

DEPARTMENT OF
PREMIER AND CABINET

CORPORATE PLAN 2021-25

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MESSAGE FROM THE SECRETARY



The Department of Premier and Cabinet (DPC) leads Whole of Victorian Government policy to support the people of Victoria by helping government achieve its strategic objectives, providing leadership to the public sector to improve its effectiveness and promoting collaboration across government to drive performance and improve outcomes.

In the coming years, DPC's primary role will be to deliver strong policy outcomes that support the Premier, Cabinet, and the Victorian Public Service (VPS) to revitalise Victoria as we respond to and recover from the impact of COVID-19.

DPC will continue to pursue our vision of being recognised and respected leaders in professional public administration that promote integrity and accountability, which has been particularly accentuated in these fast-moving environments.

The demands of COVID-19 brought into sharp focus that a career in the public service is agile and responsive to the priorities of government, including as they change over time. We will continue to support and encourage our staff, both within DPC and across the Victorian Public Service, to develop the diverse skills and capabilities that characterise a high-performing, modern public servant.

Within DPC, two new groups have been created to continue to drive citizen involvement in policy making and to improve opportunities for Victorians to participate in social, cultural, economic and democratic life:

- First Peoples–State Relations — to deliver lasting change and strengthening self-determination for Aboriginal Victorians by prioritising the work on treaty and truth.

- Digital Victoria — to streamline and accelerate digital reform across government. 2020 and 2021 has transformed the way data and new technologies have been used, providing a generational opportunity to embed more collaborative and agile ways to better serve the people of Victoria.

In a complex and transformative time in Victoria's and Australia's history, our Corporate Plan 2021–25 presents DPC with a crucial opportunity to examine and evaluate our approaches, so that we can continue to deliver our priorities and programs for a stronger, fairer and better Victoria.

I look forward to implementing the initiatives in this Corporate Plan alongside my colleagues at DPC and through my role as Chair of the Victorian Secretaries' Board.

Jeremi Moule
Secretary

ABOUT THE DEPARTMENT



OUR VISION

To be recognised and respected leaders in Whole of Victorian Government policy and performance.



OUR MISSION

We support the people of Victoria by:

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



OUR VALUES

We uphold the public sector values as enshrined in the *Public Administration Act 2004*.



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



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



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



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



Leadership: actively implementing, promoting and supporting these values.



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



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

We support the government's priorities and our Ministers by working as a central agency, working with strong networks across the VPS, to deliver outcomes for the government and the public we serve.



OUR MINISTERS

We support the following five Ministers:

Premier

The Hon Daniel Andrews MP

Deputy Premier

The Hon James Merlino MP

Minister for Aboriginal Affairs

Gabrielle Williams MP

Minister for Government Services

The Hon Danny Pearson MP

Minister for Industrial Relations

Tim Pallas MP



OUR GROUPS

To best support the government, we manage our functions across the following groups, including two new groups, Digital Victoria and First Peoples–State Relations, to focus on government priorities:

LEGAL, LEGISLATION AND GOVERNANCE

This group delivers public sector legal, legislation and governance expertise and combines the Office of the General Counsel (OGC) and Governance Branch.

OGC is responsible for providing legal and policy advice, including in the areas of administrative, constitutional and corporate law. OGC’s policy focus is on issues in the Premier’s and the Minister for Government Services’ portfolios, principally in relation to Victoria’s public sector, electoral system and subordinate legislation. OGC also supports DPC in the development of legislative and regulatory proposals and manages the department’s freedom of information functions.

Governance Branch unifies DPC’s efforts to promote good governance and public administration, high-quality decision and policymaking, government integrity and accountability, and trust in public institutions.



DIGITAL VICTORIA

This group was established in April 2021 to drive digital transformation across the Victorian Government. Digital Victoria connects Victoria’s public digital and information technology infrastructure, making it easier for business, communities and citizens to connect with government and to foster Victoria’s digital economy.

Digital Victoria will define Victoria’s first digital strategy, champion the use of data and new technologies and guide and support the public service to create efficiencies and collaborate to better serve Victorians. Digital Strategy and Transformation, Digital Design and Innovation, Victorian Centre for Data Insights, and Cybersecurity branches make up the group.

CABINET, COMMUNICATIONS AND CORPORATE

This group provides services and VPS wide advice to support robust public administration and promote DPC’s role as the First Minister’s department. Through Cabinet Office, CCC provides timely and practical guidance on the operation of Cabinet, Cabinet Committees and the Executive Council. CCC leads work to support DPC meet integrity, financial accountability and institutional governance obligations to Parliament and Ministers. Through Strategic Communications, Engagement and Protocol Branch, CCC also provides specialist communication, event, behavioural insights and protocol advice across government. Corporate Services provides the operational backbone to DPC and its entities, though finance, operations, people and culture and procurement services and assistance.



SOCIAL POLICY AND INTERGOVERNMENTAL RELATIONS

This group brings together social policy expertise with coordination of the State's intergovernmental relations. The group is responsible for providing policy advice on the health, mental health, education, justice, community security and emergency management, and families, fairness and housing portfolios. The group also leads oversight and coordination of intergovernmental advice, COVID-19 pandemic response efforts, the government's response to the Royal Commission into Victoria's Mental Health System and supports the Office of Family Violence Reform Implementation Monitor.

ECONOMIC POLICY AND STATE PRODUCTIVITY

This group leads economic policy advice to the Premier and Cabinet. The group works in collaboration with relevant departments and agencies to ensure a coordinated whole of government approach to policy and projects in the areas of economic development and recovery; fiscal strategy; regional and suburban development; local government outcomes; regulatory reform; consumer affairs; gambling; racing; major events; workplace safety; international engagement; infrastructure; planning; precincts; transport; energy; agriculture; resources; and the environment.

FIRST PEOPLES-STATE RELATIONS

This group was established in April 2021 and is responsible for an extensive program of nation leading work in the areas of cultural rights, self-determination, treaty and truth with First Peoples. The group recognise Victoria's First Peoples as the self-determining drivers of Aboriginal affairs in Victoria and is committed to building ongoing, just and respectful relationships between self-determining First Peoples and the State. The group is also committed to promoting Aboriginal leadership.

INDUSTRIAL RELATIONS VICTORIA

Industrial Relations Victoria (IRV) provides strategic industrial relations legislative, policy and technical advice to government and departments. IRV engages with Victorian employers, employees and their representatives to support a positive industrial relations environment, and advocate for fair and productive workplaces, secure work and gender pay equity. IRV also oversees industrial relations matters and enterprise bargaining policy and processes across the Victorian public sector.

IRV consists of the Private Sector Industrial Relations branch, the Public Sector Industrial Relations branch and the Office of the Deputy Secretary.

OUR PORTFOLIO ENTITIES

ADMINISTRATIVE OFFICES

DPC is responsible for the effective, efficient, and economical management of the following Administrative Offices. Their key initiatives are included in this Corporate Plan:

Office of the Victorian Government Architect

The Office of the Victorian Government Architect (OVGA) provides leadership and independent advice to government about architecture and urban design. OVGA puts quality of design at the centre of all conversations about the shape, nature and function of our cities, buildings and landscapes.

OVGA's activities include the review of significant state and local government projects as well as commercial projects with significant impact to the public. Further, the OVGA leads on significant good design initiatives and provides input, advice and advocacy on policies and issues of relevance to the Victorian Government.

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 and has played an important role in the government's COVID-19 response, developing the QR check-in service and the Service Victoria mobile app. Service Victoria is responsible for implementing the *Service Victoria Act 2018* and provides customer service and identity verification functions.

Office of the Chief Parliamentary Counsel

The Office of the Chief Parliamentary Counsel transforms policy into legislation and advises the government on its legislative program. The office is responsible for ensuring up-to-date public access to authoritative Victorian legislation. The Office of 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 in carrying out all aspects of their official duties for the benefit of the Victorian community and maintains Government House and grounds as a unique heritage community asset. The Governor's role includes constitutional and ceremonial duties, community and international engagement, as well as official municipal and regional visits.

Public Record Office Victoria

The Public Record Office Victoria (PROV) maintains the archives of the State Government of Victoria, holding 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. PROV sets mandatory recordkeeping standards for state and local government agencies and provides support and advice on recordkeeping to government.

OTHER PORTFOLIO ENTITIES

DPC supports the Premier and our Ministers in their responsibilities for the Victorian Public Sector Commission and the following public entities and special bodies:

- Victorian Aboriginal Heritage Council
- Victorian Independent Remuneration Tribunal
- Wage Inspectorate Victoria
- Cenitex
- Labour Hire Licensing Authority
- Portable Long Service Authority
- Victorian Electoral Commission, including Electoral Boundaries Commission
- Breakthrough Victoria Pty Ltd.

Key initiatives for the Victorian Aboriginal Heritage Council, Victorian Independent Remuneration Tribunal and Wage Inspectorate Victoria are included in this Corporate Plan, on the basis that their performance against key initiatives will be consolidated into DPC's annual report.

Victorian Aboriginal Heritage Council

The Victorian Aboriginal Heritage Council was created under the *Aboriginal Heritage Act 2006* to ensure the preservation and protection of Victoria's rich Aboriginal Cultural Heritage. With important decision-making responsibilities and entirely Victorian Traditional Owner membership, the Council is the only statutory body of its kind in Victoria.

The Council's vision is of a community that understands and respects Aboriginal Cultural Heritage and the cultural responsibilities of Traditional Owners. The Council recognises Traditional Owners as the primary guardians, keepers and knowledge holders of their Culture.

The Council is made of up to 11 Traditional Owners who are appointed by the Minister for Aboriginal Affairs.

The Council plays an important role in the implementation of the *Aboriginal Heritage Act 2006*, with its principal functions to: make decisions on Registered Aboriginal Party applications and monitoring them; protect Ancestors' resting places and returning Ancestors to Country; ensure the safe return to Traditional Owners of their secret or sacred objects in Victoria; manage the Victorian Aboriginal Cultural Heritage Fund; and to implement measures to promote awareness and understanding.

Victorian Independent Remuneration Tribunal

The Victorian Independent Remuneration Tribunal was established under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 (Act)* to support transparent, accountable and evidence-based decision-making in relation to the remuneration of Members of Parliament of Victoria and Victorian public sector executives.

The Tribunal is also responsible for setting the remuneration of elected officials in local government in Victoria.

The Act requires the Tribunal to independently inquire into and make determinations in relation to salaries and allowances for Members of Parliament, remuneration bands for executives employed in public service bodies, remuneration bands for executives employed in prescribed public entities, and allowances provided to Mayors, Deputy Mayors and Councillors in local government.

Wage Inspectorate Victoria

Wage Inspectorate Victoria promotes and enforces Victoria's wage theft laws, child employment laws, long service leave entitlements, owner driver, forestry contractor, hirer and freight broker obligations.

Wage Inspectorate Victoria gives practical advice, information and support to employees and employers. It conducts targeted information campaigns and investigates complaints. Wage Inspectorate Victoria carries out a range of enforcement functions to ensure the laws are being followed. It works with other government agencies to ensure fair employment conditions.

OPERATING ENVIRONMENT



DPC provides advice and support to the Premier and Cabinet and responds to government priorities by supporting our Secretary as leader of the VPS.

DPC's operating environment has been characterised by the need to respond quickly, and for an extended period, to the COVID-19 pandemic. DPC's leadership of departments to cohesively respond to the significant consequences of the pandemic is critical to Victoria's recovery.

As a First Minister's department, DPC will continue to protect and advance Victoria's interests through sophisticated policy development, advocacy and implementation. DPC will work with other departments and portfolio entities to deliver for Victorians through this crucial period with a view to Victoria's economic and social recovery.

DPC promotes a whole of government perspective and cooperation, engaging across jurisdictions, and with the Commonwealth and local governments. We provide oversight of the business of government and provide public administration stewardship to build trust in transparent and accountable government institutions.

DPC also works closely with stakeholders in the private sector, community sector and academia. We have a direct relationship with the community through its community engagement and service delivery responsibilities, and through its large number of ministerial portfolios. This includes working with Aboriginal Victorians, unions, and employer organisations.

DPC leads and liaises with several interdepartmental groups and committees, most notably the Victorian Secretaries' Board as the peak leadership group for the VPS. DPC will continue its leadership of the Victorian Secretaries' Board, working with the Secretaries of each department, the Chief Commissioner of Police, and the Victorian Public Sector Commissioner, to coordinate major policy initiatives across the public sector.

COVID-19 has made Victoria's outlook more complex and challenging. As the risks presented by COVID-19 continue, though expected to ease as vaccination rates increase, the operating environment for all Victorians remains uncertain. DPC will continue to monitor and assess changes to our operating environment, to ensure we are well placed to advise government and be responsive to emerging threats and opportunities for the benefit of Victorians.

OUR PEOPLE

We are focused on maintaining an agile and high-performing workforce where our employees are empowered and engaged to deliver policy outcomes that meet the evolving needs of Victorians.

We attract, develop and retain talented and diverse people to achieve DPC's objectives. We do this by filling skill and capability gaps and providing learning and development to deliver on DPC priorities. We enable the mobilisation of talent across DPC and more broadly the VPS to fill capability gaps, develop our people and retain our talent with a focus on succession planning across critical roles.

We foster a values-based culture based on respect, diversity, inclusivity, wellbeing and positive employee engagement. We do this by developing and supporting the growth of our leaders and encourage all our employees to demonstrate leadership and model flexible and agile ways of working.

DPC is committed to taking a holistic and inclusive approach to supporting mental health at work, promoting positive mental wellbeing, preventing mental injury and illness, and where mental injury and illness occurs, taking action to support recovery. Staff engage with mandatory mental health and wellbeing training and can access other bespoke programs throughout their employment.



DPC actively promotes diversity, inclusion and an equal opportunity workplace. We welcome applicants from all diverse backgrounds, including Aboriginal and Torres Strait Islander peoples and people with disabilities. DPC is committed to holding equal representation of women in senior leadership positions and gender diversity within the workforce, including trans and gender diverse people, who may require specific approaches to ensure their inclusion and access to opportunity. Flexible working is the default position for all employees at DPC and we consider when, where and how we work so that we can meet our employment commitments and perform our jobs well for the Victorian community.

WORKFORCE PROFILE

We are managing our workforce profile and composition to ensure we have the optimum mix of talent at the right levels across DPC. This includes ensuring analysis of organisational needs against the available funding for policy, program and enabling areas.

OUR RISK MANAGEMENT

We aim to integrate risk management into our strategic and business planning, decision making processes and operations.

This integration means that, when it is necessary as part of our work, we take informed risks and make decisions that are consistent with our values, support the health and wellbeing of our people, and maintain integrity.

There are four main types of risk that we actively manage as part of our day-to-day operations:

1. **Branch / project risk** — risk specific to projects or DPC branches;
2. **Enterprise risk** — risk specific to the operation of DPC;
3. **Shared risk** — risk shared by two or more agencies; and
4. **State-significant risk** — risks where potential consequences or impacts on the community, the Victorian Government and the private sector are so large as to be of state significance.

PRINCIPLES FOR MAKING COMPLEX DECISIONS

We apply the following principles against our risk categories when making complex decisions.

STRATEGIC

Pursue innovation while accepting that some ideas and projects are more achievable than others.

OPERATIONAL / SERVICE DELIVERY

Accept that some policy options may cause short term disruption to the community, DPC or the VPS's reputation in the pursuit of long-term benefits.

REPUTATIONAL

Work collaboratively across the VPS at all levels, communicate with DPC executives, other departments and Ministerial offices to achieve department and government objectives.

FINANCIAL

Manage within budgets. Where competing priorities emerge, reallocate existing resources to align with shifting needs and government priorities of the day.

COMPLIANCE AND LEGAL

Comply with DPC's legal and statutory obligations. Misbehaviour and intentional non-compliance are taken seriously at all levels.

PEOPLE

Challenge and develop our people to ensure we effectively implement government policy and support a high-performing DPC. Ensuring behaviour aligns with the VPS values, Code of Conduct or supports employee health, safety and wellbeing.

STATE-WIDE AND SHARED RISK

Provide support, expertise and leadership across the Victorian Government as required to manage state-wide or shared risk.

MEASURING OUR SUCCESS

DPC aims to achieve our objectives through delivering our key initiatives and monitoring progress against indicators as published in DPC's 2021–22 Departmental performance statement.

	Objectives	Indicators	Challenges
Strong policy outcomes	<p>Pursue policy and service delivery excellence and reform.</p> <p>Lead the public sector response to significant state issues, policy challenges and projects.</p> <p>Support the effective administration of government.</p>	<p>DPC's policy advice and its support for Cabinet, committee members and the Executive Council are valued and inform decision making.</p> <p>The development and effective use of technology supports productivity and competitiveness.</p>	<p>Strengthening inter-agency communication, inter-jurisdictional cooperation and international engagement to deliver outcomes for Victorians.</p> <p>Anticipating and responding to changing environments and scenarios, including emergency responses to pandemics and natural disasters.</p> <p>Managing resourcing, including supporting the effective transfer of knowledge and adapting to changing priorities with staffing.</p> <p>Achieving overarching support for Digital Victoria projects across the VPS.</p> <p>Ensuring that delivery of digital government services considers Victoria's diverse population and accessibility needs.</p>
First Peoples in Victoria are strong and self-determining	<p>Improve outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights and conducting a truth telling process.</p> <p>Address trauma and support healing; address racism established through colonisation.</p> <p>Provide culturally-safe systems and services; and transfer power and resources to communities.</p>	<p>First Peoples in Victoria have increased control over decisions that impact their lives.</p>	<p>Implementing nation-leading reform that has little precedent to follow.</p>
Professional public administration	<p>Foster and promote a high performing public service.</p> <p>Ensure effective whole of government performance and outcomes.</p> <p>Protect the values of good public governance, integrity and accountability in support of public trust.</p>	<p>The public service is values-driven and displays high levels of integrity. The public service is characterised by employees who collaborate across government and in partnership with the community and other sectors. Decisions to drive the progress of Victoria socially and economically are evidence based and take account of relevant risks.</p>	<p>COVID-19 demands have created a challenging operating environment to provide well considered and timely advice.</p> <p>Staff, systems and business practices need to respond rapidly to meet changing demands and expectations, including in relation to services and citizen engagement in government.</p> <p>Dealing effectively with other levels of government.</p> <p>Creating more agile and responsive workplaces by bringing together people, processes and technology.</p> <p>Strengthening the way that the VPS facilitates the movement of staff to provide career opportunities and mobility options.</p>

OUR KEY INITIATIVES

We aim to deliver these key initiatives and activities in 2021–22 through to 2025 and will report on progress against them and outcomes achieved in our annual report.

ACHIEVING STRONG POLICY OUTCOMES

To achieve the strong policy outcomes objective, we will deliver the following initiatives through First Peoples-State Relations; Digital Victoria; Service Victoria; Cabinet, Communications and Corporate; Office of the Victorian Government Architect; Social Policy and Intergovernmental Relations; Economic Policy and State Productivity; Industrial Relations Victoria; and Wage Inspectorate Victoria.

FIRST PEOPLES-STATE RELATIONS

- Support strong policy outcomes for First Peoples, by driving whole of government policy and reform in the Aboriginal affairs portfolio.

DIGITAL VICTORIA

- Drive digital transformation through a whole of government digital strategy, creating a cohesive and modern approach to ICT and maximising the value of Victoria's digital investment.

- Deliver better customer experiences through insightful design and public engagement, improving trust and participation with the Victorian Government.
- Implement a cyber security strategy that focuses on the safe and reliable delivery of government services and better protects businesses and the community from the growing threat of cybercrime.
- Unlock improved service delivery by using data, analytics and artificial intelligence to better identify and understand Victoria's needs.
- Provide open government data to the public in a safe, secure, lawful and ethical way, empowering our public and private sectors to make better decisions and strengthening collaboration with our digital and technology industry.
- Prioritise open and efficient IT spend and purchasing processes to reduce costs, improve procurement outcomes and support our local small and medium technology enterprises.

- Create common corporate and public digital platforms across all government departments to improve productivity and staff experience.

SERVICE VICTORIA

- Enhance customer experience with more digital services for Victorians.

CABINET, COMMUNICATIONS AND CORPORATE

- Provide support for core Government systems and activities vital to the Victorian response to, and recovery from, the COVID-19 pandemic.
- Provide clear, timely and practical guidance, expertise and support to our stakeholders in relation to Cabinet, Parliament, legislation, Executive Council and ministerial correspondence related matters.
- Provide central media relations, communications, advertising and research governance advisory services to Victorian departments and stakeholders in relation to Private and Ministerial offices.

- Provide behavioural science capability to all Victorian government departments to support the delivery of behaviourally informed programs and services.

OFFICE OF THE VICTORIAN GOVERNMENT ARCHITECT

- Provide advice, advocacy and collaboration on good design through the Office of the Victorian Government Architect.

SOCIAL POLICY AND INTERGOVERNMENTAL RELATIONS

- Provision of advice and coordination of strategic Victorian Government responses to the COVID-19 pandemic at both a state and national level, including supporting the vaccination roll-out, Victoria's policy approach to quarantine, international arrivals and economic cohorts.
- Advocate for Victoria's interests in intergovernmental fora, including supporting the Premier at National Cabinet.
- Ensure strategic decision makers are supported in their efforts to strengthen the disaster resilience and security of all Victorians, including through implementing the recommendations of state and national reviews and inquiries.

- Support the Victorian Government to deliver critical social policy reforms, including recommendations from the Royal Commission into Mental Health System, continuing to strengthen the TAFE system, justice reforms, and continuing the roll out of three-year-old kindergarten.
- Support the successful delivery of the Victorian Government's Big Housing Build, to help increase the state's social housing supply by 10 per cent in four years and support Victorians in need.

ECONOMIC POLICY AND STATE PRODUCTIVITY

- Provide advice on current and future economic challenges and opportunities, including providing advice to government on Victoria's economic recovery following the COVID-19 pandemic.
- Strengthen Victoria's productivity through the delivery of the government's environmental priorities; support clean, affordable, reliable and secure energy; and improve the management of our natural resources.

- Support delivery of the government's infrastructure program and coordinate a range of planning reforms to deliver a more efficient planning system that provides greater certainty to the community and other users.
- Support the government's industry capability, capacity and growth programs, including the newly established company, Breakthrough Victoria, which will drive new Victorian jobs through investment in research commercialisation, innovation and the next great breakthroughs.
- Provide advice to support the efficient operation of markets, while maintaining appropriate protections for consumers.
- Support engagement with priority international partners to improve economic, investment and other whole of government outcomes.
- Maintain compliance with Australia's Foreign Relations (State and Territory Arrangements) Act.

INDUSTRIAL RELATIONS VICTORIA

- Drive co-operative and productive workplace relations in the Victorian public sector by developing and facilitating compliance with the Victorian Government's industrial relations policy and overseeing the timely and efficient resolution of enterprise bargaining.
- Deliver and support policy and legislative reform that contributes to fair, productive and equitable Victorian workplaces, including promoting gender pay equity.
- Promote access to secure, ongoing and meaningful employment for Victorian workers.
- Monitor significant public and private sector industrial relations matters and disputes and provide timely and strategic advice to government.
- Support industrial relations portfolio agencies and authorities to deliver their legislative obligations, including in relation to wage theft, long service leave, labour hire, child employment and owner/drivers.
- Influence Victorian workplaces to achieve enduring compliance with Victorian law covering wage theft, child employment, long service leave and contractors in transport and forestry.

ENSURING FIRST PEOPLES IN VICTORIA ARE STRONG AND SELF-DETERMINING

To ensure we meet this objective, we will deliver the following initiatives through our First Peoples-State Relations group, including the Victorian Aboriginal Heritage Council.

FIRST PEOPLES-STATE RELATIONS

- Advance Aboriginal self-determination in line with the commitments made in the Victorian Aboriginal Affairs Framework 2018–2023 and Victoria’s Implementation Plan for the National Agreement on Closing the Gap 2021–2023.
- Progress the Victorian Government’s negotiation of the Treaty process with the First Peoples’ Assembly of Victoria, in line with the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*.
- Lead the Whole of Victorian Government response to the historic Yoo-rrook Justice Commission, the first ever truth-telling inquiry into the historic and ongoing systemic injustices committed against Aboriginal Victorians since colonisation.
- Drive and support strong cultural heritage management and protection, including supporting Traditional Owners, the Victorian Aboriginal Heritage Council, and acquitting DPC’s statutory functions.
- Deliver the Aboriginal Community Infrastructure Program to enable Aboriginal organisations to meet their infrastructure needs and serve their communities.
- Support the recognition of Traditional Owner Groups by driving Nation-Building initiatives, particularly to support non-formally recognised Traditional Owner Groups.
- Progress and fulfil the statutory responsibilities of the Victorian Aboriginal Heritage Council.



PROVIDING PROFESSIONAL PUBLIC ADMINISTRATION

To achieve the professional public administration objective, we will deliver the following initiatives through the Office of the Chief Parliamentary Counsel, the Office of the Governor and Public Record Office Victoria. Our Legal, Legislation and Governance group also have an oversight role in supporting the Victorian Public Sector Commission and public entities and special bodies deliver initiatives.

LEGAL, LEGISLATION AND GOVERNANCE

- Enhance public sector integrity and governance capability, including through shadowing the Victorian Public Sector Commission, to ensure that the public sector operates in accordance with the highest expectations of trust.
- Provide guidance and advice on the caretaker conventions to support the operation of government during the caretaker period.
- Support the Victorian Electoral Commission to maintain the State electoral roll and carry out electoral events.
- Support the Victorian Independent Remuneration Tribunal to uphold integrity and trust in remuneration arrangements for Members of Parliament and senior public officials.

OFFICE OF THE CHIEF PARLIAMENTARY COUNSEL

- Develop and implement a new work management system to deliver efficiencies and enhanced services to stakeholders and the public.

OFFICE OF THE GOVERNOR

- Support the Governor to carry out the role for the benefit of Victoria.

PUBLIC RECORD OFFICE VICTORIA

- Improve government recordkeeping through standards, guidance and compliance monitoring.
- Increase the usage of the state's archives through digitisation, provision of innovative online access and promotion of the collection.
- Build the collection by identifying records of state significance and ensuring they are securely cared for.



FINANCIAL OUTLOOK

These forward estimates represent the allocation of resources that also enable the delivery of DPC's key priorities and ongoing delivery of economic, commercial, financial, budget and resource management outputs.

DPC OPERATING STATEMENT

Net result from continuing operations	2021-22	2022-23	2023-24	2024-25
Income from transactions				
Output appropriations	411.65	355.70	327.48	319.06
Sales of goods and services	0	0	0	0
Grants and other transfers	65.75	65.75	65.75	65.75
Other income	0.00	0.00	0.00	0.00
Total income from transactions	477.41	421.45	393.24	384.81
Expenses from transactions				
Employee benefits	190.14	176.09	172.04	164.47
Depreciation and amortisation	20.91	21.26	17.94	17.89
Interest expense	0.03	0.03	0.06	0.05
Grants and other transfers	150.89	123.53	106.92	104.75
Capital asset charge	11.03	10.80	10.78	10.76
Other operating expenses	104.41	89.75	85.50	86.89
Total expenses from transactions	477.41	421.45	393.24	384.81
Net result from transactions (net operating balance)	0.00	0.00	0.00	0.00

ASSET OUTLOOK

DPC CAPITAL PROGRAM 2021–22

NEW PROJECTS

(\$ thousand)

	Total estimated investment	Estimated expenditure 2021–22	Remaining expenditure	Estimated completion date
Alternative Quarantine Accommodation Hub: Planning (statewide)	15 000	5 000	..	qtr 2 2021–22
<i>The estimated completion date relates to completion of planning and design activities.</i>				
Enhancing customer experience with more digital services for Victorians (statewide)	16 200	8 100	8 100	qtr 4 2022–23
Public Record Office Victoria asset maintenance and renewal program (North Melbourne)	700	500	200	qtr 4 2022–23
Total new projects	31 900	13 600	8 300	

EXISTING PROJECTS

(\$ thousand)

	Total estimated investment	Estimated expenditure 2021–22	Remaining expenditure	Estimated completion date
Addressing the security and workplace requirements of government buildings (East Melbourne)	2 900	qtr 4 2022–23
Digital Victoria (statewide)	39 805	6 159	32 146	qtr 4 2023–24
New Laws to Criminalise Wage Theft (statewide)	4 000	3 460	..	qtr 4 2021–22
Recording visitation for coronavirus (COVID19) contact tracing purposes (statewide)	4 164	756	476	qtr 4 2022–23
Service Victoria (statewide)	14 838	2 701	1 276	qtr 4 2022–23
Total existing projects	65 707	13 076	33 898	
Total DPC projects	97 607	26 676	42 198	
Other capital expenditure	na	5 291	na	various
Total 2021–22 DPC capital expenditure		31 967		

COMPLETED PROJECTS

(\$ thousand)

	Total estimated investment	Financial completion date
Enhancing public sector capability (Melbourne)	1 380	qtr 4 2019–20
Public Record Office Victoria asset maintenance and renewal program (North Melbourne)	3 618	qtr 4 2019–20
Security and building upgrades for government buildings (Melbourne)	13 559	qtr 4 2020–21

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