's financial statements and other statutory appointees that are material in terms of the department's financial results include:

#### Administrative offices

- Justine Heazlewood — The Keeper of Public Records of Public Record Office Victoria
- Joanne de Morton — Chief Executive Officer of Service Victoria
- Karen Cain — Chief Executive Officer of Latrobe Valley Authority (to 31 December 2018).

Since 1 January 2019, Latrobe Valley Authority was transferred to the Department of Jobs, Precincts and Regions.

The compensation detailed below excludes the salaries and benefits of portfolio ministers. Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported by the Department of Parliamentary Services.

	Department, administration offices and s.53 entities	
	2019	2018
Compensation of key management personnel	\$'000	\$'000
Short-term employee benefits	3,711	2,840
Post-employment benefits	243	206
Other long-term benefits	433	89
Termination benefits	–	90
<b>Total</b>	<b>4,387</b>	<b>3,225</b>

#### Transactions with key management personnel and other related parties

Given the breadth and depth of state government activities, related parties transact with the Victorian public sector on terms and conditions equivalent to those that prevail in arm's-length transactions under the State's procurement process. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004*, codes of conduct and standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

During the financial year, the Secretary, Mr Chris Eccles AO, was a member of the Board of Directors of the Australian New Zealand School of Government (ANZSOG). Since 2002 the department has transactions that occurred with ANZSOG that prevail at arm's length under the State's procurement processes.

Outside of normal citizen-type transactions with the department, there were no other related party transactions that involved key management personnel or their close family members. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

## 8.5 Remuneration of auditors

	2019 \$'000	2018 \$'000
<b>Victorian Auditor-General's Office</b>		
Audit of the annual financial statements	137	134
<b>Total remuneration of auditors</b>	<b>137</b>	<b>134</b>

## 8.6 Restructuring of administrative arrangements

In December 2018 the government issued an administrative order restructuring some of its activities via machinery of government changes. As part of the machinery of government restructure, the department (the transferor) relinquished the functions associated with the following areas, taking effect on 1 January 2019:

- Latrobe Valley Authority, Melbourne Biomedical, Cities and Precincts and GovHubs to the Department of Jobs, Precincts and Regions (the transferee)
- National Disability Insurance Scheme to the Department of Health and Human Services (the transferee).

The following transfers took effect on 11 February 2019:

- Countering Violent Extremism to the Department of Justice and Community Safety (the transferee).

In addition, the department (as transferee) assumed responsibility for the functions associated with the following areas, taking effect on 1 January 2019:

- Industrial Relations Victoria from the Department of Jobs, Precincts and Regions (the transferor)
- Office for Women and Office for Youth from the Department of Health and Human Services (the transferor).

Restructuring of administrative arrangements during the year are as follows:

	Transfer in			Transfer out						Total net transfer
	Industrial Relations Victoria	Office for Women and Youth	Total transfer in	Latrobe Valley Authority	National Disability Insurance Scheme	Cities and Precincts and GovHubs	Melbourne Biomedical	Countering Violent Extremism	Total transfer out	
2019	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>										
Cash and deposits	104	4,648	4,752	(1,258)	(5,525)	–	(292)	–	(7,075)	(2,323)
Receivables	1,684	1,397	3,081	(2,350)	(5,889)	(513)	(40)	(2,215)	(11,007)	(7,926)
Property, plant and equipment	94	1,242	1,336	(271)	–	(23)	–	–	(294)	1,042
Prepayments	–	–	–	(610)	–	–	–	(6)	(616)	(616)
<b>Total assets</b>	<b>1,882</b>	<b>7,287</b>	<b>9,169</b>	<b>(4,489)</b>	<b>(11,414)</b>	<b>(536)</b>	<b>(332)</b>	<b>(2,221)</b>	<b>(18,992)</b>	<b>(9,823)</b>
<b>Liabilities</b>										
Borrowings	(94)	(40)	(134)	120	–	23	–	–	143	9
Payables	(196)	–	(196)	685	615	54	55	1,980	3,389	3,193
Provisions	(1,360)	(1,397)	(2,757)	1,059	703	437	217	241	2,657	(100)
<b>Total liabilities</b>	<b>(1,650)</b>	<b>(1,437)</b>	<b>(3,087)</b>	<b>1,864</b>	<b>1,318</b>	<b>514</b>	<b>272</b>	<b>2,221</b>	<b>6,189</b>	<b>3,102</b>
<b>Net assets transferred<sup>(1)</sup></b>	<b>232</b>	<b>5,850</b>	<b>6,082</b>	<b>(2,625)</b>	<b>(10,096)</b>	<b>(22)</b>	<b>(60)</b>	<b>–</b>	<b>(12,803)</b>	<b>(6,721)</b>

Note:

(1) The net asset transfers were treated as a contribution of capital by the State of Victoria.

## 8.7 Contingent assets and contingent liabilities

### *Key accounting recognition and measurement criteria*

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST.

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity, or
- present obligations that arise from past events but are not recognised because:
  - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations, or
  - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

### **Contingent assets**

There were no contingent assets during the reporting period.

### **Contingent liabilities**

There were no contingent liabilities during the reporting period.

## 8.8 Administered items

### *Key accounting recognition and measurement criteria*

Administered transactions relating to income, assets and liabilities are determined on an accrual basis.

Administered items are items that the department administers but does not control the related activities.

The transactions and balances provided below relate to administered items and are not included elsewhere in these financial statements because the department does not control these activities.

However, the department remains accountable to the state for the transactions involving these administered resources even though it does not have the discretion to deploy these resources for its own benefit or to achieve its objectives. Some of the activities includes disposal of vehicles under finance lease, the Public Service Commuter Club and other treasury and departmental trusts.

	2019 \$'000	2018 \$'000
<b>Administered (non-controlled) items</b>		
<b>Administered Income from transactions</b>		
Appropriations	29,052	–
Grants	–	3,426
Provision of services	74	79
Other income	562	570
<b>Total administered income from transactions</b>	<b>29,688</b>	<b>4,075</b>
<b>Administered expenses from transactions</b>		
Supplies and services	12	30
Grants and other transfers	29,052	–
Payments into the Consolidated Fund	759	4,051
<b>Total administered expenses from transactions</b>	<b>29,823</b>	<b>4,081</b>
<b>Total administered comprehensive result</b>	<b>(135)</b>	<b>(6)</b>
<b>Administered financial assets</b>		
Cash	16,490	17,664
Other receivables	432	517
<b>Total administered financial assets</b>	<b>16,922</b>	<b>18,181</b>
<b>Total assets</b>	<b>16,922</b>	<b>18,181</b>
<b>Administered liabilities</b>		
Amounts payable to other government agencies <sup>(1)</sup>	17,051	18,175
<b>Total liabilities</b>	<b>17,051</b>	<b>18,175</b>
<b>Administered net assets</b>	<b>(129)</b>	<b>6</b>

Note:

(1) Funds held in trust within the Public Account for the portfolio agencies.

### Administered trust account balances

The table below provides additional information on individual administered trust account balances.

	2019				2018			
	Opening balance as at 1 July 2018 \$'000	Total receipts \$'000	Total payments \$'000	Closing balance as at 30 June 2019 \$'000	Opening balance as at 1 July 2017 \$'000	Total receipts \$'000	Total payments \$'000	Closing balance as at 30 June 2018 \$'000
<b>Cash and cash equivalents and investments</b>								
<b>Administered trusts</b>								
Vehicle Lease Trust	10	1	–	11	13	–	(3)	10
Public Service Commuter Club	(510)	–	(50)	(560)	(432)	686	(764)	(510)
Treasury Trust	7,473	90	(174)	7,389	7,596	20	(143)	7,473
Departmental Trust Account	10,691	9,017	(10,058)	9,650	8,510	9,149	(6,968)	10,691
<b>Total administered trusts</b>	<b>17,664</b>	<b>9,108</b>	<b>(10,282)</b>	<b>16,490</b>	<b>15,687</b>	<b>9,855</b>	<b>(7,878)</b>	<b>17,664</b>



## 8.9 Third-party funds under management

The department has responsibility for transactions and balances relating to trust funds held on behalf of third parties external to the department. Funds managed on behalf of third parties are not recognised in these financial statements because they are managed on a fiduciary and custodial basis and therefore are not controlled by the department.

Any earnings on the funds held pending distribution are also applied to the trust funds under management as appropriate.

The Victorian Veterans Council is the trustee for the following patriotic funds, which are administered in accordance with Part 4 of the *Veterans Act 2005*:

### The Australian Legion of Ex Servicemen and Women Scholarship Fund No 1 — Nurses Memorial Centre

	2019 \$'000	2018 \$'000
Cash at bank	1,052	1,058
<b>Total funds under management</b>	<b>1,052</b>	<b>1,058</b>
<b>Balance brought forward</b>	<b>1,058</b>	<b>1,061</b>
Interest earned	25	23
<b>Total receipts</b>	<b>25</b>	<b>23</b>
Scholarships/prizes paid	(31)	(26)
<b>Total payments</b>	<b>(31)</b>	<b>(26)</b>
<b>Balance carried forward</b>	<b>1,052</b>	<b>1,058</b>

The fund was established in August 2006 to provide scholarships to students undertaking postgraduate studies in care of either older persons or palliative care at a recognised Victorian university. The funds are provided to the Nurses Memorial Centre as the facilitator of the scholarships.

### Australian Legion of Ex Servicemen and Women Scholarship Fund — Albert Coates Memorial Trust

	2019 \$'000	2018 \$'000
Cash at bank	1,022	1,028
<b>Total funds under management</b>	<b>1,022</b>	<b>1,028</b>
<b>Balance brought forward</b>	<b>1,028</b>	<b>1,031</b>
Interest earned	25	23
<b>Total receipts</b>	<b>25</b>	<b>23</b>
Scholarships/prizes paid	(31)	(26)
<b>Total payments</b>	<b>(31)</b>	<b>(26)</b>
<b>Balance carried forward</b>	<b>1,022</b>	<b>1,028</b>

The Australian Legion of Ex-Servicemen and Women Scholarship Fund, in association with the Albert Coates Memorial Trust, provides scholarships to students who are studying to train as paramedics, nurses or doctors in emergency care at Victorian universities. The scholarships are for either postgraduate students or second-year undergraduate students.

#### War Widows and Widowed Mothers Association Scholarship Fund

	2019 \$'000	2018 \$'000
Cash at bank	86	84
<b>Total funds under management</b>	<b>86</b>	<b>84</b>
<b>Balance brought forward</b>	<b>84</b>	<b>82</b>
Interest earned	2	2
<b>Total receipts</b>	<b>2</b>	<b>2</b>
<b>Balance carried forward</b>	<b>86</b>	<b>84</b>

This fund supports scholarships awarded by the Federation University Australia to students undertaking a Bachelor of Nursing or a Graduate Diploma of Midwifery.

#### The Victorian Blinded Soldiers' Welfare Patriotic Fund

	2019 \$'000	2018 \$'000
Cash at bank	161	157
<b>Total funds under management</b>	<b>161</b>	<b>157</b>
<b>Balance brought forward</b>	<b>157</b>	<b>154</b>
Interest earned	4	3
<b>Total receipts</b>	<b>4</b>	<b>3</b>
<b>Balance carried forward</b>	<b>161</b>	<b>157</b>

This fund was established in April 2013 and provides welfare assistance to visually impaired veterans who have a visual impairment due to their service in defence of our nation, and to their dependants.

#### The EDA Patriotic Fund

	2019 \$'000	2018 \$'000
Cash at bank	34	34
<b>Total funds under management</b>	<b>34</b>	<b>34</b>
<b>Balance brought forward</b>	<b>34</b>	<b>34</b>
Interest earned	1	–
<b>Total receipts</b>	<b>1</b>	<b>–</b>
Scholarships/prizes paid	(1)	–
<b>Total payments</b>	<b>(1)</b>	<b>–</b>
<b>Balance carried forward</b>	<b>34</b>	<b>34</b>

This fund was established in 2013–14 and provides an annual prize of \$500 for the Victorian Veteran Community Story Writing and Art Competition, facilitated by Austin Health's Heidelberg Repatriation Hospital.

## Australian United Ex-Services Association Patriotic Fund

	2019	2018
	\$'000	\$'000
Cash at bank	343	335
<b>Total funds under management</b>	<b>343</b>	<b>335</b>
<b>Balance brought forward</b>	<b>335</b>	<b>328</b>
Interest earned	8	7
<b>Total receipts</b>	<b>8</b>	<b>7</b>
<b>Balance carried forward</b>	<b>343</b>	<b>335</b>

This fund provides for yearly scholarships to train clinicians working at the Psychological Trauma Recovery Service at the Heidelberg Repatriation Hospital in cognitive processing therapy, with an associated year of supervision.

### 8.10 Change in accounting policies, other accounting policies and Australian Accounting Standards issued but not yet effective

#### Change in accounting policies — AASB 9

The department has elected to apply the limited exemption in AASB 9 paragraph 7.2.15 relating to transition for classification and measurement and impairment.

Contractual receivables previously classified as other loans and receivables under AASB 139 are now reclassified as financial assets at amortised cost under AASB 9.

The accounting for financial liabilities remains largely the same as it was under AASB 139, except for the treatment of gains or losses arising from the department's own credit risk relating to liabilities designated at fair value through net result, which is nil.

The department's application of AASB 9 is disclosed in Note 7.3.

#### Other accounting policies — contributions by owners

In relation to machinery of government changes and consistent with the requirements of *AASB 1004 Contributions*, contributions by owners, contributed capital and its repayments are treated as equity transactions and do not form part of the department's income and expenses.

Additions to net assets that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to, or distributions by, owners are designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to, or contributions by, owners. Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

#### Australian Accounting Standards (AASs) issued but not yet effective

The following AASs become effective for reporting periods commencing after 1 July 2019:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contract with Customers*
- *AASB 1058 Income of Not-for-Profit Entities.*

## *Leases*

*AASB 16 Leases* replaces *AASB 117 Leases*, *AASB Interpretation 4 Determining whether an Arrangement contains a Lease*, *AASB Interpretation 115 Operating Leases-Incentives* and *AASB Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

AASB 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases on the balance sheet by recording a right-of-use asset and a lease liability, except for leases that are shorter than 12 months and leases where the underlying asset is of low value (deemed to be below \$10,000).

AASB 16 also requires the lessees to separately recognise the interest expense on the lease liability and the depreciation expense on the right-of-use asset and to remeasure the lease liability upon the occurrence of certain events (e.g. a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The amount of the remeasurement of the lease liability will generally be recognised as an adjustment to the right-of-use asset.

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify all leases using the same classification principle as in AASB 117 and distinguish between two types of leases — operating and finance leases.

The effective date is for annual reporting periods beginning on or after 1 January 2019. The department intends to adopt AASB 16 in the 2019–20 financial year when it becomes effective.

The department will apply the standard using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information.

Various practical expedients are available on adoption to account for leases previously classified by a lessee as operating leases under AASB 117. The department will elect to use the exemptions for all short-term leases (lease terms less than 12 months) and low-value leases (deemed to be below \$10,000).

The department has performed a detailed impact assessment of AASB 16 and the potential impact in the initial year of application has been estimated as follows:

- increase in right of use (\$55,513,117)
- increase in related depreciation (\$14,269,587)
- increase in lease liability (\$59,242,586)
- increase in related interest (\$1,742,980) calculated using the effective interest method
- decrease in rental expense (\$12,283,099).

## *Revenue and Income*

AASB 15 supersedes *AASB 118 Revenue* to all revenue arising from contracts with its customers.

AASB 15 establishes a five-step model to account for revenue arising from an enforceable contract that imposes a sufficiently specific performance obligation on an entity to transfer goods or services. AASB 15 requires entities to only recognise revenue upon the fulfilment of the performance obligation. Therefore, entities need to allocate the transaction price to each performance obligation in a contract and recognise the revenue only when the related obligation is satisfied.

To address specific concerns from the 'not-for-profit' sector in Australia, the AASB also released the following standards and guidance:

- *AASB 2016-8 Amendments to Australian Accounting Standards — Australian implementation guidance for NFP entities* to provide guidance on application of revenue recognition principles under AASB 15 in the not-for-profit sector

- *AASB 1058 Income of Not-for-Profit Entities* to supplement AASB 15 and provide criteria to be applied by not-for-profit entities in establishing the timing of recognising income for government grants and other types of contributions previously contained within *AASB 1004 Contributions*.

AASB 15, AASB 1058 and the related guidance came into effect for not-for-profit entities for annual reporting periods beginning on or after 1 January 2019. The department intends to adopt these standards in the 2019–20 financial year when it becomes effective.

The department will apply the standard using a modified retrospective approach, with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information.

The department has performed a detailed impact assessment of AASB 15 and AASB 1058 and the potential impact for each major class of revenue and income in the initial year of application and has found nil impact.

### **8.11 Subsequent events**

No significant events have occurred since 30 June 2019 that will have a material impact on the information disclosed in the financial statements.

## Accountable Officer's and Chief Financial Officer's declaration

The attached financial statements for the Department of Premier and Cabinet have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2019 and the financial position of the department at 30 June 2019.

At the time of signing, we are not aware of any circumstance that would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 20 August 2019.



**Andrew Davis**  
Chief Financial Officer  
Department of Premier and Cabinet  
  
Melbourne  
20 August 2019



**Chris Eccles AO**  
Secretary  
Department of Premier and Cabinet  
  
Melbourne  
20 August 2019

# Independent audit report for the year ended 30 June 2019



## Independent Auditor's Report

*To the Secretary of the Department of Premier and Cabinet*

<b>Opinion</b>	<p>I have audited the financial report of the Department of Premier and Cabinet (the Department) which comprises the:</p> <ul style="list-style-type: none"><li>• balance sheet as at 30 June 2019</li><li>• comprehensive operating statement for the year then ended</li><li>• statement of changes in equity for the year then ended</li><li>• cash flow statement for the year then ended</li><li>• notes to the financial statements, including significant accounting policies</li><li>• Accountable Officer's and Chief Financial Officer's declaration.</li></ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Department as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
<b>Basis for opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Secretary's responsibilities for the financial report</b>	<p>The Secretary is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Secretary is responsible for assessing the Department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's responsibilities for the audit of the financial report**


As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary
- conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
23 August 2019



Andrew Greaves  
Auditor-General



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# Disclosure index

The Department of Premier and Cabinet's (DPC's) annual report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to help identify the department's compliance with statutory disclosure requirements.

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## Appendix 1: Budget portfolio outcomes

The budget portfolio outcomes statements provide a comparison between the actual financial information of all general government entities within the portfolio and the forecast financial information published in the State Budget Papers by the Department of Treasury and Finance.

The budget portfolio outcomes statements comprise the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and the administered items statement.

The budget portfolio outcomes statements have been prepared on a consolidated basis and include all general government entities within the portfolio.

Consistent with the budget papers, financial transactions and balances are classified into either 'controlled' or 'administered'.

The budget portfolio outcomes statements that follow are not subject to audit by the Victorian Auditor-General's Office.

They are not prepared on the same basis as DPC's financial statements because they include the consolidated financial information of the following entities:

- Independent Broad-based Anti-corruption Commission
- Infrastructure Victoria
- Labour Hire Licensing Authority
- Portable Long Service Benefits Authority
- Victorian Electoral Commission
- Victorian Inspectorate
- Victorian Ombudsman
- Victorian Public Sector Commission.

## Comprehensive operating statement for the year ended 30 June 2019

	2018–19 Actual \$m	2018–19 Budget \$m	Variation \$m
<b>Controlled</b>			
<b>Income from transactions</b>			
Output appropriations <sup>(1)</sup>	624.5	634.5	(10.0)
Special appropriations	90.6	95.4	(4.8)
Interest	0.2	–	0.2
Sale of goods and services	5.6	5.2	0.4
Grants <sup>(2)</sup>	31.3	9.9	21.4
Resources received free of charge	7.6	–	7.6
Other income	2.6	1.4	1.2
<b>Total income from transactions</b>	<b>762.4</b>	<b>746.4</b>	<b>16.0</b>
<b>Expenses from transactions</b>			
Employee benefits <sup>(3)</sup>	330.4	266.4	(64.0)
Depreciation	19.9	20.8	0.9
Interest expense	0.1	–	(0.1)
Grants expense <sup>(4)</sup>	172.8	212.0	39.2
Capital asset charge	9.7	9.7	–
Other expenses <sup>(5)</sup>	224.4	243.6	19.2
<b>Total expenses from transactions</b>	<b>757.3</b>	<b>752.5</b>	<b>(4.8)</b>
<b>Net result from transactions</b>	<b>5.1</b>	<b>(6.1)</b>	<b>11.2</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	0.2	–	0.2
Net gain/(loss) on financial instruments and statutory receivables/payables	–	–	–
Other gains/(losses) from other economic flows	(1.9)	–	(1.9)
<b>Total other economic flows included in net result</b>	<b>(1.7)</b>	<b>–</b>	<b>(1.7)</b>
<b>Net result</b>	<b>3.4</b>	<b>(6.1)</b>	<b>9.5</b>
<b>Other economic flows — other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Changes in physical asset revaluation reserve	–	–	–
Other	–	–	–
<b>Items that will not be reclassified to net result</b>			
Changes in physical asset revaluation reserve	–	–	–
<b>Total other economic flows — other comprehensive income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Comprehensive result</b>	<b>3.4</b>	<b>(6.1)</b>	<b>9.5</b>

### Summary:

The comprehensive result for the DPC portfolio is a surplus of \$3.4 million, which is \$9.5 million favourable to the original budgeted deficit of \$6.1 million.

The following notes provide an explanation of the major variances between the 2018–19 comprehensive result compared with the budgeted comprehensive result.

Notes:

- (1) The reduction in actual output appropriations received by DPC mainly relates to the net effect of the machinery of government transfers between DPC and other government departments.
- (2) Higher actuals represent grants received from other government organisations but not included in the budget and the grants income from functions that have transferred into DPC as part of the machinery of government changes effective from 1 January 2019.
- (3) The variance is primarily due to the machinery of government transfers, which has resulted in an increase in the number of employees and their related expenses. Since the published budget was released prior to machinery of government announcements, they did not include the effect of these transfers.
- (4) The variance is mainly driven by the timing of grant payments for the Pick My Project and Premier's Jobs and Investment Fund initiatives and the effect of DPC's transferred-out functions as part of the machinery of government changes.
- (5) The variance is primarily due to the net effect of machinery of government changes where DPC's budget allocation was transferred to other government departments.

## Balance sheet as at 30 June 2019

	2019 Actual \$m	2019 Budget \$m	Variation \$m
<b>Controlled</b>			
<b>Financial assets</b>			
Cash and deposits <sup>(1)</sup>	81.8	72.7	9.1
Receivables <sup>(2)</sup>	128.8	142.9	(14.1)
Other financial assets	–	–	–
<b>Total financial assets</b>	<b>210.6</b>	<b>215.6</b>	<b>(5.0)</b>
<b>Non-financial assets</b>			
Inventories	2.8	3.7	(0.9)
Property, plant and equipment <sup>(3)</sup>	657.5	644.3	13.2
Intangible assets <sup>(4)</sup>	48.0	38.7	9.3
Other non-financial assets	15.6	11.7	3.9
<b>Total non-financial assets</b>	<b>723.9</b>	<b>698.4</b>	<b>25.5</b>
<b>Total assets</b>	<b>934.5</b>	<b>914.0</b>	<b>20.5</b>
<b>Liabilities</b>			
Payables <sup>(5)</sup>	60.0	44.1	(15.9)
Borrowings	5.3	4.6	(0.7)
Provisions <sup>(6)</sup>	61.4	50.9	(10.5)
<b>Total liabilities</b>	<b>126.7</b>	<b>99.6</b>	<b>(27.1)</b>
<b>Net assets</b>	<b>807.8</b>	<b>814.4</b>	<b>(6.6)</b>
<b>Equity</b>			
Contributed capital <sup>(7)</sup>	310.3	326.3	(16.0)
Reserves	361.7	361.7	–
Accumulated surplus	135.8	126.4	9.4
<b>Total equity</b>	<b>807.8</b>	<b>814.4</b>	<b>(6.6)</b>

### Summary:

Net assets (or 'total equity') for the DPC portfolio as at 30 June 2019 is \$6.6 million unfavourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the net effect of the machinery of government transfers between DPC and other government departments, partly offset by the surplus results for 2018–19.

The notes below provide an explanation of the major variances in asset, liability and equity items.

- (1) The variance is primarily due to the additional funding received for the Victorian Pride Centre project.
- (2) The variance is mainly due to the drawing down of funds in the State Administrative Unit for DPC's office modernisation project.
- (3) The variance is mainly due to the increase in value of DPC's accommodation assets as a result of the office modernisation project.
- (4) The variance is mainly due to further development of the Service Victoria online customer platform.
- (5) The variance is mainly due to amounts payable to other government departments in relation to expenditure from functions transferred into DPC as part of machinery of government changes.
- (6) The variance is mainly due to increases in the number of employees after the machinery of government transfers.
- (7) The variance primarily reflects the net impact of machinery of government transfers.



## Cash flow statement for the year ended 30 June 2019

	2018–19 Actual \$m	2018–19 Budget \$m	Variation \$m
<b>Controlled</b>			
<b>Cash flows from operating activities</b>			
Receipts from government <sup>(1)</sup>	736.1	720.1	16.0
Receipts from other entities	11.3	11.1	0.2
Goods and services tax recovered from the ATO	–	–	–
Interest received	0.2	–	0.2
Other receipts	6.6	5.4	1.2
<b>Total receipts</b>	<b>754.2</b>	<b>736.6</b>	<b>17.6</b>
Payments of grants <sup>(2)</sup>	(172.8)	(212.0)	39.3
Payments to suppliers and employees <sup>(3)</sup>	(534.3)	(511.0)	(23.3)
Goods and services tax paid to the ATO	(0.4)	–	(0.4)
Capital asset charge	(9.7)	(9.7)	–
Interest and other finance costs	(0.1)	–	(0.1)
<b>Total payments</b>	<b>(717.3)</b>	<b>(732.7)</b>	<b>15.5</b>
<b>Net cash flows from operating activities</b>	<b>36.9</b>	<b>3.9</b>	<b>33.0</b>
<b>Cash flows from investing activities</b>			
Net investment	–	–	–
Payments for non-financial assets <sup>(4)</sup>	(38.7)	(25.0)	(13.7)
Proceeds from sale of non-financial assets	1.8	–	1.8
<b>Net cash flows used in investing activities</b>	<b>(36.9)</b>	<b>(25.0)</b>	<b>(11.9)</b>
<b>Cash flows from financing activities</b>			
Owner contributions by the state government <sup>(5)</sup>	(1.1)	15.9	(17.0)
Net borrowings	4.8	(0.3)	5.1
<b>Net cash flows from financing activities</b>	<b>3.7</b>	<b>15.6</b>	<b>(11.9)</b>
<b>Net increase/(decrease) in cash held</b>	<b>3.7</b>	<b>(5.5)</b>	<b>9.2</b>
Cash at the beginning of the financial year	78.1	78.2	(0.1)
<b>Cash at the end of the financial year</b>	<b>81.8</b>	<b>72.7</b>	<b>9.1</b>

### Summary:

The net cash position for the DPC portfolio at 30 June 2019 is \$81.8 million, marginally higher than the original budgeted balance of \$72.7 million.

The notes below provide an explanation of the major variances in the 2018–19 cash flow statement.

- (1) The variance primarily reflects the drawdown of funds for DPC's office modernisation project.
- (2) The reduction in the actual grant payments are due to the transfer of activities as part of the machinery of government changes. For example, Latrobe Valley Authority, which had a large grant program, was transferred from DPC to the Department of Jobs, Precincts and Regions. Also, the timing of grant payments has resulted in a reduction in the actual expenditure. These include grant payments from the Pick My Project and the Premier's Jobs and Investments Fund initiatives where a proportion of the planned grant payments for 2018–19 have been carried over into 2019–20.
- (3) The increase is mainly due to a rise in employee benefit payments due to machinery of government changes where DPC has seen a net increase in staffing levels.
- (4) The increase in payments for non-financial assets relate to the modernisation of DPC's office spaces during 2018–19.
- (5) The variance primarily reflects the net impact of machinery of government transfers.

## Statement of changes in equity for the year ended 30 June 2019

	2018–19 Actual \$m	2018–19 Budget \$m	Variation \$m
<b>Controlled</b>			
<b>Contributed capital</b>			
<b>Opening balance</b>	<b>310.3</b>	<b>310.3</b>	<b>–</b>
Contribution from owners	–	16.0	(16.0)
Equity transfers from/(to) other government entities	–	–	–
Machinery of government	–	–	–
<b>Closing balance</b>	<b>310.3</b>	<b>326.3</b>	<b>(16.0)</b>
<b>Reserves</b>			
<b>Opening balance</b>	<b>361.7</b>	<b>361.7</b>	<b>–</b>
Machinery of government	–	–	–
Comprehensive result	–	–	–
<b>Closing balance</b>	<b>361.7</b>	<b>361.7</b>	<b>–</b>
<b>Accumulated surplus</b>			
<b>Opening balance</b>	<b>132.6</b>	<b>132.6</b>	<b>–</b>
Machinery of government	–	–	–
Comprehensive result	3.2	(6.2)	9.4
<b>Closing balance</b>	<b>135.8</b>	<b>126.4</b>	<b>9.4</b>
<b>Total equity</b>	<b>807.8</b>	<b>814.4</b>	<b>(6.6)</b>

**Summary:**

Total equity for the DPC portfolio as at 30 June 2019 is \$6.6 million unfavourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the net effect of the machinery of government transfers between DPC and other government departments, partly offset by the surplus results for 2018–19.

## Administered items statement for the year ended 30 June 2019

	2018–19 Actual \$m	2018–19 Budget \$m	Variation \$m
<b>Administered income</b>			
Appropriations — payments on behalf of the State	18.3	–	18.3
Special appropriations	10.7	11.6	(0.9)
Sales of goods and services	4.2	0.6	3.6
Grants	0.0	–	0.0
Other income	–	0.3	(0.3)
<b>Total administered income</b>	<b>33.2</b>	<b>12.5</b>	<b>20.7</b>
<b>Administered expenses</b>			
Expenses on behalf of the State	29.0	11.6	(17.4)
Payments into the Consolidated Fund	5.2	0.9	(4.3)
<b>Total administered expenses</b>	<b>34.2</b>	<b>12.5</b>	<b>(21.7)</b>
<b>Income less expenses</b>	<b>(1.0)</b>	<b>–</b>	<b>(1.0)</b>
<b>Administered assets</b>			
Cash and deposits	0.3	0.7	(0.4)
Receivables	0.7	1.6	(0.9)
<b>Total administered assets</b>	<b>1.0</b>	<b>2.3</b>	<b>(1.3)</b>
<b>Administered liabilities</b>			
Payables	0.7	1.1	0.4
Borrowings	–	–	–
Provisions	–	–	–
<b>Total administered liabilities</b>	<b>0.7</b>	<b>1.1</b>	<b>0.4</b>
<b>Net assets</b>	<b>0.3</b>	<b>1.2</b>	<b>(0.9)</b>

### Summary:

Administered items for the DPC portfolio includes payments made on behalf of the State to the Victorian Electoral Commission for electoral expenses. Variances between actual amounts for the financial year compared with published Budget Papers relate mainly to advance payments made to candidates and their political parties for the next state election pursuant to the recent amendments to the *Victorian Electoral Act 2002*.

## Appendix 2: Other financial information

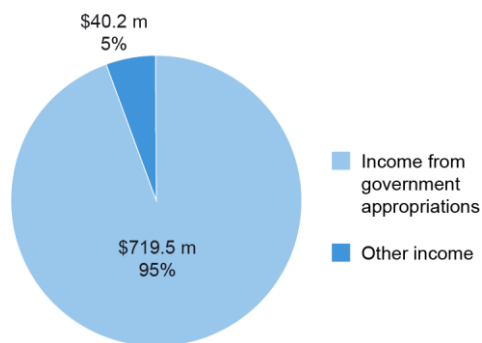
### Current-year financial performance

DPC recorded a surplus net result of \$8.6 million for the 2018–19 financial year. In comparison, the 2017–18 net result was a surplus of \$7.9 million.

The surplus result is primarily due to the operation of trust funds, where DPC has received revenue that will be spent in future years. Separately, increases in records held by Public Record Office Victoria also contributed to DPC's surplus result.

#### Sources of income (\$ million)

Compared with 2017–18, income from government appropriations has increased by \$199.5 million to \$719.5 million.



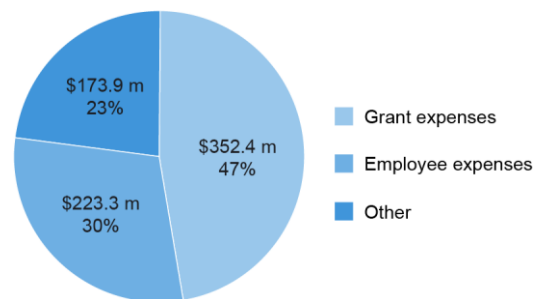
The increase is a result of additional funding provided for government initiatives in the following strategic objectives:

- Strong policy outcomes
- Engaged citizens
- Professional public administration.

The balance in DPC's income (\$40.2 million) in 2018–19 was mainly derived from grants received from other government departments. DPC uses these funds for government initiatives it delivers.

#### Expenses (\$ million)

In 2018–19 DPC's distribution in expenses incurred in delivering DPC's services was:



DPC's total expenses have increased by \$177.2 million compared with the previous year. The increase in DPC's expenses is a direct result of increases in the department's activities, mainly through Pick My Project, multicultural community infrastructure programs and initiatives carried out through the Premier's Jobs and Investment Fund. DPC's expenses also increased due to the funding provided to Victorian Electoral Commission for the 2018 state election.

## Capital projects / asset investment

During 2018–19 DPC did not have any completed capital projects that met the disclosure threshold of \$10 million or greater.

## Consultancies and major contracts

### Details of consultancies

In 2018–19 there were 56 consultancies engaged where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2018–19 in relation to these consultancies was \$5.0 million (excluding GST). Details of individual consultancies can be viewed at [www.vic.gov.au/dpc-annual-reports](http://www.vic.gov.au/dpc-annual-reports).

In 2018–19 there were 7 consultancies engaged where the total fees payable to the individual consultancies were less than \$10,000. The total expenditure incurred during 2018–19 in relation to these consultancies was \$37,987 (excluding GST).

### Disclosure of major contracts

DPC is required to disclose, in accordance with the requirements of government policy and accompanying guidelines, all contracts greater than \$10 million entered into during the financial year ended 30 June 2019.

DPC did not enter into any new contracts greater than \$10 million during the financial year ended 30 June 2019. Details of contracts that have been disclosed in the Victorian Government Contracts Publishing System can be viewed at [www.procurement.vic.gov.au](http://www.procurement.vic.gov.au).

## Direct costs attributable to machinery of government changes

In December 2018 the government issued an administrative order restructuring some of its activities via machinery of government changes. This took effect from 1 January 2019. DPC incurred additional direct costs of \$154,503 for ICT and records management and \$84,994 for consultants and contractors.

## Grant payments

Details of DPC grant payments in 2018–19 can be viewed at [www.dpc.vic.gov.au](http://www.dpc.vic.gov.au).

## Financial management compliance

### Attestation for compliance with Ministerial Standing Direction 5.1.4

The Department of Premier and Cabinet has not identified any material compliance deficiencies for the financial year ended 30 June 2019.

I, Chris Eccles AO, the Secretary to the Department of Premier and Cabinet, certify that the Department of Premier and Cabinet has complied with the applicable Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994* and associated Instructions.



**Chris Eccles AO**  
Secretary  
Department of Premier and Cabinet  
Melbourne  
20 August 2019

The Office of the Victorian Information Commissioner has not identified any material compliance deficiencies for the financial year ended 30 June 2019.

I, Sven Bluemmel, Information Commissioner, certify that the Office of the Victorian Information Commissioner has complied with the applicable Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994* and associated Instructions.



**Sven Bluemmel**  
Information Commissioner  
Office of the Victorian Information Commissioner  
Melbourne  
5 July 2019

The Victorian Multicultural Commission has not identified any material compliance deficiency for the financial year ended 30 June 2019.

I, Ross Alatsas, Acting Chairperson, certify that the Victorian Multicultural Commission has complied with the applicable Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994* and associated Instructions.



**Ross Alatsas**  
Acting Chair  
Victorian Multicultural Commission  
Melbourne  
11 July 2019

## Government advertising expenditure

### Details of government advertising expenditure in 2018–19

(campaigns with a media spend of \$100,000 or greater)

Name of campaign	Campaign summary	Start/end date	Advertising (media) expenditure (excl. GST) \$'000	Creative and campaign development expenditure (excl. GST) \$'000	Research and evaluation expenditure (excl. GST) \$'000	Print and collateral expenditure (excl. GST) \$'000	Other campaign expenditure (excl. GST) \$'000	Total \$'000
Treaty Communications (Deadly Questions)	Building an understanding between Aboriginal and non-Aboriginal people by discussing history and sharing the strength and vibrancy of Aboriginal cultures to raise awareness and support for the path to treaty.	July 2018– June 2019	1,904	413	110	74	184	2,685
Victorian Labour Hire Licensing Scheme	Promoted and informed labour hire providers and host employers of the Labour Hire Licensing Authority and the Victorian Labour Hire Licensing Scheme, which commenced on 29 April 2019, to encourage licensing and compliance.	April 2019– June 2019	280	110	–	–	–	390
Pick My Project	Campaign to promote this community grants initiative, with \$30 million available to fund local project ideas; people in the local community vote for their favourite projects that meet eligibility criteria.	July 2018– September 2018	235	352	–	8	–	595
Victorian. And proud of it.	Designed to initiate a conversation about Victoria's shared values through the themes of contribution and belonging — emphasising that what holds us together as a community are our shared values, in addition to our diversity.	August 2018– March 2019	108	531	–	–	–	639

## Information and communication technology (ICT) expenditure

For the 2018–19 reporting period, DPC had total ICT expenditure of \$38,052 with details shown below.

	<b>Expenditure</b>
	<b>\$'000</b>
<hr/>	
<b>All operational ICT expenditure</b>	
<hr/>	
Business as usual (BAU) ICT expenditure	<b>28,436</b>
(Total)	
<hr/>	
<b>ICT expenditure related to projects to create or enhance ICT capabilities</b>	
<hr/>	
Operational expenditure	8,756
Capital expenditure	860
Non-business as usual (non-BAU) ICT expenditure	<b>9,616</b>
(Total = operational expenditure and capital expenditure)	
<hr/>	

ICT expenditure refers to DPC's costs in providing business enabling ICT services. It comprises BAU ICT expenditure and non-BAU ICT expenditure. Non-BAU ICT expenditure relates to extending or enhancing DPC's current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure, which primarily relates to ongoing activities to operate and maintain the current ICT capability.



# Appendix 3: Governance

## Board of Management

The Board of Management comprises DPC's senior-level executive officers who:

- provide organisation oversight
- provide strategic direction
- ensure DPC is operating in a fiscally and environmentally sustainable manner
- ensure DPC is meeting changing community needs and government priorities.

As at June 2019 DPC's Board of Management members are:

- Chris Eccles AO, Secretary
- Jeremi Moule, Deputy Secretary, Governance Policy and Coordination
- Tim Ada, Deputy Secretary, Economic Policy and State Productivity
- Kate Houghton, Deputy Secretary, Social Policy
- Brigid Monagle, Deputy Secretary, Fairer Victoria
- Lill Healy, Deputy Secretary, Service Systems Reform
- Toby Hemming, General Counsel.

## Audit and Risk Management Committee

The Audit and Risk Management Committee provides independent assurance and advice on the effectiveness of DPC's financial management systems and controls, performance and stability, compliance with laws and regulations and risk management.

The committee reports to DPC's Secretary and is established in accordance with the *Financial Management Act 1994*.

All members of the committee are independent. As of 30 June 2019, the committee comprised the following members:

- Sam Andersen (Chair)
- Geoff Harry
- Claire Filson
- Andrew Whittaker.

### Internal audit

In 2018–19 PricewaterhouseCoopers provided DPC's internal audit services.

The department's internal audit program includes reviews into DPC's state of governance, risk management practices and internal controls.

Audit results and follow-up actions are reported to the Audit and Risk Management Committee.

## Occupational Health and Safety Committee

The Occupational Health and Safety Committee is a consultative committee made up of DPC's health and safety representatives and may also include first aid officers.

The committee has been established in accordance with the *Occupational Health and Safety Act 2004* to:

- facilitate cooperation between the employer and employees in instigating, developing and carrying out measures designed to ensure the health and safety of the employees in the workplace
- assist formulation, review and dissemination to employees of policies and procedures relating to health and safety that are to be implemented and complied with at DPC
- investigate any matter that may be a risk to the health and safety of persons at DPC
- review reported accidents and incidents, and DPC's OHS Risk Register, including risk ratings and controls
- attempt to resolve any matter or request for DPC to conduct a review of the matter where no resolution can be determined.

# Appendix 4: Workforce data

## Comparative data

Table 1: Details of DPC employment levels in June 2019 and 2018

	June 2019							June 2018						
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	396	384.6	267	16	279.4	113	105.2	370	356.6	242	11	251.2	117	105.4
Women	688	644.3	390	115	473.3	183	171.0	632	589.4	343	101	414.3	188	175.1
Self-described	6	5.4	4	0	4.0	2	1.4	2	2.4	1	0	0.9	1	1.4
<b>Age</b>														
15–24	45	42.6	24	1	24.6	20	18.0	38	33.7	17	0	17.0	21	16.7
25–34	395	383.1	244	23	261.6	128	121.5	396	385.4	238	19	251.4	139	134.0
35–44	350	327.5	201	62	245.7	87	81.8	313	289.6	163	56	202.7	94	86.9
45–54	183	172.2	113	30	134.2	40	38.0	162	152.2	105	24	122.7	33	29.4
55–64	98	92.3	68	13	78.0	17	14.3	79	73.4	53	10	60.2	16	13.3
65+	19	16.6	11	2	12.6	6	4.0	16	14.0	10	3	12.4	3	1.6
<b>VPS grades 1–6</b>														
VPS 1	8	7.2	0	0	0.0	8	7.2	9	7.1	0	0	0.0	9	7.1
VPS 2	37	30.5	16	5	19.2	16	11.3	32	27.7	16	5	18.5	11	9.2
VPS 3	121	117.9	85	9	91.2	27	26.7	100	95.9	57	9	62.3	34	33.6
VPS 4	252	244.6	160	18	172.9	74	71.7	221	215.5	145	17	157.3	59	58.2
VPS 5	329	308.2	179	48	212.9	102	95.3	301	284.1	152	36	176.7	113	107.4
VPS 6	212	202.4	122	31	145.3	59	57.1	183	174.0	100	30	122.7	53	51.3
<b>Senior employees</b>														
Secretary	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
Executives, EO1, EO2, EO3	81	77.5	63	17	76.7	1	0.8	93	90.9	77	13	87.9	3	3.0
STS	12	11.5	4	2	5.7	6	5.8	10	9.7	5	1	6.0	4	3.7
Legal officers	1	0.8	0	1	0.0	0	0.0	1	1.0	0	1	1.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	5	1.7	0	0	0.0	5	1.7	20	8.4	0	0	0.0	20	8.4
<b>Other</b>	31	31.0	31	0	31.0	0	0.0	33	33.0	33	0	33.0	0	0.0
<b>Total employees</b>	<b>1,090</b>	<b>1,034.3</b>	<b>661</b>	<b>131</b>	<b>756.7</b>	<b>298</b>	<b>277.6</b>	<b>1,004</b>	<b>948.3</b>	<b>586</b>	<b>112</b>	<b>666.4</b>	<b>306</b>	<b>281.9</b>

Table 2: Details of the Office of the Governor employment levels in June 2019 and 2018

	June 2019						June 2018							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	17	17.0	15	0	15.0	2	2.0	14	14.0	10	0	10.0	4	4.0
Women	24	19.5	11	5	13.8	8	5.7	23	18.8	11	5	13.1	7	5.7
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15-24	1	0.3	0	0	0.0	1	0.3	1	0.3	0	0	0.0	1	0.3
25-34	6	6.0	3	0	3.0	3	3.0	7	6.2	2	1	2.2	4	4.6
35-44	15	13.6	9	2	10.3	4	3.3	12	11.4	8	1	8.6	3	2.8
45-54	11	10.3	9	2	10.3	0	0.0	12	10.7	7	2	8.1	3	2.2
55-64	7	6.1	5	0	5.0	2	1.1	4	4.0	4	0	4.0	0	0.0
65+	1	0.2	0	1	0.2	0	0.0	1	0.2	0	1	0.2	0	0.0
<b>VPS grades 1-6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	13	10.7	8	2	8.8	3	1.9	13	10.3	7	2	7.4	4	2.9
VPS 3	8	7.1	6	0	6.0	2	1.1	4	4.0	4	0	4.0	0	0.0
VPS 4	11	10.0	4	2	5.3	5	4.7	12	10.5	5	3	6.7	4	3.8
VPS 5	7	6.7	6	1	6.7	0	0.0	6	6.0	3	0	3.0	3	3.0
VPS 6	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	2	2.0	2	0	2.0	0	0.0	2	2.0	2	0	2.0	0	0.0
STS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>41</b>	<b>36.5</b>	<b>26</b>	<b>5</b>	<b>28.8</b>	<b>10</b>	<b>7.7</b>	<b>37</b>	<b>32.8</b>	<b>21</b>	<b>5</b>	<b>23.1</b>	<b>11</b>	<b>9.7</b>

Demographic data

Classification data

Table 3: Details of the Office of the Chief Parliamentary Counsel employment levels in June 2019 and 2018

	June 2019								June 2018							
	All employees		Ongoing			Fixed-term and casual			All employees		Ongoing			Fixed-term and casual		
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE		
<b>Gender</b>																
Men	15	14.6	13	0	13.0	2	1.6	18	16.9	16	1	16.3	1	0.6		
Women	28	23.8	16	9	21.8	3	2.0	27	23.1	17	8	22.1	2	1.0		
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Age</b>																
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
25–34	10	10.0	8	0	8.0	2	2.0	9	8.6	8	1	8.6	0	0.0		
35–44	11	9.0	6	5	9.0	0	0.0	11	9.2	7	4	9.2	0	0.0		
45–54	11	9.4	6	4	8.8	1	0.6	12	10.7	8	3	10.1	1	0.6		
55–64	8	7.6	7	0	7.0	1	0.6	11	9.4	8	1	8.5	2	0.9		
65+	3	2.4	2	0	2.0	1	0.4	2	2.0	2	0	2.0	0	0.0		
<b>VPS grades 1–6</b>																
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
VPS 2	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0		
VPS 3	4	3.5	2	2	3.5	0	0.0	4	3.4	2	2	3.4	0	0.0		
VPS 4	8	7.0	4	1	4.4	3	2.6	6	5.0	4	1	4.1	1	0.6		
VPS 5	5	4.5	4	1	4.5	0	0.0	6	5.0	5	1	5.0	0	0.0		
VPS 6	3	2.6	2	1	2.6	0	0.0	3	2.9	2	1	2.9	0	0.0		
<b>Senior employees</b>																
Executives, EO1, EO2, EO3	4	4.0	4	0	4.0	0	0.0	4	4.0	4	0	4.0	0	0.0		
STS	4	3.0	2	0	2.0	2	1.0	4	3.0	2	0	2.0	2	1.0		
Legal officers	14	12.8	10	4	12.8	0	0.0	17	15.7	13	4	15.7	0	0.0		
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Total employees</b>	<b>43</b>	<b>38.4</b>	<b>29</b>	<b>9</b>	<b>34.8</b>	<b>5</b>	<b>3.6</b>	<b>45</b>	<b>39.7</b>	<b>33</b>	<b>9</b>	<b>38.1</b>	<b>3</b>	<b>1.6</b>		

Table 4: Details of the Local Government Inspectorate employment levels in June 2019 and 2018

	June 2019								June 2018							
	All employees		Ongoing			Fixed-term and casual			All employees		Ongoing			Fixed-term and casual		
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE		
<b>Gender</b>																
Men	5	5.0	5	0	5.0	0	0.0	5	5.0	4	0	4.0	1	1.0		
Women	5	5.0	5	0	5.0	0	0.0	5	5.0	3	0	3.0	2	2.0		
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Age</b>																
15-24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
25-34	3	3.0	3	0	3.0	0	0.0	2	2.0	1	0	1.0	1	1.0		
35-44	3	3.0	3	0	3.0	0	0.0	3	3.0	2	0	2.0	1	1.0		
45-54	3	3.0	3	0	3.0	0	0.0	4	4.0	3	0	3.0	1	1.0		
55-64	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0		
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>VPS grades 1-6</b>																
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
VPS 3	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
VPS 4	2	2.0	2	0	2.0	0	0.0	2	2.0	1	0	1.0	1	1.0		
VPS 5	4	4.0	4	0	4.0	0	0.0	5	5.0	3	0	3.0	2	2.0		
VPS 6	2	2.0	2	0	2.0	0	0.0	2	2.0	2	0	2.0	0	0.0		
<b>Senior employees</b>																
Executives, EO1, EO2, EO3	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0		
STS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0		
<b>Total employees</b>	<b>10</b>	<b>10.0</b>	<b>10</b>	<b>0</b>	<b>10.0</b>	<b>0</b>	<b>0.0</b>	<b>10</b>	<b>10.0</b>	<b>7</b>	<b>0</b>	<b>7.0</b>	<b>3</b>	<b>3.0</b>		

Demographic data

Classification data

Table 5: Details of the Office of the Victorian Government Architect employment levels in June 2019 and 2018

	June 2019						June 2018							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	4	3.8	1	0	1.0	3	2.8	4	4.0	1	0	1.0	3	3.0
Women	9	7.9	4	2	5.6	3	2.3	9	8.0	4	2	6.0	3	2.0
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	0	0.0	0	0	0.0	0	0.0	3	3.0	2	0	2.0	1	1.0
35–44	6	5.3	3	0	3.0	3	2.3	3	2.0	1	0	1.0	2	1.0
45–54	5	4.6	2	1	2.8	2	1.8	6	6.0	2	1	3.0	3	3.0
55–64	2	1.8	0	1	0.8	1	1.0	1	1.0	0	1	1.0	0	0.0
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>VPS grades 1–6</b>														
VPS 1	1	0.6	0	0	0.0	1	0.6	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	0	0.0	0	0	0.0	0	0.0	1	1.0	0	0	0.0	1	1.0
VPS 4	3	2.7	2	0	2.0	1	0.7	3	2.0	2	0	2.0	1	0.0
VPS 5	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
VPS 6	5	4.8	2	1	2.8	2	2.0	5	5.0	2	1	3.0	2	2.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	1	0.8	0	1	0.8	0	0.0	1	1.0	0	1	1.0	0	0.0
STS	2	1.8	0	0	0.0	2	1.8	2	2.0	0	0	0.0	2	2.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>13</b>	<b>11.7</b>	<b>5</b>	<b>2</b>	<b>6.6</b>	<b>6</b>	<b>5.1</b>	<b>13</b>	<b>12.0</b>	<b>5</b>	<b>2</b>	<b>7.0</b>	<b>6</b>	<b>5.0</b>

Table 6: Details of the Public Record Office Victoria employment levels in June 2019 and 2018

	June 2019						June 2018							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	24	23.1	16	4	19.1	4	4.0	25	23.7	15	5	18.7	5	5.0
Women	46	39.2	21	17	32.4	8	6.8	47	38.4	17	18	29.1	12	9.3
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15-24	1	1.0	0	0	0.0	1	1.0	1	1.0	0	0	0.0	1	1.0
25-34	15	13.9	11	3	13.1	1	0.8	14	12.0	8	4	10.6	2	1.4
35-44	20	16.6	8	7	12.2	5	4.4	21	17.1	6	7	10.4	8	6.7
45-54	16	15.2	9	4	12.2	4	3.0	18	16.1	9	6	13.5	3	2.6
55-64	14	12.4	7	5	10.8	2	1.6	14	12.7	8	4	11.1	2	1.6
65+	4	3.2	2	2	3.2	0	0.0	4	3.2	1	2	2.2	1	1.0
<b>VPS grades 1-6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	20	17.7	7	7	11.9	6	5.8	19	15.5	4	8	9.4	7	6.1
VPS 3	18	16.6	13	3	15.2	2	1.4	16	15.0	11	4	14.2	1	0.8
VPS 4	14	10.8	7	6	10.2	1	0.6	16	12.0	6	6	9.6	4	2.4
VPS 5	8	7.9	5	1	5.9	2	2.0	10	9.5	4	2	5.5	4	4.0
VPS 6	8	7.6	4	3	6.6	1	1.0	9	8.5	6	2	7.5	1	1.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
STS	1	0.7	0	1	0.7	0	0.0	1	0.7	0	1	0.7	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>70</b>	<b>62.3</b>	<b>37</b>	<b>21</b>	<b>51.5</b>	<b>12</b>	<b>10.8</b>	<b>72</b>	<b>62.1</b>	<b>32</b>	<b>23</b>	<b>47.8</b>	<b>17</b>	<b>14.3</b>

Demographic data

Classification data

Table 7: Details of the Labour Hire Licensing Authority employment levels in June 2019

	June 2019						June 2018 <sup>(1)</sup>							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	3	3.0	2	0	2.0	1	1.0	0	0.0	0	0	0.0	0	0.0
Women	21	20.4	18	1	18.8	2	1.6	0	0.0	0	0	0.0	0	0.0
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	5	5.0	4	0	4.0	1	1.0	0	0.0	0	0	0.0	0	0.0
35–44	11	10.8	10	1	10.8	0	0.0	0	0.0	0	0	0.0	0	0.0
45–54	4	4.0	3	0	3.0	1	1.0	0	0.0	0	0	0.0	0	0.0
55–64	3	3.0	3	0	3.0	0	0.0	0	0.0	0	0	0.0	0	0.0
65+	1	0.6	0	0	0.0	1	0.6	0	0.0	0	0	0.0	0	0.0
<b>VPS 1–6 grades</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	2	2.0	2	0	2.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 4	7	7.0	6	0	6.0	1	1.0	0	0.0	0	0	0.0	0	0.0
VPS 5	8	8.0	7	0	7.0	1	1.0	0	0.0	0	0	0.0	0	0.0
VPS 6	5	4.4	3	1	3.8	1	0.6	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>24</b>	<b>23.4</b>	<b>20</b>	<b>1</b>	<b>20.8</b>	<b>3</b>	<b>2.6</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Note:

(1) The Labour Hire Licensing Authority commenced operations in April 2019.



Table 8: Details of the Royal Commission into Victoria's Mental Health System employment levels in June 2019

	June 2019						June 2018 <sup>(1)</sup>							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	11	10.3	2	1	2.8	8	7.5	0	0.0	0	0	0.0	0	0.0
Women	23	22.4	3	1	3.8	19	18.6	0	0.0	0	0	0.0	0	0.0
Self-described	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15-24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25-34	15	14.6	3	1	3.8	11	10.8	0	0.0	0	0	0.0	0	0.0
35-44	10	9.5	2	1	2.8	7	6.7	0	0.0	0	0	0.0	0	0.0
45-54	8	7.6	0	0	0.0	8	7.6	0	0.0	0	0	0.0	0	0.0
55-64	2	2.0	0	0	0.0	2	2.0	0	0.0	0	0	0.0	0	0.0
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>VPS 1-6 grades</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 4	8	7.8	1	0	1.0	7	6.8	0	0.0	0	0	0.0	0	0.0
VPS 5	7	6.7	1	0	1.0	6	5.7	0	0.0	0	0	0.0	0	0.0
VPS 6	12	11.8	0	0	0.0	12	11.8	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	5	4.6	3	2	4.6	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	3	2.8	0	0	0.0	3	2.8	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>35</b>	<b>33.7</b>	<b>5</b>	<b>2</b>	<b>6.6</b>	<b>28</b>	<b>27.1</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Note:

(1) The Royal Commission into Victoria's Mental Health System commenced operations in February 2019.

Table 9: Details of Service Victoria employment levels in June 2019

	June 2019						June 2018 <sup>(1)</sup>							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	20	20.0	4	0	4.0	16	16.0	0	0.0	0	0	0.0	0	0.0
Women	22	21.6	6	2	7.6	14	14.0	0	0.0	0	0	0.0	0	0.0
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	10	9.8	0	1	0.8	9	9.0	0	0.0	0	0	0.0	0	0.0
35–44	17	16.8	3	1	3.8	13	13.0	0	0.0	0	0	0.0	0	0.0
45–54	11	11.0	5	0	5.0	6	6.0	0	0.0	0	0	0.0	0	0.0
55–64	3	3.0	1	0	1.0	2	2.0	0	0.0	0	0	0.0	0	0.0
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	2	2.0	0	0	0.0	2	2.0	0	0.0	0	0	0.0	0	0.0
VPS 3	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 4	2	2.0	0	0	0.0	2	2.0	0	0.0	0	0	0.0	0	0.0
VPS 5	9	8.8	0	1	0.8	8	8.0	0	0.0	0	0	0.0	0	0.0
VPS 6	15	14.8	0	1	0.8	14	14.0	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Executives, EO1, EO2, EO3	9	9.0	9	0	9.0	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	4	4.0	0	0	0.0	4	4.0	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>42</b>	<b>41.6</b>	<b>10</b>	<b>2</b>	<b>11.6</b>	<b>30</b>	<b>30.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Note:

(1) Service Victoria was established as an administrative office on 1 July 2018. Employment data as at June 2018 is included in DPC's data (Table 1).

## Executive officer data

For a department, an executive officer (EO) is defined as a person employed as an executive under Part 3 of the *Public Administration Officer Act 2004*. For a public body, an EO is defined as an executive defined under Part 3 of the Act or a person to whom the Victorian Government's Policy on Executive Remuneration in Public Entities applies. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

The definition of an EO does not include a statutory office holder or an Accountable Officer.

**Table 10: Number of DPC executive officers as at June 2019 and 2018**

Class	Men			Women			Self-described			Total		
	2019	2018	Var	2019	2018	Var	2019	2018	Var	2019	2018	Var
EO1	3	4	(1)	2	2	0	0	0	0	5	6	(1)
EO2	13	15	(2)	11	17	(6)	0	0	0	24	32	(8)
EO3	21	26	(5)	31	29	2	0	0	0	52	55	(3)
<b>Total</b>	<b>37</b>	<b>45</b>	<b>(8)</b>	<b>44</b>	<b>48</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>	<b>93</b>	<b>(12)</b>

**Table 11: Number of DPC portfolio entity executive officers as at June 2019 and 2018**

Portfolio entity	Men			Women			Self-described			Total		
	2019	2018	Var	2019	2018	Var	2019	2018	Var	2019	2018	Var
Local Government Inspectorate	1	1	0	0	0	0	0	0	0	1	1	0
Office of the Chief Parliamentary Counsel	2	2	0	2	2	0	0	0	0	4	4	0
Office of the Governor	0	0	0	2	2	0	0	0	0	2	2	0
Office of the Victorian Government Architect	0	0	0	1	1	0	0	0	0	1	1	0
Service Victoria <sup>(1)</sup>	4	0	4	5	0	5	0	0	0	9	0	9
Labour Hire Licensing Authority <sup>(2)</sup>	0	0	0	1	0	1	0	0	0	1	0	1
Royal Commission into Victoria's Mental Health System <sup>(3)</sup>	2	0	2	3	0	3	0	0	0	5	0	5
Public Record Office Victoria	0	0	0	1	1	0	0	0	0	1	1	0
<b>Total</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>6</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>9</b>	<b>15</b>

Notes:

(1) Service Victoria was established as an administrative office on 1 July 2018. Executive officer data as at June 2018 is included in DPC's data (Table 10).

(2) The Labour Hire Licensing Authority commenced operations in April 2019.

(3) The Royal Commission into Victoria's Mental Health System commenced operations in February 2019.

**Table 12: Reconciliation of DPC executive numbers**

		<b>2019</b>
	Executives (financial statement Note 8.3)	118
	Accountable Officer (Secretary)	1
<i>Less</i>	Separations	37
	<b>Total executive numbers</b>	<b>82</b>

**Table 13: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff**

Table 13 discloses the annualised total salary for senior employees of DPC categorised by classification. The salary amount is reported as the full-time annualised salary.

<b>Income band (salary)</b>	<b>Executives</b>	<b>STS</b>	<b>PS</b>	<b>SMA</b>	<b>SRA</b>	<b>Other</b>
< \$160,000	0	0				
\$160,000–\$179,999	0	3 <sup>^</sup>				
\$180,000–\$199,999	22 <sup>^</sup>	7 <sup>^</sup>				
\$200,000–\$219,999	22 <sup>^</sup>	2				
\$220,000–\$239,999	11 <sup>^</sup>					
\$240,000–\$259,999	4 <sup>^</sup>					
\$260,000–\$279,999	8 <sup>^</sup>					
\$280,000–\$299,999	5 <sup>^</sup>					
\$300,000–\$319,999	3					
\$320,000–\$339,999	1					
\$340,000–\$359,999	3					
\$360,000–\$379,999	1					
\$380,000–\$399,999						
\$400,000–\$419,999						
\$420,000–\$439,999						
\$440,000–\$459,999						
\$460,000–\$479,999						
\$480,000–\$499,999						
> \$500,000	2					
<b>Total</b>	<b>82</b>	<b>12</b>				

<sup>^</sup> Includes employees on a part-time arrangement, which cover the following: 0.70, 0.80 and 0.90 FTE.

**Table 14: Workforce inclusion policy**

<b>Workforce inclusion policy initiative</b>	<b>Target</b>	<b>2018–19 actual (headcount)</b>	<b>2017–18 actual (headcount)</b>
Gender profile at executive levels	Representation of at least 50 per cent women in executive officer roles	54%	52%
People with disability	People with disability at DPC increases to 10 per cent by 2020	1%	1%
Aboriginal or Torres Strait Islander staff	Barring Djinang <sup>(1)</sup> has adopted an Aboriginal employment target of 2 per cent for the Victorian public service	4%	4%

Note:

(1) Barring Djinang is the five-year Aboriginal employment strategy to enhance Aboriginal employment outcomes across the Victorian public sector.

### **Glossary**

- FTE: full-time equivalent
- PS: principal scientists
- SMA: senior medical advisors
- SRA: senior regulatory analysts
- STS: senior technical specialists

## Occupational health and safety management

DPC supports a safety and wellbeing culture through building on our existing occupational health and safety (OHS) management system and implementing initiatives in line with the whole of Victorian public service (VPS) OHS strategy.

Improved OHS reporting has provided DPC with enriched data on OHS performance, which continues to provide insight on trends and inform departmental decision making. The VPS OHS strategy has endorsed the inclusion of new baseline metrics reporting on mental health and wellbeing in DPC's annual report; as a result, DPC has introduced several new metrics in this section. Once guidelines for reporting are finalised, additional 'mature' OHS metrics will be introduced in future reports.

Quarterly internal DPC OHS reporting incorporates the VPS Leading the Way performance indicators, with an aim to continually improve health and safety performance.

Mental health and wellbeing have been a key focus for 2018–19 with the continued implementation of the VPS Mental Health and Wellbeing Charter. Initiatives have included:

- the launch of DPC's Peer Support Program, which provides a supportive program of trusted peers trained in psychological first aid who employees can access for confidential support for both work and non-work-related matters
- continued promotion of positive wellbeing events and activities in line with DPC's mental health and wellbeing calendar, including Health and Safety Month and Mental Health Week
- DPC's mandatory mental health and wellbeing training for executives, managers and all staff, which will continue to be delivered in the 2019–20 implementation of the VPS OHS initiatives including the Mental Health and Wellbeing Charter to our portfolio agencies

- presentations on respectful workplace behaviours across the department to educate and raise awareness of and prevent inappropriate behaviours that can present as an OHS risk within the workplace. Additionally, a new 'HR Management Fundamentals' training session has been made available to new DPC managers that incorporates a section on OHS responsibilities.

Workstation ergonomics has also been a focus for 2018–19, with many employees relocating and adapting to activity-based working. This involved providing ergonomic assessments with an OHS consultant to ensure necessary controls and additional equipment was provided to employees. DPC has also developed a 'Workstation Ergonomic Management Plan' with an aim to educate and support employees through the relocation process.

### Incident management

Reported incidents across DPC decreased by 0.77 per cent per 100 FTE staff in 2018–19, with 28 incidents reported. The most commonly reported incident fell into the category of 'slips, trips, falls and bumps' (43 per cent). Three incidents in this category were considered preventable, and corrective action was taken immediately afterwards. The majority of remaining incidents in this category occurred outside of DPC's premises. The second most commonly reported incident involved non-work-related personal illness (21 per cent).

The number of standard claims included two physical injuries, which incurred medical expenses only and no time lost. The average cost per claim has increased due to ongoing mental health claims.

## DPC's performance against OHS management measures

Measure	Key performance indicator	2018–19	2017–18	2016–17
<b>Incidents</b>	Number of incidents	28	33	12
	Rate per 100 FTE	2.71	3.48	1.36
	Number of incidents requiring first aid or further medical treatment	18	13	n/a
	Percentage of investigations completed against total number of incidents reported <sup>(1)</sup>	100%	n/a	n/a
<b>Claims</b>	Number of standard claims <sup>(2)</sup>	4	4	6
	Rate per 100 FTE	0.39	0.42	0.68
	Number of lost-time claims <sup>(2)</sup>	2	4	6
	Rate per 100 FTE	0.19	0.42	0.68
	Number of claims exceeding 13 weeks <sup>(2)</sup>	2	2	3
	Rate per 100 FTE	0.19	0.21	0.34
	Number of claims exceeding 26 weeks <sup>(1) (2)</sup>	1	n/a	n/a
	Rate per 100 FTE <sup>(1)</sup>	0.10	n/a	n/a
<b>Fatalities</b>	Fatality claims	0	0	0
<b>Claim costs</b>	Average cost per standard claim	\$46,688	\$29,948	\$36,412
<b>Absenteeism</b>	Number of days absent due to sickness <sup>(1)</sup>	9,727	n/a	n/a
	Rate per 100 FTE <sup>(1)</sup>	940.7	n/a	n/a
<b>Return to work</b>	Percentage of claims with return to work plan < 30 days	n/a	100%	100%
<b>Management commitment</b>	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans	Completed	Completed	Completed
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)	Completed	Completed	Completed
<b>Consultation and participation</b>	Compliance with agreed structure on designated work groups, health and safety representatives (HSRs) and issue resolution procedures (IRPs)	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings	4	4	4
<b>Risk management</b>	Percentage of internal audits and inspections conducted as planned	67%	64%	54%
	Percentage of reported incidents investigated	100%	100%	100%
	Number of improvements notices issued by a WorkSafe inspector	0	0	0
	Rates of notices issued per inspector visit	n/a	n/a	n/a
	Number of prosecutions	0	0	0
	Percentage of issues identified actioned arising from:			
	– internal audits	100%	93%	100%
	– HSR provisional improvement notices	n/a	n/a	n/a
– number of prosecutions	n/a	n/a	n/a	
<b>OHS management system development and improvement</b>	Number of procedures developed and approved <sup>(1)</sup>	1	n/a	n/a
	Number of procedures reviewed and refined <sup>(1)</sup>	4	n/a	n/a

Measure	Key performance indicator	2018–19	2017–18	2016–17
<b>Training</b>	Percentage of executives, managers and staff who have received OHS training (online induction module):			
	– DPC employees	38%	41%	29%
	– executive officer training <sup>(1)</sup>	10%	n/a	n/a
	– manager training <sup>(1)</sup>	26%	n/a	n/a
	– contractors, temps and visitors <sup>(3)</sup>	7%	29%	3%
	Percentage of HSRs trained: <sup>(4)</sup>			
	– upon acceptance of the role (initial training)	100%	100%	80%
	– retraining (refresher)	100%	100%	100%
	– percentage of staff who have received mental health and wellbeing training	10%	n/a	n/a
<b>People Matter Survey results (or equivalent)</b>	Percentage of response rates <sup>(1)</sup>	80%	n/a	n/a

This information only incorporates the core groups of DPC.

Notes:

- (1) Newly introduced measures that were not reported for 2016–17 and 2017–18 periods.
- (2) The number of claims reported include standard claims only. These claim figures include ongoing claims from previous years at 30 June for each financial year; this includes three ongoing claims for 2016–17 and one ongoing claim for 2018–19.
- (3) This percentage is calculated as a percentage of total FTE, as total figures on 'contractors, temps and visitors' are unavailable.
- (4) All HSRs are provided with an induction session upon appointment from Marsh OHS Advisory Service. This includes details on WorkSafe-approved optional HSR training, which all HSRs are encouraged to attend (21 per cent of HSRs have completed this formal training). Further information and reminders are provided in quarterly OHS Committee meetings.



## Appendix 5: Environmental performance

Sustainability is a key focus for IGNITE, DPC's workspace project at 35 Collins Street. DPC is leveraging this project to make positive changes to its workspace and staff practice to further reduce its environmental footprint. DPC has committed to the following actions in increasing its sustainable practices:

- Environmental considerations are included in tender specifications for all tender documents.
- DPC complies with Green Purchasing Guidelines where applicable.
- Organic waste bins have been supplied on every floor.
- Sustainable consumables — DPC is transitioning from common office consumables to eco-friendly, organic or recyclable versions.
- Energy-efficient appliances and sensor lighting — DPC is installing appliances with an energy efficiency rating of 5 or more stars where possible. Lighting will include sensors to ensure they turn off when not in use.
- Sustainably made furniture — where possible, locally produced, sustainably made furniture has been sourced. An example of this is the new workstations. Made locally from local materials, the workstations have a Global GreenTag certification, which is one of the world's most robust, trusted and widely recognised ecolabels.
- Sustainable relocation practices — relocating branches have been undertaking significant clean-up activities and all waste has been sustainably disposed of.

### Office-based environmental impacts

Through IGNITE, and by consolidating the majority of DPC staff into one location, DPC's accommodation footprint will further reduce. This will make DPC's footprint more efficient and therefore contribute to a reduction in energy consumption in the future.

DPC monitored the environmental impacts of its operations during 2018–19. Monitoring was undertaken via DPC's office-based environmental management system, which is based on international standard AS/NZS ISO 14001 environmental management system requirements.

In the course of its operations DPC aims to minimise:

- greenhouse emissions
- the generation of waste
- the use of energy, water, paper, travel and the vehicle fleet.

The suite of environmental indicators presented in the following pages are based on Financial Reporting Direction 24D.

## Energy

DPC's energy consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street, 121 Exhibition Street, 80 Collins Street and 35 Collins Street.

### Electricity

Indicator	2018–19	2017–18
Total energy usage segmented by primary source (MJ)	2,896,000	2,668,675
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	868	800
Units of energy used per FTE (MJ/FTE)	2,801	2,815
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	180	191

#### Actions undertaken:

- In fitting out its new floors, DPC has made a concerted effort to select 5-star energy-efficient appliances.
- Flexible work practices continue to be promoted and well supported.
- DPC participated in the 2019 Earth Hour event.

Note: Where billing is unavailable, consumption was estimated using average consumption from the previous period.

DPC's gas consumption covers tenancies at 1 Macarthur Street and 1 Treasury Place.

### Gas

Indicator	2018–19	2017–18
Total energy usage segmented by primary source (MJ)	2,710,000	15,504,775
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	155	888
Units of energy used per FTE (MJ/FTE)	2,621	16,355
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	169	1,021

#### Actions undertaken:

- DPC participated in the 2019 Earth Hour event.

Note: Where billing is unavailable, consumption was estimated using average consumption from the previous period. This is the second year that DPC has been able to report its gas usage.

### Result

- In 2018–19 DPC added additional floors at 35 Collins Street. Following machinery of government changes, DPC's overall FTE increased, leading to an increase in overall energy consumption. Electricity use per FTE subsequently decreased.
- Reductions in electricity consumption per FTE and square metres can be attributed to an increase in the use of 5-star energy-rated appliances and DPC's adoption of flexible workplace practices, which have led to a more efficient office design.
- The decrease in gas consumption can be attributed to improved reporting systems.

### Explanatory notes

- Electricity and gas consumption were sourced from billing data for 2018–19.
- The greenhouse gas emissions for gas consumption published in 2017–18 have been adjusted from 2,909 MJ to 800 t CO<sub>2</sub> e due to reporting issues.

## Paper

DPC's paper consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street, 121 Exhibition Street, 80 Collins Street and 35 Collins Street.

Indicator	2018–19	2017–18
Total units of copy paper (reams)	11,294	10,114
Units of copy paper per FTE (reams/FTE)	10.9	10.7
Percentage of 75–100% recycled content copy paper purchased (%)	81	91
Percentage of 0–50% recycled content copy paper purchased (%)	19	9
Greenhouse gas emissions related to paper use (t CO <sub>2</sub> e)	49	44

### Result

- Total units of copy paper (reams) increased by 11 per cent.
- Total units of copy paper (reams) per FTE increased slightly by 2 per cent.
- The increase can be attributed to an increase in the number of portfolios and the volume of briefings and advice prepared for the incoming government.

### Explanatory notes

- Data was calculated using purchasing information provided under the whole of government office stationery contract and reflects paper purchased rather than paper consumed.

## Water

DPC's water consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street, 121 Exhibition Street, 80 Collins Street and 35 Collins Street.

Indicator	2018–19	2017–18
Total units of metered water consumed by usage types (kL)	10,282	7,460
Units of metered water consumed in offices per FTE (L/FTE)	9,616	7,869
Units of metered water consumed in offices per unit of office area (L/m <sup>2</sup> )	639	491

Note: Where billing data is unavailable, consumption was estimated using average consumption from the previous period.

### Result

- Total water consumed across DPC has increased by 36 per cent due to the additional sites at 35 Collins Street.
- Total water consumed per FTE also increased by 20 per cent due to improved reporting systems.

## Transport

DPC uses vehicles from the Shared Service Provider vehicle pool for its operational car travel.

Operational vehicles	2018–19				2017–18			
	ULP	LPG	DSL	Total	ULP	LPG	DSL	Total
Total energy consumption by vehicles (MJ)	530,750	0	51,029	581,779	585,059	3,959	39,372	628,387
Total vehicle travel associated with entity operations (km)	207,969	0	17,233	225,202	209,680	1,299	13,266	224,245
Total greenhouse gas emissions from vehicle fleet (t CO <sub>2</sub> e)	38.80	0	3.83	42.63	42.77	0.26	2.96	45.99
Greenhouse gas emissions from vehicle fleet per 1,000km travelled (t CO <sub>2</sub> e)	0.19	0	0.22	0.41	0.20	0.22	0.20	0.62

### Actions undertaken:

- DPC participated in the 2019 Ride to Work event.

	2018–19	2017–18
Total distance travelled by aeroplane (km)	879,693	1,925,597
Total greenhouse gas emissions from air travel (t CO <sub>2</sub> e)	271	599
Percentage of employees regularly (> 75 per cent of work attendance days) using public transport, cycling, walking or carpooling to and from work or working from home, for CBD tenancies (%)	85	87

## Result

- Total vehicle travel reduced by more than 50 per cent, and LPG vehicles are no longer part of the vehicle fleet, leading to a reduction in greenhouse gas emissions.
- Air travel decreased by 50 per cent, which reflects the lower rate of travel during the year and resulted in a significant drop in greenhouse gas emissions.

## Explanatory notes

- The vehicle travel data includes DPC hire car usage from the Shared Service Provider vehicle pool.
- Air travel data was provided by the state government booking agency.
- An internal survey was conducted to ascertain the percentage of employees regularly using public transport.
- Staff at 1 Treasury Place, 1 Macarthur Street, 3 Treasury Place, 1 Spring Street, 121 Exhibition Street, 80 Collins Street and 35 Collins Street were included in the above indicators.

## Waste

DPC's waste reporting covers tenancies at 1 Macarthur Street and 1 Treasury Place.

Waste generation	2018–19				2017–18			
	Landfill	Co-mingled recycling	Compost	Total	Landfill	Co-mingled recycling	Compost	Total
Total units of waste by destination (kg/year)	11,441	11,413	5,072	27,926	11,031	16,421	27,577	55,029
Units of waste per FTE by destination (kg/year)	11.06	11.04	4.90	27.00	12.1	18.00	30.24	60.34
Greenhouse gas emissions from waste to landfill (t CO <sub>2</sub> e)	19.49	0	0	16.49	22.19	0	0	22.19
Recycling rate (% of total waste)				60				80

### Actions undertaken:

- The Green Collect service was used during 2018–19. Green Collect picks up a wide range of items from offices and diverts them from landfill to be reused, remade or recycled.

### Result

- Waste generation has reduced on all measures.
- The recycling rate has dropped from 80 per cent to 60 per cent.

### Explanatory notes

- Waste audit data should be viewed as a guide only due to the modest data collection capabilities.
- Waste data was collected from quarterly audits at 1 Treasury Place and 3 Treasury Place, which cover 40 per cent of staff.
- Waste indicators cover paper, cardboard and the three kitchen waste streams: landfill, recycling and compost.
- During the year DPC has undertaken initiatives to change its procurement and waste management approach to further reduce its environmental impact. In addition, several staff-led initiatives have contributed to an overall increase of awareness and change in staff behaviour that has further contributed to improved environmental practices.

## Greenhouse gas emissions

The emissions disclosed in the table below are taken from the previous sections to show DPC's greenhouse footprint.

Indicator	2018–19	2017–18
Total greenhouse gas emissions associated with energy use (t CO <sub>2</sub> e)	1,023	1,688
Total greenhouse gas emissions associated with vehicle fleet (t CO <sub>2</sub> e)	43	46
Total greenhouse gas emissions associated with air travel (t CO <sub>2</sub> e)	271	599
Total greenhouse gas emissions associated with waste production (t CO <sub>2</sub> e)	16	22
Total greenhouse gas emissions associated with paper use (t CO <sub>2</sub> e)	49	44
Total greenhouse gas emissions (t CO <sub>2</sub> e)	1,402	2,399

### Result

- The decrease in total greenhouse gas emissions is largely attributable to a reduction in energy use and air travel.

### Green procurement

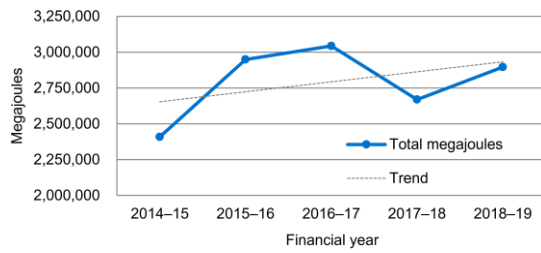
- Environmental considerations are included in the specifications for all tender documents.
- DPC complied with Green Purchasing Guidelines where applicable.

### Glossary

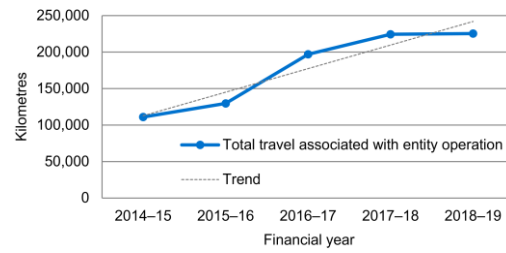
- DSL: diesel
- FTE: full-time equivalent employee
- kg: kilograms
- kL: kilolitres
- km: kilometres
- L: litres
- LPG: liquefied petroleum gas
- m<sup>2</sup>: square metres
- MJ: megajoules
- ream: 500 sheets of A4 paper
- t CO<sub>2</sub> e: tonnes of carbon dioxide equivalent
- ULP: unleaded petrol

## Environmental performance trend charts

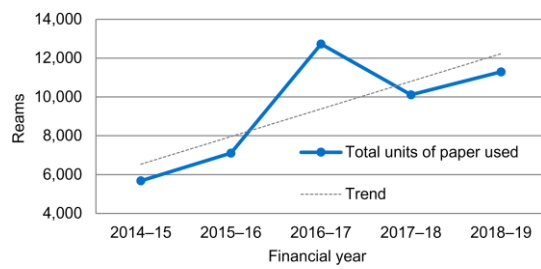
### DPC annual energy consumption



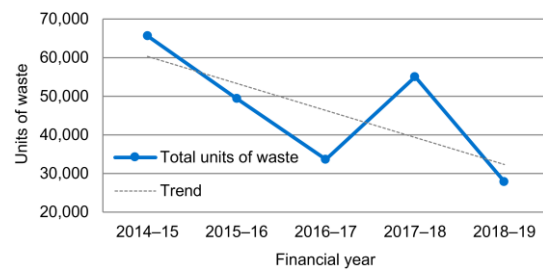
### DPC annual car travel



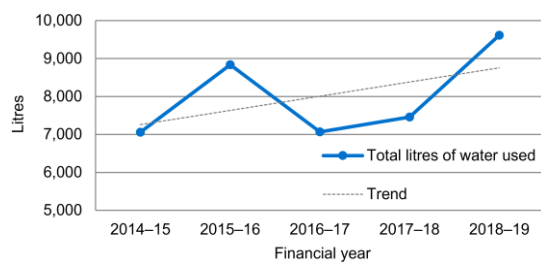
### DPC annual paper use



### DPC annual waste generation



### DPC annual water use



# Appendix 6: Statutory compliance and other information

## Acts of Parliament

### Acts of Parliament administered by the Premier

- *Administrative Arrangements Act 1983*
- *Australia Acts (Request) Act 1985*
- *Climate Change Act 2017*, ss. 7, 8, 10, 14, 16, 41, 42, 50, 54 and 55, which are jointly administered with the Minister for Energy, Environment and Climate Change; the Act is otherwise administered by the Minister for Energy, Environment and Climate Change and the Minister for Solar Homes
- *Commonwealth Arrangements Act 1958*
- *Constitution Act 1975*, except: s. 72, which is administered by the Special Minister of State; Part III, which is administered by the Attorney-General; Division 1 of Part IIIAA, which is jointly administered with the Attorney-General; Divisions 3–6 of Part IIIAA, which are administered by the Attorney-General; s. 88, insofar as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings), which is administered by the Attorney-General; s. 88, insofar as it relates to the appointment of the Commissioner for Better Regulation, is administered by the Treasurer; and s. 88 insofar as it relates to the appointment of the Victorian Skills Commissioner, is administered by the Minister for Training and Skills
- *Constitution (Appointments) Act 2009*
- *Crown Land (Reserves) Act 1978* insofar as it relates to the following land: Crown allotment 2036, City of Melbourne, Parish of Melbourne South (Parish Plan No. 5514D) reserved for Public Purposes (Government House and Grounds), Crown allotments 2219, 2220, 2221 and 2222 as shown on OP122930 and Crown allotments 2026, 2031, 2162 and 2223 as shown on OP122933, County of Bourke, City of South Melbourne, Parish of Melbourne South. The Act is otherwise administered by the Assistant Treasurer, the Minister for Corrections, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight, and the Minister for Tourism, Sport and Major Events
- *Electoral Act 2002*, Division 1 of Part 5 and Part 9A. The Act is otherwise administered by the Attorney-General and the Special Minister of State
- *Essential Services Act 1958*
- *Family Violence Reform Implementation Monitor Act 2016*
- *Inquiries Act 2014*
- *Melbourne Cricket Ground Act 2009*, which is jointly and severally administered with the Minister for Priority Precincts and the Minister for Tourism, Sport and Major Events
- *Melbourne and Olympic Parks Act 1985*, which is jointly and severally administered with the Minister for Priority Precincts and the Minister for Tourism, Sport and Major Events, except ss. 24–28, which are administered by the Minister for Energy, Environment and Climate Change
- *Ombudsman Act 1973*, ss. 3–6. The Act is otherwise administered by the Special Minister of State
- *Parliamentary Administration Act 2005*, except Part 2 and ss. 14–17, which are administered by the Special Minister of State, and Part 5, which is jointly and severally administered with the Special Minister of State
- *Parliamentary Committees Act 2003*
- *Project Development and Construction Management Act 1994*, except: s. 11 insofar as it relates to a project nominated under s. 6 for which the Secretary referred to in Part 5A is the facilitating agency, insofar as it relates to those matters, is administered jointly and severally with the Minister for Priority Precincts and the Minister for Transport Infrastructure;



Part 4, which is administered by the Assistant Treasurer; Part 5A, which is administered jointly and severally by the Minister for Priority Precincts and the Minister for Transport Infrastructure, except to the extent that it relates to the exercise of powers and functions under Part 9A of the *Planning and Environment Act 1987*, insofar as it relates to those powers and functions, is administered by the Minister for Planning; s. 46 and Part 7, which are administered by the Minister for Planning; and Parts 8, 9 and 10, which are jointly and severally administered by the Minister for Priority Precincts and the Minister for Transport Infrastructure

- *Public Administration Act 2004*, except Parts 1, 2, 6 and 8, which are jointly and severally administered with the Special Minister of State; and Part 3A, Divisions 1, 2 and 5 of Part 4, Part 5, and Part 5A, which are administered by the Special Minister of State
- *Public Records Act 1973*, insofar as the Act relates to public records in the possession of, transferred from, or to be transferred from the Cabinet Secretariat; the Act is otherwise administered by the Special Minister of State
- *Public Safety Preservation Act 1958*
- *Public Sector (Union Fees) Act 1992*
- *Senate Elections Act 1958*
- *Statute Law Revision Acts*
- *Subordinate Legislation Act 1994*, ss. 5A, 9 and 12G; the Act is otherwise administered by the Special Minister of State
- *Succession to the Crown (Request) Act 2013*
- *Superannuation (Public Sector) Act 1992*
- *Vital State Industries (Works and Services) Act 1992*
- *Vital State Projects Act 1976*, except ss. 5–16, which are administered by the Attorney-General
- *Wrongs (Public Contracts) Act 1981*

#### **Acts of Parliament administered by the Minister for Aboriginal Affairs**

- *Advancing the Treaty Process with Aboriginal Victorians Act 2018*
- *Aboriginal Heritage Act 2006*
- *Aboriginal Lands Act 1970*

- *Aboriginal Lands Act 1991*, which is jointly and severally administered with the Minister for Energy, Environment and Climate Change

#### **Acts of Parliament administered by the Minister for Equality**

- *Relationships Act 2008*, which is jointly and severally administered with the Attorney-General

#### **Acts of Parliament administered by the Minister for Industrial Relations**

- *Child Employment Act 2003*
- *Construction Industry Long Service Leave Act 1997*
- *Fair Work (Commonwealth Powers) Act 2009*
- *Labour Hire Licensing Act 2018*
- *Long Service Leave Act 2018*
- *Long Service Benefits Portability Act 2018*
- *Outworkers (Improved Protection) Act 2003*
- *Owner Drivers and Forestry Contractors Act 2005*
- *Public Sector Employment (Award Entitlements) Act 2006*
- *Trade Unions Act 1958*

#### **Acts of Parliament administered by the Minister for Multicultural Affairs**

- *Multicultural Victoria Act 2011*
- *Racial and Religious Tolerance Act 2001*
- *State Owned Enterprises Act 1992*, Division 2 of Part 2, and Part 3, insofar as they relate to the Victorian Interpreting and Translating Service; the Act is otherwise administered by the Assistant Treasurer, the Minister for Energy, Environment and Climate Change, the Minister for Water and the Treasurer

#### **Acts of Parliament administered by the Special Minister of State**

- *Audit Act 1994*, except ss. 8–10, 16A, 16B, 16D, 16E and 16G, which are administered by the Assistant Treasurer and ss. 13, 16C and 21, which are jointly and severally administered with the Assistant Treasurer
- *Constitution Act 1975*, s. 72. The Act is otherwise administered by the Attorney-General, the Minister for Training and Skills, the Treasurer and the Premier

- *Electoral Act 2002*, except Division 1 of Part 5 and Part 9A, which are administered by the Premier and Part 8, which is administered by the Attorney-General
  - *Electoral Boundaries Commission Act 1982*
  - *Freedom of Information Act 1982*
  - *Independent Broad-based Anti-corruption Commission Act 2011*
  - *Infrastructure Victoria Act 2015*
  - *Land Act 1958*, subdivisions 1 and 2 of Division 9 of Part 1, insofar as they relate to the exercise of powers in respect of the land described as Crown Allotment 13A of s. 92 at North Melbourne in the Parish of Jika Jika, being the site of the Public Record Office Victoria; the Act is otherwise administered by the Assistant Treasurer, the Attorney-General, the Minister for Corrections, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads
  - *Local Government Act 1989*, ss. 223A, 223B and 223C; s. 243 insofar as it relates to the inspectors of municipal administration; the Act is otherwise administered by the Attorney-General, the Minister for Local Government, the Minister for Planning and the Minister for Roads
  - *Members of Parliament (Register of Interests) Act 1978*
  - *Ombudsman Act 1973*, except ss. 3–6, which are administered by the Premier
  - *Parliamentary Administration Act 2005*, Part 2 and ss. 14–17 and Part 5 (Part 5 is jointly and severally administered with the Premier); the Act is otherwise administered by the Premier
  - *Parliamentary Budget Officer Act 2017*
  - *Parliamentary Precincts Act 2001*
  - *Parliamentary Salaries and Superannuation Act 1968*, except ss. 6(6), 9K(3), 9K(5), 9L, 8A, 8B and Part 3, which are administered by the Assistant Treasurer
  - *Privacy and Data Protection Act 2014*
  - *Protected Disclosure Act 2012*
  - *Public Administration Act 2004*, Part 3A, Divisions 1, 2 and 5 of Part 4, Parts 5 and 5A; Parts 1, 2, 6 and 8, which are jointly and severally administered with the Premier; the Act is otherwise administered by the Premier
  - *Public Interest Monitor Act 2011*
  - *Public Records Act 1973*, except insofar as the Act relates to public records in the possession of, transferred from, or to be transferred from, Cabinet Secretariat; insofar as the Act relates to those matters, the Act is administered by the Premier
  - *Service Victoria Act 2018*
  - *Subordinate Legislation Act 1994*, except ss. 5A, 9 and 12G, which are administered by the Premier
  - *Victorian Data Sharing Act 2017*
  - *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*
  - *Victorian Inspectorate Act 2011*
- Acts of Parliament administered by the Minister for Veterans**
- *ANZAC Day Act 1958*, ss. 3 and 4A. The Act is otherwise administered by the Minister for Small Business and the Minister for Tourism, Sport and Major Events
  - *Returned Servicemen's Badges Act 1956*
  - *Shrine of Remembrance Act 1978*
  - *Veterans Act 2005*, except Part 4, which is administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation
- Acts of Parliament administered by the Minister for Women**
- *Abortion Law Reform Act 2008*, which is jointly and severally administered with the Minister for Health
  - *Queen Victoria Women's Centre Act 1994*
  - *Young Women's Christian Association of Australia Incorporation Act 1962*
- Acts of Parliament administered by the Minister for Youth**
- *Girl Guides Association Act 1952*
  - *Scout Association Act 1932*

## Aboriginal Heritage Act

### Compliance with the *Aboriginal Heritage Act 2006*

Under s.192 of the *Aboriginal Heritage Act 2006*, the Secretary must report on the operation of the Act including:

- the exercise and performance by authorised officers of their powers, functions and duties under the Act
- any complaints received in relation to authorised officers
- actions taken to address those complaints.

The Act establishes the role of authorised officers and makes provision for appointing authorised officers. The key functions to be carried out by an authorised officer include:

- monitoring compliance with the Act
- investigating suspected offences against the Act
- directing the conduct of a cultural heritage audit to assess the impact of an activity on Aboriginal cultural heritage
- issuing and delivering stop orders without formal approval if there are reasonable grounds for believing that Aboriginal cultural heritage is under threat from an activity.

As of 30 June 2019, twenty-five authorised officers, all from Aboriginal Victoria, have been appointed under the Act. Nine Aboriginal heritage officers have been appointed under the Act, who are all employees of a registered Aboriginal party.

All appointees have successfully completed a Certificate IV in Government Investigations within the past four years and receive ongoing training in relation to the operation of the Act.

There were no complaints made about authorised officers during this period.

In 2018–19 authorised officers exercised their powers, functions and duties as set out on the following page.

## Information on the exercise and performance by authorised officers of their powers, functions and duties under the Aboriginal Heritage Act

Section	Function/power	Exercised
83	Cultural heritage audit must be conducted under the direction of an authorised officer	No cultural heritage audits were conducted
84	Give a written report of the findings of a cultural heritage audit to the minister	No written reports were provided to the minister
159(a)	Monitoring compliance with the Act	39 inspections were carried out to monitor compliance
159(b)	Investigation of suspected offences against the Act	104 investigations were carried out or are ongoing
159(c)	Directing the conduct of cultural heritage audits	No cultural heritage audits were ordered
159(d)	Issuing and delivering stop orders	No stop orders were issued or delivered
159(e)	Reporting to the Secretary	No reports were required
165	Present identification card for inspection	Identification cards were presented for inspection on 12 occasions
166	Power to enter land or premises with the consent of the occupier	General powers to enter land or premises were used 12 times
167	Obtaining consent to enter land or premises	Land or premises were entered 12 times with the consent of the occupier
168	Power to enter land or premises open to the public	Land or premises open to the public were entered 28 times
169	Power to enter land or premises for a cultural heritage audit	No land was entered for the purposes of a cultural heritage audit
170	Power to search upon entry	Search powers on entering land were not required
171	Seizure powers on entry without search warrant	Seizure powers were not required
172	Seizure power without consent	Seizure powers were not required
173	Search warrants	One search warrant was obtained
176	Receipts for seized things	One receipt was issued
177	Security of seized things	One seized thing (records) was required to be secured
178(4)	Return of seized objects	No seized things were required to be returned
180	Require the giving of name and address	No one was required to give their name and address
181	Require the giving of assistance and information	No one was required to provide assistance or information
182	Taking affidavits	No affidavits were taken
184	Report to be given about entry	No reports were required

Full details of all powers and functions exercised by authorised officers in previous years can be requested via email to the Director, Heritage Services, Aboriginal Victoria at [aboriginal.heritage@dpc.vic.gov.au](mailto:aboriginal.heritage@dpc.vic.gov.au).

## Building Act

### Compliance with the *Building Act 1993*

DPC complied with obligations under the *Building Act 1993*, the Building Regulations 2006 and associated statutory requirements and amendments. An occupancy permit or certificate of final inspection endorsed by a registered building surveyor is obtained for all upgrades to existing facilities requiring a permit. Design consultants and building contractors engaged are registered practitioners, and registrations are maintained during the course of the work.

DPC is responsible for managing the Victorian Archives Centre and for Government House and its outbuildings. There are a number of mechanisms for inspection, reporting and carrying out of maintenance works at these two sites including:

- regular property inspections conducted by staff, tenants and external contractors
- independent, formal condition audits undertaken every five years
- site risk surveys undertaken at least biennially by the Victorian Managed Insurance Authority (VMIA)
- onsite facilities managers who respond to and prioritise identified issues and manage breakdown, preventative and cyclical maintenance contracts.

### Major works projects (greater than \$50,000)

99 Shiel Street, North Melbourne	<ul style="list-style-type: none"><li>▪ Security system upgrade</li><li>▪ Washroom upgrade</li><li>▪ Revolving door</li><li>▪ Air purification unit replacements</li><li>▪ RCD installation and rectification</li></ul>
Government House Drive, Melbourne	<ul style="list-style-type: none"><li>▪ Continued security upgrades including perimeter fence replacement</li><li>▪ Continued conservation works including replacement and refurbishment of a section of roof</li></ul>

## Carers Recognition Act

At DPC we support our people to balance work and life commitments. We understand the contribution that carers make to both the workplace and to the broader community and their families. That is why we take active steps to support our people with their caring responsibilities under the *Carers Recognition Act 2012*. This encompasses:

- further embedding flexible work arrangements as part of the DPC working culture through delivering Managing Flexible Teams workshops for managers and providing ongoing communications and tools
- establishing the new DPC Enabler's Network, a network run by people with disability for people with disability, with an executive sponsor, open to all staff including carers
- delivering a mental health and wellbeing training program for executives, managers and all staff to better support our people, including those who are have carer responsibilities
- providing support to all staff through the newly created Peer Support Program and the Employee Assistance Program.

## Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in service provision.

DPC continues to ensure Victoria fulfils its requirements on competitive neutrality reporting for government businesses against the enhanced principles as required under the Competition Principles Agreement.

## DataVic Access Policy

The Victorian Government DataVic Access Policy enables the sharing of government data at no, or minimal, cost to users. The policy's intent is to support research and education, promote innovation, support improvements in productivity and stimulate growth in the Victorian economy as well as enhance sharing of, and access to, information-rich resources to support evidence-based decision making in the public sector.

Government data is progressively published in a machine-readable format on the Victorian Data Directory at [www.data.vic.gov.au](http://www.data.vic.gov.au) to encourage open access and reuse. As at the end of June 2019, 36 Victorian government departments and agencies had 4,700 data records accessible on the site. There were 1,693 fewer records available at the end of June 2019 compared with June 2018 due to a consolidation of species-related data from the Department of Environment, Land, Water and Planning's Spatial Datamart site. This consolidation has resulted in a much better citizen experience, as those 1,693 individual records were difficult to manage and discover and they are now being offered through only a handful of data products.

## Freedom of Information Act

The *Freedom of Information Act 1982 (Vic)* gives members of the public a right to access documents held by DPC. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, ministers and other bodies subject to the Act.

An applicant has a right to apply for access to any document held by DPC, which comprises documents both created and received by the department. Other than regular electronic and paper records, applicants may also request access to documents such as maps, films, computer discs and tape recordings.

The Act allows DPC to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: Cabinet documents; certain internal working documents; law enforcement documents; documents covered by legal

professional privilege; documents containing personal information; certain commercial and financial information; and information provided to DPC in confidence.

From 1 September 2017 the Act has been amended to reduce the FOI processing time for requests from 45 to 30 days. The amendments also included provisions that provide for this timeframe to be extended in some cases.

If an applicant is not satisfied with an FOI decision made by DPC, under s. 49A of the Act they have the right to seek a review from the Office of the Victorian Information Commissioner within 28 days of receiving a decision letter.

For the 12 months ended 30 June 2019, the Freedom of Information Unit received 65 requests for DPC documents and five for the Office of the Premier. No requests were received during this period for any other DPC portfolio ministers.

The department finalised 63 FOI requests to DPC during the 12 months ending 30 June 2019. Forty-two per cent of access decisions were made within the statutory time period, 15 per cent were between one and 45 days overdue and 44 per cent were overdue by more than 45 days. The department also finalised six requests for the Office of the Premier, one for the Office of the Special Minister of State and one for the Office of the Deputy Premier.

Three DPC matters went to the Information Commissioner for review and nine complaints about DPC matters were made to the Information Commissioner.

Three DPC matters were appealed to the Victorian Civil and Administrative Tribunal.

### Making a request

Requests to access documents should be made in writing to the FOI officer. The requirements of a request are set out in s. 17 of the Act. In summary, a request should:

- be in writing
- identify as clearly as possible the documents requested
- be accompanied by the appropriate application fee (which may be waived if it would cause financial hardship to the applicant).



Requests for documents in DPC's possession should be addressed to:

Freedom of Information Officer  
Department of Premier and Cabinet  
GPO Box 4912  
Melbourne VIC 3001

Requests can also be lodged via <https://online.foi.vic.gov.au>. Access charges may apply once documents have been processed and an access decision has been made. Charges may be applied — for example, for costs associated with photocopying and search and retrieval of documents. Further FOI information regarding DPC's FOI arrangements can be found at [www.vic.gov.au/foi-part-ii-statements](http://www.vic.gov.au/foi-part-ii-statements).

## Local Jobs First — implementation of the Victorian Industry Participation Policy

Victorian Government agencies implement the Victorian Industry Participation Policy (VIPP) to provide more opportunities for local companies to be involved in government procurement and major projects, which encourages local industry participation and industry development.

The VIPP is a key evaluation criterion in tender selection at the shortlist stage for all state government purchasing contracts and industry grants worth \$3 million or more in metropolitan Melbourne and \$1 million or greater in regional Victoria.

VIPP plans must address the following:

- local content, which includes all products and services provided from Australian or New Zealand companies
- the number of new jobs created, and existing jobs retained
- the introduction of new technology, opportunities for skills transfer and training for employees
- the number of new apprentices/trainees engaged, and existing apprentices/trainees retained.

VIPP plans are certified by Industry Capability Network (ICN) Victoria. For these plans, ICN Victoria provides the agencies with an evaluation of each shortlisted bidder's VIPP plan, which is considered during the tender evaluation process.

During 2018–19 DPC had two reportable VIPP activities that were more than \$3 million.

## Privacy

### Compliance with the Privacy and Data Protection Act and the Health Records Act

DPC is committed to maintaining the privacy of personal and health information. The department's information and health records privacy policies are available from:

The Privacy Officer  
Department of Premier and Cabinet  
1 Treasury Place  
Melbourne VIC 3002  
Telephone: (03) 9651 5111  
Email: [contact@dpc.vic.gov.au](mailto:contact@dpc.vic.gov.au)

The *Privacy and Data Protection Act 2014* (PDP Act) governs Victoria's public sector privacy obligations. The PDP Act sets out 10 Information Privacy Principles (IPPs), with which Victorian Government agencies must comply.

The *Health Records Act 2001* regulates the collection, use, handling and disposal of health information by Victorian public and private sector organisations. Like the PDP Act, the Health Records Act does this by setting out 11 health privacy principles (HPPs) with which health service providers and other organisations that hold health information must comply.

The IPPs and HPPs aim to balance the public interest in the free flow of information with the public interest in protecting the privacy of an individual's personal and health information.

In 2018–19 two matters regarding DPC's compliance with the IPPs were referred to the Victorian Information Commissioner. No matters regarding its compliance with HPPs were referred to the Health Services Commissioner.

## Protected Disclosure Act

The *Protected Disclosure Act 2012* encourages and assists people to disclose improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated.

DPC is committed to the Act's objectives. In particular, the department does not tolerate improper conduct by its employees or reprisals against those who make disclosures about such conduct.

### Compliance with the Protected Disclosure Act

DPC has established procedures for dealing with protected disclosures, as required under Part 9 of the Act.

A guide, available at [www.dpc.vic.gov.au/make-complaint-about-dpc-protected-disclosure](http://www.dpc.vic.gov.au/make-complaint-about-dpc-protected-disclosure), sets out:

- how protected disclosures can be made in accordance with the Act
- the steps that occur after a protected disclosure is made, including reporting the disclosure to IBAC under s. 21(2) of the Act
- the protections against reprisals that a person making a protected disclosure will receive.

Disclosures of improper conduct or detrimental action by the department or any of its employees or officers may be made to any of the following DPC personnel:

- a protected disclosure coordinator (contact details are available at [www.vic.gov.au/make-complaint-about-dpc-protected-disclosure](http://www.vic.gov.au/make-complaint-about-dpc-protected-disclosure))
- a manager or supervisor of a person from DPC who chooses to make a disclosure
- a manager or supervisor of a person from DPC about whom a disclosure has been made.

Alternatively, disclosures of improper conduct or detrimental action by DPC or any of its employees or officers may be made directly to the Independent Broad-based Anti-corruption Commission at:

Level 1, North Tower  
459 Collins Street  
Melbourne VIC 3000  
Telephone: 1300 735 135  
Website: [www.ibac.vic.gov.au](http://www.ibac.vic.gov.au)

Protected disclosures must remain confidential under the law, so it is difficult to be accurate about the numbers of disclosures in any year. For example, managers or executives can receive protected disclosures and may report these straight to IBAC without anyone knowing. Equally, people can report directly to IBAC themselves without the department necessarily knowing.

DPC has not had any disclosures made under the Protected Disclosure Act to its protected disclosure coordinators in 2018–19 or 2017–18.

## Social Procurement Framework

DPC finalised the Social Procurement Strategy in June 2019; it was developed in line with Victoria's Social Procurement Framework.

Four social procurement objectives were identified this year:

- opportunities for Victorian Aboriginal people
- opportunities for Victorians with disability and disadvantaged
- supporting safe and fair workplaces
- opportunities for Victorian social enterprises.

This section reports on DPC's progress towards achieving these objectives for the period 1 January 2019 to 30 June 2019.



## Purchases from social suppliers, 1 January 2019 to 30 June 2019

Social procurement opportunity	Metric	Number of businesses engaged	Actual spend (excl GST)
Opportunities for Victorian Aboriginal people	Total spend with Victorian Aboriginal businesses		\$960,000
	Number of Victorian Aboriginal businesses engaged	26	
Opportunities for Victorians with disability	Total spend with Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises		\$39,000
	Number of Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises engaged	11	
Opportunities for disadvantaged Victorians	Total spend with Victorian social enterprises led by a mission for the disadvantaged		\$644,000
	Number of Victorian social enterprises led by a mission for the disadvantaged engaged	14	
Sustainable Victorian social enterprises and Aboriginal business sectors	Total spend with Victorian social enterprises		\$2,127,000
	Number of Victorian social enterprises engaged	52	

### Summary of contributing activities and initiatives

- Launched the DPC Social Procurement Strategy.
- Developed a project in readiness for the Social Procurement Framework objectives and provided policy advice and tools to embed social procurement across DPC.
- Included social procurement requirements in the End-User Computing State Purchase Contract tender and Multifunctional Devices and Printers State Purchase Contract for invited vendors to address in their response.
- Procured a range of goods and services from several Victorian Aboriginal businesses over the past financial year. This included an Aboriginal creative agency to design government reports such as the Victorian Aboriginal Affairs Framework 2018–2023 and the Victorian Government Aboriginal Affairs Report 2018. Further, DPC procured professional advisory services from Aboriginal businesses to complete audits and reviews and undertake strategic research to inform policy advice.
- DPC's Stay Engaged program gives people with disability a chance to engage in meaningful employment within DPC where fixed-term paid work placements are offered in various areas such as administration and policy.

## Subsequent events

Refer to the section on subsequent events at Note 8.11 in DPC's financial statements.

## Other information available on request

In compliance with the requirements of the Standing Directions of the Assistant Treasurer, details of items listed below have been retained by DPC and are available on request, subject to the provisions of the Freedom of Information Act. These items include:

- a) a statement that declarations of pecuniary interests have been duly completed by all relevant DPC officers
- b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- c) details of publications produced by DPC about itself and how these can be obtained
- d) details of changes in prices, fees, charges, rates and levies charged by DPC
- e) details of any major external reviews carried out on DPC
- f) details of major research and development activities undertaken by DPC
- g) details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- h) details of major promotional, public relations and marketing activities undertaken by DPC to develop community awareness of DPC and its services
- i) details of assessments and measures undertaken to improve the occupational health and safety of employees
- j) a general statement on industrial relations within DPC and details of time lost through industrial accidents and disputes
- k) a list of major committees sponsored by DPC, the purposes of each committee and the extent to which the purposes have been achieved
- l) details of all consultancies and contractors including:
  - consultants/contractors engaged
  - services provided
  - expenditure committed to for each engagement.

This information is available on request from:

Executive Director  
Corporate Services Division  
Department of Premier and Cabinet  
1 Treasury Place  
East Melbourne VIC 3002  
Email: [dp&c@dpc.vic.gov.au](mailto:dp&c@dpc.vic.gov.au)

## Contacts

as at 30 June 2019

### Department of Premier and Cabinet

Secretary

1 Treasury Place

Melbourne 3002

(DX 210753)

(GPO Box 4912, Melbourne 3001)

Telephone: (03) 9651 5111

Email: [dp&c@dpc.vic.gov.au](mailto:dp&c@dpc.vic.gov.au)

[www.dpc.vic.gov.au](http://www.dpc.vic.gov.au)

### Administrative offices

#### Local Government Inspectorate

Chief Municipal Inspector

Level 27, 1 Spring Street

Melbourne 3000

Telephone: (03) 8392 5300

[www.dpc.vic.gov.au](http://www.dpc.vic.gov.au)

#### Office of the Chief Parliamentary Counsel

Chief Parliamentary Counsel

Level 2, 1 Macarthur Street

East Melbourne 3002

Telephone: (03) 9651 2109

[www.legislation.vic.gov.au](http://www.legislation.vic.gov.au)

### Office of the Governor

Official Secretary

Government House

Government House Drive

Melbourne 3004

Telephone: (03) 9655 4211

[www.governor.vic.gov.au](http://www.governor.vic.gov.au)

### Office of the Victorian Government Architect

Victorian Government Architect

Level 2, 20 Spring Street

East Melbourne 3002

Telephone: (03) 9651 6583

[www.ovga.vic.gov.au](http://www.ovga.vic.gov.au)

### Public Record Office Victoria

Director and Keeper of Public Records

Victorian Archives Centre

99 Shiel Street

North Melbourne 3051

Telephone: (03) 9348 5600

[www.prov.vic.gov.au](http://www.prov.vic.gov.au)

### Service Victoria

Chief Executive Officer

Level 10, 1 McNab Avenue

Footscray 3011

[www.service.vic.gov.au](http://www.service.vic.gov.au)

**DEPARTMENT OF PREMIER AND CABINET  
ANNUAL REPORT 2018–19**

**Publishing and further information**

DPC's 2018–19 Annual Report and accompanying financial statements present a summary of the department's performance over the 2018–19 financial year.

Further information about DPC portfolio entities can be obtained, where applicable, from their individual 2018–19 annual reports.

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