

Department of Premier and Cabinet

Corporate Plan 2024–28

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OFFICIAL



VICTORIA
State
Government

Premier
and Cabinet

Acknowledgement of Country

The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country.

We respectfully acknowledge all First Peoples of Victoria and celebrate their enduring connection to land, skies and waters. We thank First People for their care of Country and contributions to Victorian communities. We honour and pay our respects to First Peoples' Elders past and present.

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Message from the Secretary

I am pleased to present the Department of Premier and Cabinet's (DPC's) Corporate Plan 2024–28 which outlines our key areas of focus over the next four years.



Our department has undergone some important changes in 2024, to ensure we are well positioned to support the strategic objectives of the Victorian Government. We have welcomed back the Multicultural Affairs portfolio with its focus on helping to build safe, fair, inclusive and resilient Victorian communities. We also farewelled Industrial Relations Victoria and the Victorian Independent Remuneration Tribunal, which transferred to the Department of Treasury and Finance.

DPC now consists of the following five groups:

- Office of the Secretary
- Justice and Public Administration
- Economic Policy and State Productivity
- First Peoples – State Relations
- Social Policy and Intergovernmental Relations.

The department will continue to support the Premier through policy development and implementation, as well as providing expert advice on legal and policy matters, including the functions of Cabinet, Cabinet Committees and the Executive Council.

We will also provide ongoing support to the Deputy Premier, the Minister for Multicultural Affairs and the Minister for Treaty and First Peoples.

The next few years will be especially significant for our First Peoples – State Relations group, with Victoria scheduled to take the next step towards reconciliation and advancing self-determination for First Peoples, by beginning the country's first Treaty negotiations.

DPC has a unique opportunity and responsibility to drive standards in public-sector excellence and integrity during the next four years. I look forward to working collaboratively with DPC staff and our colleagues in other departments and statutory authorities to ensure Victoria's public sector is doing everything it can to support the Victorian people and maintain its trust.

Jeremi Moule
Secretary

About the department



Our vision

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



Our mission

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

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



Our values

DPC upholds the public sector values as enshrined in the *Public Administration Act 2004* by demonstrating:

Accountability

Our employees demonstrate accountability by:

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

Human rights

Our employees respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by:

- making decisions and providing advice consistent with the human rights
- actively implementing, promoting and supporting human rights.

Impartiality

Our employees demonstrate impartiality by:

- 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

Our employees demonstrate integrity by:

- 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 of a high level.

Leadership

Our employees demonstrate leadership by actively implementing, promoting and supporting these values.

Respect

Our employees demonstrate respect to their colleagues, other public officials and members of the Victorian community by:

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

Responsiveness

Our employees demonstrate responsiveness by:

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

Additionally, our employees adhere to the behaviours in the [Victorian Public Sector Employees — Code of Conduct](#), demonstrating our commitment to these values.



Our ministers

DPC supports the Premier and the following ministers in meeting their portfolio responsibilities:

- Hon Jacinta Allan MP, Premier of Victoria
- The Hon Ben Carroll MP, Deputy Premier
- The Hon Natalie Hutchins MP, Minister for Treaty and First Peoples
- Ingrid Stitt MP, Minister for Multicultural Affairs.



Our groups

To best support the government, we manage our functions across the following groups:

Justice and Public Administration

The Justice and Public Administration group delivers public sector legal, legislation, governance, community security and emergency management expertise.

The group brings together the department's leadership role in providing legal, justice and emergency management policy advice across government. The group also provides advice and support for the institutions and systems of Westminster government, including the operation of Cabinet, Cabinet Committees, the Executive Council and the department's emergency management function.

Economic Policy and State Productivity

The Economic Policy and State Productivity group leads the provision of economic policy advice to the Premier. The group collaborates with relevant departments and agencies to ensure a coordinated, whole-of-government approach to policy and projects in the areas of economic development, including in fiscal policy; regional and suburban development; local government; regulatory reform; consumer affairs; gambling and racing; WorkSafe and TAC; insurance; government services; creative industries; community sport, tourism, sport and major events; outdoor recreation, jobs and industry; industrial relations; small business; employment; skills and TAFE; international engagement; medical research; economic growth; infrastructure; planning; public transport; roads; agriculture; resources; energy, climate action; and water and the environment.

First Peoples – State Relations

First Peoples – State Relations is responsible for an extensive program of nation-leading work in the areas of cultural rights, land justice, self-determination, treaty and truth with First Peoples. The group recognises 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.

Social Policy and Intergovernmental Relations

The Social Policy and Intergovernmental Relations group is responsible for providing the Premier with advice on social policy matters, including health; mental health; alcohol and other drugs; education; and families, fairness and housing. The group also leads and manages the Multicultural Affairs ministerial portfolio and oversees and coordinates whole-of-government intergovernmental relations.

Other key functions

Delivery and Strategy

The Delivery and Strategy branch tracks and supports delivery of priority government initiatives and works with policy branches to support strategic policy development of cross-portfolio issues. The branch comprises Delivery Tracking, which monitors implementation of government priority initiatives and commitments and supports identification and resolution of risks and blockages; Strategy, a project-based team that works closely with DPC's policy branches and delivery agencies, employing consulting and strategy approaches to resolve priority policy and delivery issues; and the Behavioural Insights Unit, which collaborates across the public sector to deliver behaviourally-informed policy, communications and services.

Strategic Communications, Engagement and Protocol

The Strategic Communications, Engagement and Protocol branch provides specialist communication and protocol advice and support for the department, the Premier and ministers for the Multicultural Affairs and Treaty and First Peoples portfolios. The branch's work includes leading a coordinated approach to communication policy and practice across government; advising on communication, digital and engagement strategies, media and issues management; coordinating government advertising; advising on protocol matters and delivering major events of state significance; providing photography and video production services; and providing research, media

monitoring services, media strategy and insights.

Housing Statement Implementation

The Housing Statement Implementation function has been established to oversee and coordinate the delivery of the Housing Statement — a bold and ambitious plan to deliver the housing that a growing Victoria needs. The group works with departments and agencies to implement initiatives that support industry to increase the supply of homes for Victorians.

Our portfolio entities

Administrative offices

DPC is responsible for the effective, efficient and economical management of the following administrative offices, incorporating their key initiatives in this Corporate Plan:

Office of the Chief Parliamentary Counsel

The Office of the Chief Parliamentary Counsel transforms policy into legislation, advises the government on its legislative program and drafts legislation for the government and the Parliament of Victoria. The office is responsible for ensuring up-to-date public access to authorised Victorian legislation and is also the Government Printer for Victoria, responsible for publishing 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 as the constitutional Head of State of Victoria includes constitutional and ceremonial duties, community and international engagement, as well as official municipal and regional visits.

Public entities and special bodies

DPC supports the Premier and our portfolio ministers in their responsibilities for the following public entities and special bodies:

- Victorian Aboriginal Heritage Council
- Victorian Electoral Commission, including the Electoral Boundaries Commission
- Victorian Multicultural Commission
- Victorian Public Sector Commission
- VITS LanguageLoop.

Key initiatives for the Victorian Aboriginal Heritage Council and the Victorian Multicultural Commission are included in this plan, and their performance will be consolidated into DPC's 2024–25 Annual Report.

Victorian Aboriginal Heritage Council

The Victorian Aboriginal Heritage Council, established under the *Aboriginal Heritage Act 2006*, ensures the preservation and protection of Victoria's rich Aboriginal cultural heritage.

With important decision-making responsibilities, the Council consists of 11 Victorian Traditional Owners appointed by the Minister for Treaty and First Peoples. It recognises Traditional Owners as the primary guardians of their culture and envisages a community that respects Aboriginal cultural heritage and the responsibilities of Traditional Owners.

The Council's principal functions are to make decisions on Registered Aboriginal Party applications and monitor them; protect Ancestors' resting places and facilitate their return to Country; manage Secret or Sacred Objects in Victoria; manage the Aboriginal Cultural Heritage Fund; and implement measures to promote awareness and understanding of Aboriginal cultural heritage.



Smoking ceremony delivered by a Wurundjeri man at Federation Square.

Victorian Multicultural Commission

The Victorian Multicultural Commission (VMC) was established in 1983 as a statutory body legislated under the *Multicultural Affairs Act 2011*. As the main link between communities and government, the purpose of the VMC is to promote cultural diversity across all areas of society; to advocate on behalf of multicultural communities to all levels of government; and to promote full participation by all Victorians regardless of their cultural, linguistic and religious backgrounds. The VMC engages with multicultural and multifaith groups to identify issues and to recommend solutions to government, policymakers and community organisations to make public services more inclusive and accessible. The VMC is led by commissioners appointed by the Minister for Multicultural Affairs.



2023 Holi Festival, Bendigo.

Operating environment

DPC provides advice and support to the Premier, Deputy Premier, our ministers and Cabinet, responding to the government's priorities by supporting our Secretary as the leader of the Victorian Public Service.

As a first minister's department, we will continue to protect and advance Victoria's interests through sophisticated policy development, advocacy and implementation throughout the period covered by our Corporate Plan, from 2024 to 2028. We will collaborate with other government departments and agencies to support the Victorian Government in implementing strategic programs that benefit the Victorian community.

The government's 2024–25 Budget focuses on education and healthcare and continues critical investments in road and rail, the environment and communities to support Victoria's future growth.

In recent years, the government has been implementing strategies to improve the state's financial position and manage debt sustainably. This included the temporary COVID Debt Levy to offset the costs of pandemic response measures and efforts to improve the efficiency and effectiveness of departmental spending.

The 2024–25 Budget builds on this strategy by recalibrating the government's service delivery, departmental expenditure and capital programs to account for the increasing cost of labour and materials, as well as supply constraints in the economy, including workforce availability and capacity. Building on the government's four-step fiscal strategy first outlined in the 2020–21 Budget, the latest budget introduces a fifth step: reducing net debt as a percentage of Gross State Product (GSP).

Overall, the Victorian economy is navigating the challenge of high inflation effectively and conditions are in place for an upturn in growth from next year. Employment is forecast to continue to grow and unemployment is expected to remain historically low. Nonetheless, there are structural factors that are contributing to intergenerational inequity. As a result, there is a risk that many young Victorians may not enjoy the same standard of living over their lifetimes as previous generations. The government has introduced a range of reforms, including the Housing Statement, to increase housing supply, including more social and affordable housing across Victoria.

DPC remains committed to navigating these economic and social challenges and is focused on supporting the Victorian Government's priorities of improving financial sustainability, managing economic pressures and ensuring Victorians have the opportunity to prosper.

We will collaborate with other government departments and agencies to support the Victorian Government in implementing strategic programs that benefit the Victorian community.

Key stakeholders

DPC's primary goal is to oversee the operations of the Victorian Government and provide stewardship in public administration, in order to build trust in transparent and accountable government institutions.

We do this by promoting a comprehensive approach to governance and collaboration and actively engaging with various government bodies, including the Commonwealth and local governments, to ensure effective coordination.

In addition, DPC maintains close working relationships with stakeholders from the private sector, community sector and academia. We actively engage with the community through our service delivery and ministerial portfolio responsibilities. This includes collaborating with Victoria's First Peoples, multicultural communities and various cultural organisations.

DPC leads and facilitates communication among numerous interdepartmental groups and committees, with particular emphasis on the Victorian Secretaries' Board, which is responsible for strategic oversight of public administration in Victoria. We will continue to provide leadership to the Victorian Secretaries' Board, working alongside department

secretaries, the Chief Commissioner of Police and the Victorian Public Sector Commissioner. This collaborative effort ensures the effective coordination of major policy initiatives across the entire public sector.

DPC leads and facilitates communication among numerous interdepartmental groups and committees, with particular emphasis on the Victorian Secretaries' Board, which is responsible for strategic oversight of public administration in Victoria.



Our people

We are focused on maintaining an agile and high-performing workforce where our people are empowered, supported and engaged to deliver policy outcomes that meet the evolving needs of Victorians. Through our people, processes and technology, we ensure we have the capability to undertake our functions and deliver on our purpose.

People strategy

DPC is committed to maintaining a contemporary workforce and continues to focus on key workforce risks. Our ability to attract and recruit a capable workforce is through enhancing employee development, accessing technologically enabled systems that provide effective and efficient people services and strengthening workplace strategies that support engagement and retention of staff.

In collaboration with our corporate shared services partner, we are developing a comprehensive workforce plan. This plan will identify current and future workforce needs aligned with our strategic goals and deliverables and will mitigate workforce risks arising from identified workforce gaps.

An employee-value proposition will then be developed, which will play a key role in our attraction strategy, helping to position DPC with a strong brand and as an 'employer of choice' in a competitive labour market. The employee-value proposition will feature across all recruitment campaigns and will support the retention of our existing staff.

Diverse and inclusive workplace

We are committed to building a compassionate, inclusive and positive culture and a workforce that is reflective of our community. DPC continues to invest in attracting, developing and retaining a diverse workforce, with program initiatives continuing to be developed and implemented to broaden diversity, equity and inclusion in our workplace.

We are committed to 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.

Health, safety and wellbeing

We are committed to providing a safe and healthy working environment for our people. Our Occupational Health and Safety Management System takes a proactive approach to the management of health and safety and allows us to support the health and wellbeing of our people through education, awareness and communication. The framework underpinning this will include initiatives to ensure our workplace continues to be physically and psychologically safe and to ensure we maintain our safe systems of work. The framework will support and enhance a health and safety culture within DPC, where people understand their obligations and actively engage to manage work health and safety risks.

We are committed to building a compassionate, inclusive and positive culture and a workforce that is reflective of our community.

Developing our people

Our people are encouraged to go beyond classroom training opportunities and apply DPC's Experience, Exposure and Education (70/20/10) Learning Model to access a wide range of development opportunities. It is imperative to focus on growing talent through access to shared-service learning, performance platforms and structured career pathways. This will ensure critical functions are maintained, resulting in high-performance outcomes at all levels within DPC.

DPC remains committed to building and fostering a high-performance culture that drives engagement, to ensure our people contribute to delivering for Victorians. We will continue to enhance our high-performance culture through active engagement in regular and constructive conversations on our performance.

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.

DPC remains committed to building and fostering a high-performance culture that drives engagement, to ensure our people contribute to delivering for Victorians.



2024 DPC All-Staff Mid-Year Forum.

Our risk management

DPC will continue to prioritise the protection and advancement of Victoria's interests and recognise that strong risk management supports the department to deliver important social and economic reforms and pursue policy options that will deliver long-term benefits.

DPC's commitment to risk management means that:

- risks are regularly identified, assessed and monitored at all levels of DPC
- risks are considered in policy formulation, business planning and decision making
- risks are managed by those best placed to manage risks
- staff are trained to identify and manage risks and take appropriate steps to escalate risks to senior executives where additional mitigation is needed
- executives are equipped to implement additional mitigations and seek additional advice to prevent risks from eventuating
- regular communication is provided to executives and key stakeholders regarding risks.

Taking risks to deliver our objectives

In delivering stronger policy outcomes for Victoria, DPC is faced with strategic risks that potentially create a high level of uncertainty. We manage these risks by considering our approach to policy reforms in business planning and by attracting staff with strong capability in policy development.

DPC will not tolerate advice that is not impartial or has been inadequately reviewed or developed and will take steps to identify and challenge advice that is not informed by evidence.

We will accept a moderate level of uncertainty should it impact operational and service delivery, but only where this is necessary to deliver longer-term improvements to performance.

DPC is committed to reforms that will support First Peoples in Victoria to be strong and self-determining. We will advance a treaty with First Peoples as a priority, seeking not to limit or confine the agreement. We will not allow prejudice to prevent us from engaging in an open and genuine manner with First Peoples now and into the future.

In working to strengthen public administration and support for the Victorian Public Service, we prioritise good governance, integrity and accountability and have a very low tolerance for any sustained or material loss of public or government trust. Our people must act with integrity and take action to avoid and act on conflicts of interest.

Building the capabilities of our people and enabling systems will be prioritised to meet changing demands. We will manage financial risks to remain within budgets and staff will undertake training and workplace learning to familiarise themselves with relevant legislation, departmental policies and procedures to comply with legal and statutory obligations.

We are committed to providing the safest possible workplace without risk to physical or psychological health and will not tolerate behaviours that create an unsafe work environment. DPC adopts a zero tolerance for conduct that does not uphold the [Victorian Public Sector Employees — Code of Conduct](#) and for misbehaviour and intentional non-compliance.

Measuring our success

We aim to achieve the following objectives, monitoring progress towards achieving them through the relevant indicators. DPC identifies strategies to address challenges in service delivery, to minimise the impact on achieving departmental objectives.

Stronger policy outcomes for Victoria

- Objectives**
- Lead whole-of-government economic and social policy delivery and reform.
 - Lead the public sector response to significant state and Commonwealth issues, policy challenges and projects.
 - Deliver policies and programs that promote fairness, inclusion and participation of Victoria’s culturally diverse communities.
-

- Indicators**
- Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, intergovernmental relations, and emergency management.
 - Decrease experiences of discrimination.
-

- Challenges**
- Strengthening inter-agency communication, inter-jurisdictional cooperation and international engagement to deliver outcomes for Victorians.
 - Anticipating and responding to changing environments and scenarios, including emergency events and local impacts of global conflicts, e.g. natural disasters and community tensions arising from the Israel-Gaza conflict.
 - Managing resourcing, including supporting the effective transfer of knowledge and adapting to changing priorities with staffing.
-

First Peoples in Victoria are strong and self-determining

- Objectives**
- Improve outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights, recognising land and native title rights and responding to and engaging with the Yoorrook Justice Commission.
 - Address trauma, support healing and stop systemic injustice.
 - Provide culturally safe systems and services and transfer power and resources to communities.
-

- Indicators**
- First Peoples in Victoria have increased control over decisions that impact their lives.
-

- Challenges**
- Implementing nation-leading reform that has little precedent to follow in Australia.
 - Operating in a dynamic and complex environment, including developments at a national level and potential impact on Victoria’s self-determination reform agenda.
-

-
- Higher number of native title claims lodged and more contested hearings has increased the complexity for achieving land-justice objectives.
-

Improved public administration and support for the Victorian Public Service

- Objectives**
- Foster and promote a high-performing public service.
 - Ensure effective whole-of-government performance and outcomes and support the effective administration of government.
 - Protect and promote the values of good governance, integrity and accountability across the public service to foster and maintain public trust in government.
 - Maintain compliance with government advertising and communication guidelines to support effective financial management, probity and accountability of government advertising.
-

- Indicators**
- Support for Cabinet, committee members and Executive Council is valued and informs decision making.
 - Agency compliance with government advertising and communications guidelines.
 - Victoria's electoral system is supported by an accurate and secure electoral roll, electoral services and conduct of fair and impartial elections.
 - Provision of high-quality legislative drafting and publication services.
 - Advice contributes to the achievement of government policies and priorities relating to public sector governance.
-

- Challenges**
- Adapting systems and business practices to respond to changing demands and expectations regarding government services and citizen engagement in government.
 - Responding to consistent themes relating to governance, accountability and integrity in key integrity agency reports.
 - Dealing effectively with other levels of government.
 - Strengthening the way that the public service facilitates the movement of staff to provide career opportunities and mobility options.
-

Our key initiatives

DPC aims to deliver the following key initiatives. We will report on achievements against them and progress towards meeting our objectives in our 2024–25 annual report.

Stronger policy outcomes for Victoria

Economic Policy and State Productivity

- Provide advice on current and future economic challenges and opportunities, including to support development of the government’s Economic Growth Statement and the government’s budgeting and financial management, as well as efficient government operations, including the digitising of government services.
- Provide advice to support the efficient operation of markets, while maintaining appropriate protections for consumers.
- Provide advice to deliver a renewable energy transition and achieve emissions reduction across the economy to reach the government’s target of net zero emissions by 2045, support delivery of the government’s environmental and agricultural priorities and maintain the sustainable use of Victoria’s natural resources in a changing climate.
- Support delivery of the government’s transport infrastructure program and coordinate a range of reforms to improve the safety, liveability and sustainability of Victoria’s built environment, including implementation of Victoria’s Housing Statement.
- Support delivery of the government’s industry and innovation agenda, including driving investment in commercialisation and jobs outcomes, providing advice to deliver the government’s skills and workforce priorities and providing oversight and advice relating to the delivery of the government’s Regional Package.

- Advise, deliver and facilitate engagement with international stakeholders in Victoria and overseas, particularly by the Premier, Deputy Premier and the Governor, that promote trade and investment, continue to build the state’s vibrant multicultural fabric and achieve other priority whole-of-government objectives.

Social Policy and Intergovernmental Relations

- Support the delivery of critical social policy reforms to improve outcomes for Victorians accessing housing and social services, including the Big Housing Build, reform in the children and families system and continued implementation of family violence reforms.
- Support the Victorian Government to deliver key commitments to improve the health and wellbeing of Victorians, including the record health-infrastructure pipeline, as well as supporting health-system reform and performance.
- Support the Victorian Government to deliver critical education policy reforms, including negotiating the new Better and Fairer Schools Agreement and implementing Best Start, Best Life reforms alongside the continued roll out of Three-Year-Old Kindergarten.

- Support the ongoing implementation of recommendations from the Royal Commission into Victoria’s Mental Health System, to deliver a reformed and integrated mental health and wellbeing system with community at its core, as well as the progression of critical alcohol and other drug-system reforms.
- Advocate for Victorian interests in intergovernmental relations and work collaboratively with other jurisdictions and the Commonwealth Government on National Cabinet priorities, including addressing gender-based violence, disability reform and the negotiation of significant intergovernmental agreements for schools, health, land-transport infrastructure and energy transition.
- Tackle racism, promote multiculturalism and celebrate diverse communities to help build safe, fair, inclusive and resilient Victorian communities.



2022 African Music and Culture Festival.

Ensuring First Peoples in Victoria are strong and self-determining

First Peoples – State Relations

- Support strong policy outcomes for First Peoples that promote self-determination and address injustice, by driving whole-of-government policy and reform in the Treaty and First Peoples portfolio.
- Coordinate implementation across government of the National Agreement on Closing the Gap, including supporting the Partnership Forum on Closing the Gap as the Victorian Government’s formal shared decision-making forum.
- Advance Aboriginal self-determination and improved outcomes in line with commitments made by the Victorian Government.
- Prepare to embark on the next phase of the landmark Treaty process and commence Treaty negotiations with First Peoples in Victoria.
- Drive and support strong cultural heritage management and protection under Victoria’s Aboriginal cultural heritage system.
- Support non-formally recognised Traditional Owner groups to access the independent legal and research services required to gain recognition and activate rights.
- Work with First Peoples and support the Minister for Treaty and First Peoples to respond to native title claims made in the Federal Court of Australia.
- Negotiate and implement agreements between the State and Traditional Owner Groups, under the *Traditional Owner Settlement Act 2010*.
- Lead the implementation of the government’s response to the First Principles Review recommendations to deliver on Traditional Owners’ aspirations in relation to land, waters and natural resources under the Traditional Owner Settlement Act.
- Lead the whole-of-government response to the Yoorrook Justice Commission, the nation’s first truth-telling inquiry into historic and ongoing systemic injustices committed against Aboriginal Victorians since colonisation.
- Support Aboriginal organisations to build, repair, refurbish or expand community infrastructure.
- Deliver the Munarra Centre for Regional Excellence in accordance with self-determined decision-making processes.
- Support self-governance and self-determination at the Lake Tyers and Framlingham Aboriginal Trusts.

- Recognise the achievements of Aboriginal Victorians and celebrate the diversity of Aboriginal culture in Victoria through Aboriginal cultural events and awards.
- Support the Victorian Aboriginal Heritage Council to progress and fulfil its statutory functions.



The Munarra Centre during construction.

Improved public administration and support for the Victorian public service

Justice and Public Administration

- Provide legal and policy advice to support the Premier, DPC's ministers and the department more broadly.
- 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.
- Ensure strategic-decision makers are supported in their efforts to undertake key reforms to the justice system and strengthen the disaster resilience and security of all Victorians, including through implementing the recommendations of state and national reviews and inquiries.
- Enhance public sector integrity and governance capability, including through supporting:
 - the Victorian Public Sector Commission to ensure that the public sector operates in accordance with the highest expectations of trust

- the Premier to respond to key integrity-agency reports and improve Victoria's parliamentary integrity and standards regime.

- Provide guidance and advice on public sector executive workforce policies to ensure consistent and transparent executive employment and remuneration practices across the public sector.

Strategic Communications, Engagement and Protocol

- Lead and advise Victorian Government departments and agencies on best practice and setting standards in advertising and research, governance, strategic communications, media strategy and insights.
- Provide advice on protocol matters to the public service and deliver events of major state significance.
- Deliver a whole-of-government communications strategy to support Victoria's path to Treaty.
- Deliver a whole-of-government communications strategy to improve access to information for people with disability.
- Establish and deliver a strategy and insights function to support the government's policy decision making and initiatives.
- Oversee the government's Regional Press Policy, Regional Advertising Policy and Multicultural Advertising Policy to ensure all Victorians have relevant and timely access to information.

Office of the Chief

Parliamentary Counsel

- Build capacity in legislative drafting to provide drafting and legislative services to implement the government's legislative program, support Parliament and to provide public access to Victorian legislation.

Office of the Governor

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

Financial outlook

Operating statement

The operating statement provides an estimate for the period from 2024–25 to 2027–28, with the estimates below representing the allocation of resources that support the delivery of DPC’s key priorities and outputs.

We are forecasting an operating deficit of \$1.9 million for 2024–25. This deficit is primarily due to the utilisation of funds from existing trust balances to support various initiatives. For 2024–25, the special appropriation for DPC and our agencies has increased, mainly to support the Victorian Electoral Commission in conducting the 2024 Local Council elections.

Our output appropriation funding for 2024–25 includes \$69.9 million provided through the 2024–25 State Budget. The government’s 2024–25 budget decisions that relate to DPC are detailed on pages 3–7 and 73–74 of the Victorian Budget 2024–25: *Budget Paper No. 3 Service Delivery*.

Comprehensive operating statement

(\$ million)

Net result from continuing operations	2024–25	2025–26	2026–27	2027–28
Income from transactions				
Output appropriations	387.6	291.1	268.3	215.3
Special appropriations	103.7	65.2	63.5	63.5
Sales of goods and services	11.0	9.8	9.8	9.8
Grants and other transfers	24.7	16.0	9.2	1.5
Fair value of assets and services received free of charge or for nominal consideration	9.6	9.6	9.6	9.6
Other revenue and income	0.7	0.7	0.7	0.7
Total income from transactions	537.4	392.4	361.0	300.3
Expenses from transactions				
Employee benefits	236.9	202.9	194.9	170.5
Depreciation and amortisation	7.2	8.3	8.6	8.3
Grants and other transfers	174.5	109.0	84.5	55.7
Other operating expenses	120.6	74.1	75.0	67.2
Total expenses from transactions	539.3	394.3	363.0	301.8
Net result from transactions (net operating balance)	(1.9)	(1.9)	(1.9)	(1.5)

Source: Victorian Budget 2024–25: Budget Paper No. 5 *Statement of Finances*

Capital program 2024–25

New projects

(\$ million)

	2024–25	2025–26	2026–27	2027–28	Total estimated investment
Delivering safe and self-governing Aboriginal Trusts (Lake Tyers / Framlingham)	10.2	10.2
<i>As at 6 August 2024 this item is under consideration for a transfer from capital to output appropriation under the provisions of section 30 of the Financial Management Act 1994.</i>					
Total new projects	10.2	10.2

Source: Victorian Budget 2024–25: Budget Paper No. 4 State Capital Program

Existing projects

(\$ million)

	Total estimated investment	Estimated expenditure 2023–24	Estimated expenditure 2024–25	Estimated completion date
Total existing projects	
Total projects	10.2	..	10.2	
Other capital expenditure	n.a.	n.a.	4.5	n.a.
<i>Other capital expenditure includes offsets by factors such as funding held in contingency pending confirmation of project implementation planning and funding from other sources.</i>				
Total 2024–25 capital expenditure			14.7	

Source: Victorian Budget 2024–25: Budget Paper No. 4 State Capital Program

