



DEPARTMENT OF
PREMIER AND CABINET
ANNUAL REPORT
2017–18





The Department of Premier and Cabinet, through the work of Veterans Branch, is proud to commemorate and support veterans in Victoria and promote understanding of the service and sacrifices tendered by veterans in war and peace.

The Anzac Centenary has given Victorians a chance to revisit and relearn the stories of our proud war time heritage. Particularly, there has been a focus on the Western Front and the Middle East and the stories of Sir John Monash, Sir Harry Chauvel and the Australian Imperial Force. The genius of Monash and the perseverance of the Australian troops helped the Allies to victory from a position the British thought was heading towards inevitable defeat.

The Victorian Government has funded many initiatives that have helped build our shared understanding of this important story. The Victorian Government has supported a range of stories from the Anzac Centenary that are an important part of our history. The 5000 Poppies Project that mobilised so many volunteers; the Lemnos Gallipoli Memorial that commemorates the Australian nurses who ministered to the casualties of Gallipoli; and the new research and archived stories of many soldiers that has enriched our understanding of who we are.

Contents

Section 1: Overview	3
Section 2: Our performance	14
Section 3: Financial statements	50
Section 4: Appendices	100

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 2018.



Chris Eccles AO
Secretary

20 September 2018

Section 1: Overview

Responsible Body's declaration	2
About us	4
Our vision	4
Our objectives	4
Our values	5
Who we are	6
Our entities	6
Our ministers	7
Premier of Victoria	7
Special Minister of State	7
Minister for Aboriginal Affairs	7
Minister for Equality	8
Minister for Multicultural Affairs	8
Minister for Veterans	8
Cabinet Secretary	8
Secretary's comments	9
Five-year financial summary	11
Current-year financial performance	12
Financial position – balance sheet	13

About us

Our vision

The Department of Premier and Cabinet's (DPC) 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, Multicultural Affairs and Veterans as well as the Cabinet.

DPC leads the Victorian public service by:

- setting clear expectations
- driving the government's objectives
- providing unifying intelligence within the Victorian Government.

DPC contributes to the Victorian Government's commitment to a stronger, fairer, better Victoria by 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

Productivity and competitiveness

- Supporting the delivery of policy and projects that enables increased productivity and competitiveness in Victoria

Engaged citizens

- Supporting and promoting full participation in strong and vibrant communities
- Empowering citizens to participate in policy-making 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 strong 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 and 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

Who we are

DPC consists of four groups:

- Economic Policy and State Productivity
- Governance Policy and Coordination
- Social Policy
- Office of the General Counsel.

Our entities

DPC also supports the following portfolio entities:

- Electoral Boundaries Commission
- Independent Broad-based Anti-corruption Commission
- Infrastructure Victoria
- LanguageLoop
- Latrobe Valley Authority
- Local Government Investigations and Compliance Inspectorate.

- Office of the Chief Parliamentary Counsel
- Office of the Family Violence Reform Implementation Monitor
- Office of the Governor
- Office of the Public Interest Monitor
- Office of the Victorian Government Architect
- Office of the Victorian Information Commissioner
- Public Record Office Victoria
- Shrine of Remembrance
- Victorian Aboriginal Heritage Council
- Victorian Electoral Commission
- Victorian Inspectorate
- Victorian Multicultural Commission
- Victorian Ombudsman
- Victorian Public Sector Commission
- Victorian Veterans Council.

More information about DPC's functions and services can be found in Section 4: Appendix 2.

Our ministers



Premier of Victoria

The Hon Daniel Andrews MP

The Hon Daniel Andrews MP is Victoria's Premier. The Premier oversees DPC, the Office of the Governor, the Victorian Public Sector Commission, the Office of the Victorian Government Architect and the Latrobe Valley Authority.

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Special Minister of State

Gavin Jennings MLC

Gavin Jennings MLC is the Special Minister of State. The Minister oversees government transparency, integrity, accountability and public sector administration and reform.

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Minister for Aboriginal Affairs

The Hon Natalie Hutchins MP

The Hon Natalie Hutchins MP is Victoria's Minister for Aboriginal Affairs. The Minister oversees Aboriginal Victoria and appoints members to the Victorian Aboriginal Heritage Council and Victorian Aboriginal Economic Board. She is guided by advice from the Victorian Government Aboriginal Affairs Ministerial Forum, the Aboriginal Treaty Working Group and the Victorian Aboriginal Heritage Council.

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Minister for Equality

Martin Foley MP

Martin Foley MP is the Minister for Equality. The Minister oversees LGBTI equality and the Victorian Commissioner for Gender and Sexuality.

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Minister for Multicultural Affairs

Robin Scott MP

Robin Scott MP is Victoria's Minister for Multicultural Affairs. The Minister oversees the Multicultural Affairs and Social Cohesion Division and the Victorian Multicultural Commission.

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Minister for Veterans

The Hon John Eren MP

The Hon John Eren MP is the Minister for Veterans. The Minister oversees the veterans' portfolio including the Shrine of Remembrance.

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Cabinet Secretary

Ms Mary-Anne Thomas MP is the Cabinet Secretary.

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Secretary's comments

The Department of Premier and Cabinet leads and coordinates whole of government policy and performance across the Victorian public sector.

As the First Minister's Department, our success is defined by the value we create through our work with others. In 2017–18 the department strengthened its relationship with the community through increased community engagement, and through empowering more Victorians to participate in policy-making and service design.

Extensive community consultation was held with more than 7,000 Aboriginal Victorians on treaty ahead of the enactment of Australia's first ever treaty legislation, the Advancing the Treaty Process with Aboriginal Victorians Bill 2018.

The African Communities Action Plan was developed in partnership with the African Ministerial Working Group, the community and government, providing a genuine voice for Victoria's African communities. The action plan sets out six focus areas of action designed to create opportunities for all people to belong, contribute and thrive.

The Centenary of Anzac provided an opportunity to honour and commemorate the sacrifices made by Victorian veterans. The Shrine of Remembrance attracted a record-breaking 1.2 million visitors from around Victoria, Australia and the world.

In building a stronger future for the people of the Latrobe Valley, the Latrobe Valley Authority has helped 1,375 workers and their families through the Worker Transition Service and supported the creation of more than 2,000 jobs across the region.



This year also saw the launch of the Victorian Government's India Strategy, developed through extensive consultation with industry, government, academia and the community. The strategy is a decade-long plan to further strengthen Victoria's engagement with India, and build the foundations for a mutually beneficial partnership. The strategy's goals are bold, and aim to boost the economy, create jobs and strengthen people-to-people links with a valued international partner.

Over the past year, DPC staff have demonstrated a willingness to offer new solutions by exploring new ways of thinking and innovative ways of working. The Victorian Centre for Data Insights is transforming the way government uses data, strengthening evidence-based policy across government. The Behavioural Insights Unit is exploring service design from a behavioural perspective and putting people at the centre, rather than expecting people to design their lives around government. Harnessing different ways of thinking and working within the department helps us to design and deliver services that best meet the needs of Victorians.

The department has made significant progress in promoting a culture of diversity and inclusion. Women now make up more than 50 per cent of DPC executive roles, up from 39 per cent in June 2016. DPC is an employer of choice for LGBTI Victorians and I have been proud to walk alongside my fellow VPS leaders in Victoria's Pride March for the past three years. To make the change enduring, DPC also now offers diverse employment pathways including Aboriginal Cadetships, work placement programs for people with a disability and youth cadetships and traineeships.

I would like to acknowledge the Victorian Secretaries Board for their role in leading the Victorian public service. Together we have challenged the traditional notions of public service silos by operating on a model of collaboration,

premised on shared power and authority.

The Victorian Secretaries Board has championed flexible working arrangements within the public service and has collectively provided leadership and coordination of the public sector.

Over the year ahead, I look forward to working alongside the Victorian Secretaries Board and the department to drive high quality public policy, deliver public value and provide stewardship of the public interest for the benefit of all Victorians.



Chris Eccles AO

Secretary

Department of Premier and Cabinet

Five-year financial summary

KEY FINANCIAL INDICATORS FROM 2013–14 TO 2017–18

DEPARTMENTAL (CONTROLLED) ACTIVITIES

	2017–18 (i)	2016–17 (ii)	2015–16 (iii)	2014–15 (iv)	2013–14 (v)
	\$'000	\$'000	\$'000	\$'000	\$'000
Income from government	520,002	479,130	360,104	471,182	585,035
Total income from transactions	580,778	518,324	396,903	487,181	597,535
Total expenses from transactions	(573,028)	(496,796)	(371,506)	(475,706)	(568,917)
Net result from transactions	7,750	21,528	25,397	11,475	28,618
Net result for the period	7,966	22,195	24,946	11,547	28,611
Net cash flow from operating activities	15,980	33,375	20,720	9,571	7,578
Total assets	847,231	813,404	634,521	580,490	929,852
Total liabilities	90,268	77,749	62,796	57,681	36,680

The above table shows a summary of key financial indicators for DPC. The notes below provide the key reasons for the year-on-year movement in these indicators.

Notes:

- (i) The increase in income from transactions in 2017–18 relates mainly to new government initiatives including Social Service Reforms, Latrobe Valley Authority programs and Aboriginal Affairs' programs. The additional funding provided leads to a corresponding increase in expenses from transactions for delivering these new initiatives. In relation to the financial position, the increase in total assets is mainly due to the ongoing build of Service Victoria's customer website (a digital platform that will streamline access to government services).
- (ii) The full-year effect of significant new initiatives impacted DPC's operations in 2016–17. Asset balances were impacted by asset revaluations during the financial year.
- (iii) Machinery of government transfers impacted DPC's operations and balances in 2015–16. Asset balances were impacted by asset revaluations during the financial year.
- (iv) Machinery of government transfers effective 1 January 2015 impacted DPC's operations and balances in 2014–15.
- (v) In 2013–14 for the first time DPC applied AASB 119 *Employee Benefits* (September 2011, as amended) and the related consequential amendments. This impacted the measurement of annual leave provisions.

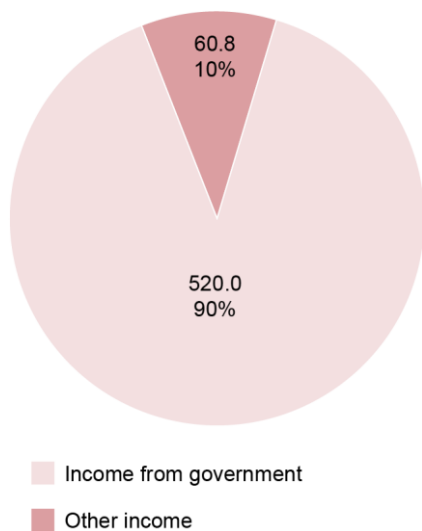
Current-year financial performance

DPC recorded a surplus of \$8.0 million for the 2017–18 financial year (net result) compared with a surplus of \$22.2 million in the 2016–17 financial year.

The surplus result is primarily due to grants revenue received from other government departments that are expected to be used in future years for government initiatives. These include grants for the Premier’s Jobs and Investments Fund, National Disability Insurance Scheme Workforce Reform initiatives, the Victoria is Hiring initiative, Victorian Leadership Academy programs and Community Advancement Fund initiatives.

Sources of income (\$ million)

The graph below shows the sources of income available to the department during the 2017–18 financial year for delivering DPC’s services.



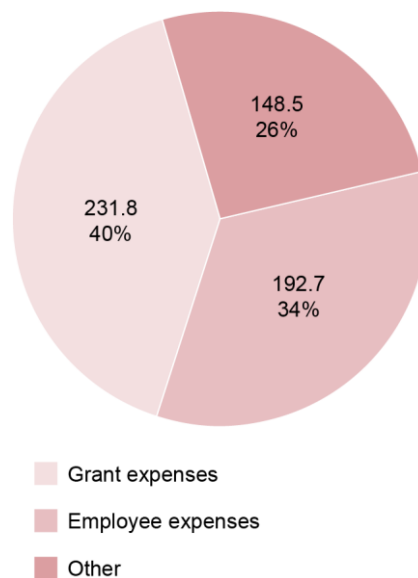
Total income available to the department mainly comprised income from government appropriations, with the balance of other income mainly derived from grant funding. This income was used to deliver DPC’s services.

Compared with the previous financial year, income from government appropriations has increased by \$40.9 million from \$479.1 million to \$520.0 million. This is mainly attributable to increases in funding across a number of government policy initiatives, especially in the departmental output of ‘Strong policy outcomes’.

Other income of \$60.8 million reflects mainly grants received from other government departments for Victorian government-funded initiatives managed by DPC.

Expenses (\$ million)

The graph below shows the distribution of expenses incurred in delivering DPC’s outputs.



Total expenses for the department have increased by \$76.2 million compared with the previous year. The increase reflects increased expenditure in grant payments as well as employee expenses.

The increase in DPC’s expenses are a direct result of the increase in our activities as discussed in ‘Sources of income’.

Financial position – balance sheet

DPC's total assets have increased by \$33.8 million to \$847.2 million during the financial year.

The increase is mainly attributable to the ongoing build of Service Victoria's customer website (a digital platform that will streamline access to government services). Other increases in DPC's assets include public records received by the Public Record Office Victoria.

DPC's total liabilities have also increased during the financial year by \$12.5 million. The increase represents increases in departmental payables as well as employee related provisions, both as a result of the increase in employee capacity and departmental expenditure during the financial year due to growth in services delivered by the department.

Section 2: Our performance

Departmental output performance	15
Departmental objectives, indicators and progress	16
Changes to the output structure	18
Performance by outputs	18
Output group: Strong policy outcomes	19
Government-wide leadership, reform and implementation	19
Strategic advice and government support	21
Infrastructure Victoria	23
Digital government and communications	24
Office of the Victorian Government Architect	25
Output group: Engaged citizens	26
Aboriginal policy, strengthening Aboriginal cultural heritage and communities	26
Multicultural affairs policy and programs	29
Support to veterans in Victoria	31
LGBTI equality policy and programs	32
Output group: Professional public administration	33
Advice and support to the Governor	33
Chief Parliamentary Counsel services	34
Management of Victoria's public records	35
Public administration advice and support	36
Public sector integrity	37
State electoral roll and electoral events	40
Further key initiatives and projects for 2017–18	41
Strong policy outcomes	41
Engaged citizens	47
Professional public administration	48

Departmental output performance

This section reports on the Department of Premier and Cabinet's (DPC) outcomes against the performance measures in the 2017–18 Budget Paper No. 3 (BP3). This includes performance measures relating to DPC's portfolio entities as per the output costs published in BP3 and the consolidated financial statements presented in Section 3. For further information about individual entities, please refer to their annual reports and websites.

The department's output structure for 2017–18 is as follows:

Output group	Output title
Strong policy outcomes	Government-wide leadership, reform and implementation
	Strategic advice and government support
	Infrastructure Victoria
	Digital government and communications
	Office of the Victorian Government Architect
Engaged citizens	Aboriginal policy, strengthening Aboriginal cultural heritage and communities
	Multicultural affairs policy and programs
	Support to veterans in Victoria
	LGBTI equality policy and programs
Professional public administration	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

Departmental objective	Indicator	Output	Measure (BP3)	2014–15	2015–16	2016–17	2017–18
Professional public administration Foster and promote a high-performing public service Ensure effective whole of government performance and outcomes Protect the values of good public governance in support of public trust	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	Advice and support to the Governor	Proportion of jurisdictional complaints independently investigated by the Victorian Ombudsman	nm	22	32	26
		Chief Parliamentary Counsel services	Formal advice provided on legislation	nm	nm	443	484
		Management of Victoria's public records	Education and training activities delivered by the FOI Commissioner	16	27	42	73
		Public administration advice and support	Collection usage: Utilisation of physical and digital records held by Public Record Office Victoria	nm	609,412	2,627,569	2,347,868
		Public sector integrity	Proportion of IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 12 months	nm	nm	nm	60
		State electoral roll and electoral events	Proportion of IBAC investigations into police personnel corrupt conduct completed within 12 months	nm	nm	nm	100

nm = new measure

Changes to the output structure

The department has made the following changes to its output structure in 2017–18:

2016–17 output	2017–18 output	Reason
Public sector ICT and digital government	Digital government and communications	This output has been renamed for a stronger focus on digital government and for increased clarity.
Women, the prevention of family violence and LGBTI equality policy and programs	N/A	This output has been disaggregated, splitting the Minister for Women/Minister for the Prevention of Family Violence portfolios from the Minister for Equality portfolio, renamed and partially transferred to the Department of Health and Human Services as a result of machinery of government changes.
Women, the prevention of family violence and LGBTI equality policy and programs	LGBTI equality policy and programs	This output has been disaggregated, splitting the Minister for Equality portfolio from the Minister for Women/Minister for Family Violence portfolios.

Performance by outputs

The following tables detail performance results by output.

Commentary is provided where there are significant variances between targets and actual results for performance measures (significant being greater than five per cent).

Results legend

- ✓ Performance target achieved – both within five per cent variance and exceeds five per cent variance
- Performance target not achieved – within five per cent variance
- Performance target not achieved – exceeds five per cent variance

Output group: Strong policy outcomes

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.

Government-wide leadership, reform and implementation

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	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Whole of government emergency management forums, meetings and exercises facilitated	number	20	26	30%	✓
The 2017–18 actual is higher than the target due to special Security and Emergency Management Committee meetings held in response to the rain event of 30 November 2017 to 3 December 2017, the Flinders Street incident of 21 December 2017 and Counter-Terrorism Sub Committee meetings held in August, October and November 2017.					
Whole of government forums, meetings and advisory groups chaired	number	80	77	-4%	○
Quality					
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	223.8	109.7	-51%	■
The 2017–18 actual is lower than the target due to the transfer of Service Victoria to the 'Digital government and communications' output, as well as the transfer and rephase of Social Services Reform initiatives.					

See results legend on page 18

Key initiatives and projects

- Delivered high-level support and information to key decision-makers during emergencies. This included providing high-quality and timely strategic advice and updates to the Premier and ministers on the impact and consequences of these events. DPC also played an active role in coordinating emergency assistance measures and worked collaboratively with partner agencies to help activate and implement relief and recovery measures.
- Supported the delivery of Victorian and national counterterrorism reforms through the Council of Australian Governments, Australia–New Zealand Counter-Terrorism Committee and work done to implement the recommendations of the Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers.
- Led activities to enhance national and state crisis preparedness, including developing and delivering discussion exercises for the state's peak strategic decision-making bodies in their response to a large-scale emergency.
- Participated in multi-jurisdictional discussions and functional exercises to validate whole of government and inter-jurisdictional coordination arrangements in response to a terrorism incident.
- Established an inter-departmental committee to oversee the implementation of the Commonwealth's natural disaster funding reforms.
- Oversaw enhanced governance arrangements for Victorian Government advertising while maximising the efficiency and effectiveness of government advertising expenditure conducted during the year.

Strategic advice and government support

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	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Number of briefs supporting Cabinet and Cabinet committee decision-making	number	1,200	1,283	7%	✓
The 2017–18 actual is higher than the target to reflect the range of issues considered by Cabinet and its committees.					
Establishment or renewal of ICT whole of government State Purchase Contracts	number	5	4	-20%	■
The 2017–18 actual is lower than the target due to the End User Computing whole of government State Purchasing Contract renewal not being finalised by 30 June 2018. The renewal of this contract has begun and will be finalised in the first half of 2018–19.					
Victorian Government entities using the Standard User Experience Framework	number	5	11	120%	✓
The 2017–18 actual is higher than the target due to a higher demand of requests from across DPC to support and train teams to deliver user experience and design research projects.					
Average monthly analysis reports generated to guide government decision-making	number	20	42.5	113%	✓
The 2017–18 actual is higher than the target due to the Business Insights team producing regular campaign reports in addition to daily reports.					
Quality					
Policy services satisfaction rating	per cent	90	91	1%	✓
Timeliness					
Policy services timeliness rating	per cent	95	97	2%	✓
Timely delivery of state events and functions	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	113.3	116.2	3%	✓

See results legend on page 18

Key initiatives and projects

- Completed the review of DPC procurement policies, processes and templates, with implementation of the procurement consultancy process.
- Improved customer engagement through implementing a service management tool and consistency of advice.
- Managed the Legislation Program to ensure the timely delivery of Bills available for introduction into parliament. Sixty-nine Bills were introduced into parliament during the year.
- Delivered the Single Digital Presence (SDP) project as an action of the Victorian Government's Information Technology Strategy 2016–2020. This project is consolidating DPC content onto a single platform, making it easier to publish content and for Victorians to access, understand and act on policy and program information.
- Launched alpha.vic.gov.au to the public (using SDP products and services) to gather public feedback on design and the revised role of vic.gov.au as a place where people can start a journey across government.
- Developed the online platform to support the Pick My Project (PMP) 2018–19 Victorian Budget initiative. The PMP program will provide Victorians with the opportunity to apply for funding for local community project ideas, which will then be chosen via an online public vote in their region.
- Planned and delivered large-scale events of state significance and guest-of-government visits to Victoria. Events included the ANZAC Day Luncheon and six state funerals or memorials, including the Bourke Street State Memorial. Guest-of-government programs included a visit from the President of the Republic of Croatia and a working visit from the President of Ireland.

Infrastructure Victoria

Provides independent and transparent advice to government about infrastructure priorities and sets a long-term strategy for infrastructure investment.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Number of publications or discussion papers released	number	6	9	50%	✓
The 2017–18 actual is higher than the target due to additional technical papers published on environmental, social and economic impacts on infrastructure.					
Quality					
Stakeholder satisfaction with consultation process	per cent	75	100	33%	✓
The 2017–18 actual was higher due to greater stakeholder satisfaction following successful consultation periods on automated and zero emission vehicles.					
Timeliness					
Delivery of research, advisory or infrastructure strategies within agreed timelines	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	10.2	9.8	-4%	○

See results legend on page 18

Key initiatives and projects

- Produced nine publications covering topics such as managing transport demand, better valuing economic, social and environmental impacts, and automated and zero-emissions vehicles.
- Delivered a response and progress report on the government's Victoria Infrastructure Plan, which included an assessment of the government's specified priorities and progress in meeting Victoria's infrastructure needs.
- Progressed advice to government on automated and zero-emissions vehicles in Victoria. In May 2018 Infrastructure Victoria released a report outlining future scenarios for the uptake of automated and zero-emissions vehicles. In October 2018 a detailed report will be delivered on the potential infrastructure requirements to enable highly automated and zero-emission vehicles to be deployed.
- Delivered advice to the Special Minister of State on priorities for the government's 2018 update of the Victorian Infrastructure Plan.

For further information, visit www.infrastructurevictoria.com.au.

Digital government and communications

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	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Average number of monthly visits to www.vic.gov.au	number	245,000	317,612	30%	✓
The 2017–18 actual is higher than the target as several new sub-sites have been added to vic.gov.au since July 2017, driving an increase in visits.					
Timeliness					
Delivery of projects within agreed timelines	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	9.4	37.4	298%	✓
The 2017–18 actual is higher than the target due to the rephasing of funds since the publication of the original Budget Paper No. 3.					

See results legend on page 18

Key initiatives and projects

- In 2017–18 DPC completed the establishment of Service Victoria, the inaugural, dedicated customer service delivery agency. The initial three-year program was completed on time and under budget. Customer reaction to the initial restricted public release has been overwhelmingly positive. More than 50,000 customers were served, with 90 per cent rating their experience as good or great.
- During 2017–18 DPC continued to add new content to the www.vic.gov.au site, which attracted a large increase in average monthly visits to the site, exceeding the 2017–18 target of 245,000 visits per month.
- The Family Violence reform, Aboriginal Victoria and Women Victoria websites continued to prove popular. New content published in 2017–18 on rental reform, the HomesVic equity program and school holidays activities attracted significant numbers of visitors.

Office of the Victorian Government Architect

Provides strategic leadership and advice to government and key stakeholders on architecture and the built environment.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Strategic advice on significant public and private sector projects from project inception and procurement to design and delivery	number	60	90	50%	✓
The 2017–18 actual is higher than the target due to higher than anticipated demand in housing and infrastructure work.					
Quality					
Stakeholder satisfaction with the quality of advice on significant public and private sector projects	per cent	80	86	7%	✓
The 2017–18 actual is higher than the target due to an increase in collaboration and customisation of services resulting in an improved quality of service.					
Timeliness					
Average number of business days to issue formal advice	days	10	10	0%	✓
Cost					
Total output cost	\$ million	1.3	1.3	0%	✓

See results legend on page 18

Key initiatives and projects

- The Victorian Design Review Panel reached an important milestone in 2018 having undertaken more than 300 formal design reviews of significant projects across Victoria. This multidisciplinary panel of built environment experts has been critical in broadening the reach of the Office of the Victorian Government Architect (OVGA) and enhancing its role in providing independent and authoritative advice to government.
- Hosted an MTalks discussion panel at MPavilion. Led by Victorian Government Architect Jill Garner and Andrew Mackenzie from City Lab, the event brought together design experts to explore the value of good design and its measurability in creating sustainable, inclusive and engaging environments. The OVGA continues to promote good design and the process for creating great living places and urban environments.
- Published two issues of the OVGA's Good Design series – a refresh of the inaugural Good Design publication and a new edition Good Design and Heritage. The Good Design series supports the OVGA's core advocacy role in promoting an awareness of the value of good design.
- Published Architectural Design Competitions – A Guide for Government. Design competitions provide an alternative procurement method to seek high-quality design as the major selection criteria for a project. The publication provides advice on how to enable high-quality design outcomes through design competitions to help government get the most out of the process.
- Collaborated across government on significant projects to build a common understanding of design principles. The OVGA's design stewardship of city-shaping projects such as Melbourne Metro, Level Crossing Removal Project and the Public Housing Renewal Program ensures that design quality is appropriately embedded and championed in the lifecycle of projects. OVGA's contribution is evident in projects such as the Mernda Rail Extension Project and the Caulfield to Dandenong Level Crossing Removal Project currently being delivered. For further information, visit www.ovga.vic.gov.au.

Output group: Engaged citizens

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

Aboriginal policy, strengthening Aboriginal cultural heritage and communities

Works in partnership with Aboriginal Victorians, other tiers of government and the private and community sectors to: coordinate the delivery of whole of government priorities; protect and manage Aboriginal cultural heritage; strengthen Aboriginal community organisations; and build community engagement to improve the long-term social and economic outcomes for Aboriginal Victorians.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Award ceremonies held: Victorian Aboriginal Honour Roll	number	1	1	0%	✓
Capacity-building activities provided for Traditional Owners and Aboriginal community organisations	number	20	20	0%	✓
Premier's Gatherings and Aboriginal Victoria Forums conducted	number	4	4	0%	✓
Average weekly hours of case management provided to members of the Stolen Generations	number	57.7	111	92%	✓
The 2017–18 actual is higher than the target because increasing demand for services and complex client needs have resulted in increased hours of case management.					
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	240	204	-15%	■
The 2017–18 actual is lower than the target due to the complexity of client requests in this reporting year.					
Delivery of the Victorian Government Aboriginal Annual Affairs Report to parliament	number	1	1	0%	✓
Victorian Aboriginal Heritage Council meetings conducted within legislative timeframes	number	6	8	33%	✓
The 2017–18 actual is higher than the target as the legislation requires the council to meet at least every two months. Whether the council meets six or more times per year depends on how the meeting date cycles fall.					
Community consultations relating to treaty	number	10	14	40%	✓
The 2017–18 actual is higher than the target due to the Aboriginal Treaty Working Group's decision to hold the Aboriginal Community Assembly as well as roadshows held by the Victorian Treaty Advancement Commission, which has enhanced the depth and breadth of community consultation.					
Removal of first mortgages on titles of property owned by Aboriginal community-controlled organisations	number	8	9	13%	✓
The 2017–18 actual is higher than the target because the Minister for Aboriginal Affairs successfully approved the lifting of nine first mortgages.					

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quality					
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	96	-4%	○
Funding payments for the Investing in Leadership and Governance initiative made in accordance with milestones	per cent	100	100	0%	✓
Funding payments for the Cultural Strengthening initiative made in accordance with milestones	per cent	100	100	0%	✓
Funding payments for the Building Awareness of and Respect for Aboriginal Culture and Strengthen Cultural Heritage Protection and Management initiative made in accordance with milestones	per cent	100	100	0%	✓
Participation of Aboriginal people in Local Aboriginal Networks	number	2,600	2,336	-10%	■
The lower actual result in 2017–18 reflects periodic fluctuations in participation that have been evident over the medium term.					
Timeliness					
Assessments completed by Aboriginal Victoria within legislative timeframe: cultural heritage management plans	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	56.2	42.8	-24%	■
The 2017–18 actual is lower than the target primarily due to carryover of funds for programs delivered in the next financial year.					

See results legend on page 18

Key initiatives and projects

- Significant progress has been made in advancing the treaty process. For more detail see page 47.
- The Aboriginal Executive Council (AEC), comprising the heads of 11 statewide and peak Aboriginal organisations in Victoria, was established in September 2017. The AEC provides sector leadership and expert advice on developing the Victorian Aboriginal Affairs Framework (VAAF) to ensure it reflects community priorities, needs and aspirations. The AEC is working with departmental Secretaries and senior officers across government to progress whole of government self-determination reforms.
- DPC has undertaken significant engagement across Victoria on the refresh of Victoria's state-based outcomes framework for Closing the Gap – the VAAF. As part of its commitment to Aboriginal self-determination, the Victorian Government is engaging with the Victorian Aboriginal community to ensure the priority areas, measures, targets and outcomes of the new VAAF are led by the community. More than 500 people across more than 30 community forums have been involved in the engagement process.

- A review of the Aboriginal Heritage Regulations 2007, including a regulatory impact statement, was finalised, resulting in the Aboriginal Heritage Regulations 2018 coming into effect in May 2018.
- Regarding decisions about statutory authorisations under the *Aboriginal Heritage Act 2006*, 99.65 per cent (289 of 290 decisions) were made within the statutory timeframes.
- Managed the transfer of all ancestral remains from universities and public entities to the council before the legislative deadline of 31 July 2018.
- The Victorian Aboriginal Heritage Council made seven decisions regarding Registered Aboriginal Party (RAP) applications, resulting in one RAP appointment for Bunurong and the extension of a boundary for Taungurung.
- The First Mortgage Community Infrastructure Program removes the Minister's first mortgage over properties owned by Aboriginal organisations. The program has exceeded its BP3 target by lifting nine first mortgages. The first mortgage removal enables the respective community to celebrate success in the spirit of self-determination and to begin the journey to better economic and cultural opportunities.
- Held the 7th Victorian Aboriginal Honour Roll, which continues to attract widespread interest from Aboriginal communities, with 24 nominations received. This included nine Aboriginal people inducted into the honour roll, increasing the number of inductees to 98 across Victoria. In 2017 more than 250 guests attended the event, culminating in one of the most successful events for the year.
- There were 190 Young Aboriginal Participants (aged 25 years or younger) in the Local Aboriginal Network (LAN) across Victoria. Support for young people is one of the six priorities of the Victorian LAN Five Year Plan 2016–20. Because young Aboriginal people represent a high proportion of the Aboriginal population across the state, many of the LANs have developed partnerships with local agencies, including local government and Aboriginal organisations, to deliver a range of projects that engage and build the capacity of young Aboriginal people.

Multicultural affairs policy and programs

Provides policy advice on multicultural affairs, settlement coordination for newly arrived migrants and refugees, and delivers programs to support Victoria's whole of government approach to multiculturalism. Coordinates the monitoring of government departments' responsiveness to Victorians from culturally, linguistically and religiously diverse backgrounds.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Consultations with culturally and linguistically diverse (CALD) communities	number	70	110	57%	✓
The 2017–18 actual is higher than the target due to an increased number of community consultations held in the second half of 2017–18. The Multicultural Affairs and Social Cohesion branch undertook consultations on the Anti-Racism Action Plan through a selection of the Victorian Multicultural Commission's Regional Advisory Council and Community Conversations across Victoria.					
Number of strategic partnerships (place-based and issue-specific) funded to deliver coordinated settlement support for refugee and asylum seeker communities	number	19	21	11%	✓
The 2017–18 actual is higher than the target due to additional strategic partnerships being agreed.					
Victorian population engaged by multicultural and social cohesion initiatives	per cent	67	76	13%	✓
The 2017–18 actual is higher than the target due to an investment in print and digital campaigns to support and promote the social cohesion initiatives, resulting in increased community engagement and attendance at events.					
Quality					
Attendance at Cultural Diversity Week flagship event, Victoria's Multicultural Festival	number	50,000	35,000	-30%	■
The 2017–18 actual is lower than the target due to the festival being an outdoor event held at Federation Square. Very heavy rain and unseasonal weather significantly affected the day, which consequentially reduced festival attendance.					
Proportion of grants approved that are provided to organisations in regional/rural areas	per cent	20	14	-30%	■
The lower 2017–18 actual was due to a decline in grant applications from regional organisations in 2017–18, which led to a fewer number of approvals. Regional applications are prioritised in the assessment process.					
Cost					
Total output cost	\$ million	51.1	51.1	0%	✓

See results legend on page 18

Key initiatives and projects

- Supported the engagement between ethnic and multicultural organisations through a range of grant programs, including the Community Infrastructure and Cultural Precincts fund and Multicultural Festival and Events to foster community cohesion and engagement.
- Implemented the Language Services Reform procurement model. The model was developed and was agreed to across government to increase interpreter remuneration.
- Established the African Communities Action Plan to assist African communities in: employment; education and training; health and wellbeing; inclusion and empowerment; and leadership, cohesion and connection.
- Implemented the Recruit Smarter pilot initiative, which strives to remove barriers and ensure prospective workers can get jobs with the skills, experience and qualifications they have, regardless of their background, gender or age.
- Implemented a range of initiatives that promote the engagement of communities in social engagement and increase their access to services.
- Ongoing implementation of *Victorian. And proud of it.*, which celebrates the shared values that unite all Victorians and encourages all Victorians to contribute and belong.

Support to veterans in Victoria

Coordinates veteran-related issues at the state level, especially in relation to Anzac Centenary commemorations and other major anniversaries. Oversees commemoration, veteran welfare and education programs. Supports the Shrine of Remembrance and the Victorian Veterans Council.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Entries received: Premier's Spirit of Anzac Prize	number	250	210	-16%	■
The 2017–18 actual is less than the 2017–18 target due to a number of new competitions of a similar nature, making it more difficult to attract attention and entries. In addition, DPC was informed that many teachers were submitting shortlisted applications to represent their school, rather than all entries from students.					
Community engagement: Shrine ceremonial activities, public and student education programs, tours and general visitation	number	750,000	1,200,000	60%	✓
The 2017–18 actual is higher than the target due to the significance of Anzac Centenary commemorative activities, including the new Galleries of Remembrance and new public programming initiatives. The shrine is highly rated as a tourist destination, and numbers are continuing to increase in line with its reputation as a must-see attraction in Victoria and significant place of commemoration. The attendance target may be re-evaluated in future; however, some of the increase may be attributable to the Anzac Centenary period, which ends in 2018. It is appropriate to monitor attendance numbers and retain the current target for the next financial year.					
Number of veterans who apply for Victorian public sector positions	number	50	2,677	5,254%	✓
The 2017–18 outcome is higher than the 2017–18 target due to a lack of data on which to establish a baseline. Data on veterans applications had not been collected prior to this period. The target has been increased to 500 for 2018–19.					
Quality					
Commemorative and educative projects meet agreed project objectives	per cent	100	100	0%	✓
Timeliness					
Deliver an annual program of grants within agreed, published timelines	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	8.1	6.6	-19%	■
The 2017–18 actual is lower than the target primarily due to carryover of funds for programs to be delivered in the next financial year.					

See results legend on page 18

Key initiatives and projects

- Delivered 119 grants commemorating the service and sacrifice of Australians and supporting the welfare of veterans and descendants across five grant programs, totalling \$1.6 million.
- Provided support to the Shrine of Remembrance, with \$2.6 million for operating costs, interpretation of the Sanctuary, delivering major commemorations and attracting increased visitation, resulting in a record 1.2 million visitors.
- Delivered the Public Sector Veterans Employment Strategy, with 154 veterans employed in the Victorian public sector in 2017–18. This strategy is on track to employ 250 veterans in the Victorian public sector within four years.
- Delivered the Premier's Spirit of Anzac Prize, through which 42 Victorian students experienced sites of Australian service in Darwin and Singapore and a study tour to Canberra.

LGBTI equality policy and programs

Delivers programs and services to promote equality for lesbian, gay, bisexual, trans and intersex (LGBTI) Victorians and support these communities' economic, social and civic participation.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Number of people engaged with LGBTI equality projects and consultations	number	5,000	9,871	97%	✓
The 2017–18 actual is higher than the target due to higher event attendances, driven by effective promotion and communications around equality projects and consultations.					
Quality					
Proportion of LGBTI grant program recipients who met or exceeded agreed outcomes	per cent	85	na	na	na
The 2017–18 actual is not able to be reported at the time of publication due to the reporting timeline for this grants cycle. Data for this performance measure is not required from recipients until later in 2018–19. The actual will be reported on DPC's website when available.					
Cost					
Total output cost	\$ million	3.4	6.5	91%	✓
The 2017–18 actual is higher than the target primarily due to the release of funding for the Victorian Pride Centre.					

See results legend on page 18

Key initiatives and projects

- Brought together 90 rural and regional LGBTI community leaders for a Community of Practice event to strengthen networks and share learning.
- Conducted a second round of the LGBTI Community Grants Program to assist organisations to build capacity and to support leadership and management development.
- Supported the Victorian Pride Centre Board with progress towards developing the Victorian Pride Centre, including funding for a Virtual Pride Centre to assist engagement across Victorian communities.
- Initiated an LGBTI Leadership Program to support 30 emerging LGBTI leaders who have demonstrated drive, passion and a vision to contribute to their communities.

Output group: Professional public administration

This objective fosters and promotes a higher 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.

Advice and support to the Governor

Provides advice and support to the Governor and to maintain Government House and its collections as a heritage asset of national importance.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Increase in the annual number of guests and visitors to Government House	per cent	5	7	40%	✓
The 2017–18 actual is higher than the target due to the implementation of the Governor's commitment to make Government House more open to the community.					
Quality					
Maintenance of Government House in accordance with the asset management strategy	per cent	73	75	3%	✓
Standard, physical appearance of gardens and grounds in accordance with contract key performance indicators	per cent	85	85	0%	✓
Timeliness					
Support the Governor's community engagement activities by arranging all internal and external events in a timely manner	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	14.9	15.5	4%	✓
The 2017–18 target output cost of \$14.9 million published in BP3 was subsequently revised to \$15.5 million (to account for additional depreciation and other accounting adjustments). The actual also includes a correction of previous years' underpayments for the Governor's salary. Adjusting for this revision, the Office of the Governor finished on target.					

See results legend on page 18

Key initiatives and projects

- In addition to constitutional duties, the Governor hosted a wide range of events, making Government House and grounds available in new ways for events, community programs and groups who might not have previously had the opportunity to visit Government House.
- The Governor undertook extensive international engagement on behalf of the State both locally and overseas.
- The Governor attended numerous events and activities in regional Victoria.
- The conversion of contract positions to employees due to transitioning gardening and ground maintenance services from outsourced providers to in-house staff.

Chief Parliamentary Counsel services

Prepares Bills for introduction in Parliament including: providing quality and timely legislative drafting services; hard copy and electronic publication of Acts and Statutory Rules; maintaining a database of Victorian legislation and legislative information at www.legislation.vic.gov.au.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Formal advice provided on legislation	number	450	484	8%	✓
The 2017–18 actual is higher than the target due to an increased number of requests relating to house amendments.					
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	260	245	-6%	■
The 2017–18 actual is lower than the target due to fewer Bills being introduced under the government's legislative program. However, this figure excludes drafting work on Bills undertaken by the office that were not introduced.					
Quality					
Number of Bills and Statutory Rules drafted or settled that meet the required standard	per cent	96	98	2%	✓
Timeliness					
Bills and Statutory Rules drafted or settled within the required timeframe	per cent	96	99	3%	✓
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	100	4%	✓
Cost					
Total output cost	\$ million	6.8	6.7	-1%	○

See results legend on page 18

Key initiatives and projects

- Drafted a range of legislation to implement major government policy initiatives and reforms across a wide range of law, including the *Voluntary Assisted Dying Act 2017*, *Advancing the Treaty Process with Aboriginal Victorians Act 2018* and *Commercial Passenger Vehicle Industry Amendment (Further Reforms) Act 2017*.
- Significant legislation relating to law and order and public safety included the *Serious Sex Offender (Detention and Supervision) Amendment (Governance) Act 2017*, *Corrections Legislation Further Amendment Act 2017* and *Bail Amendment (Stage Two) Act 2018*.
- Initiatives to strengthen child welfare protection also continued to be a focus. Legislation drafted included the *Legal Identity of Defendants (Organisational Child Abuse) Act 2018* and *National Redress Scheme for Institutional Child Sex Abuse (Commonwealth Powers) Act 2018*.
- Provided drafting services to parliament relating to Private Members' Bills and House Amendments. In particular, the critical role of the office in providing drafting advice and services was highlighted during the passage of the *Voluntary Assisted Dying Act 2017* and *Domestic Animals (Puppy Farms and Pet Shops) Act 2017*.

Management of Victoria's public records

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

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Collection usage: Utilisation of physical and digital records held by the Public Record Office Victoria	number	2,600,000	2,347,868	-10%	■
The 2017–18 actual is lower than the target due to digital downloads from third-party genealogy sites declining month on month.					
Quality					
Satisfaction with services provided by the Public Record Office Victoria to government agencies and to the public	per cent	90	95	6%	✓
The 2017–18 actual is higher than the target due to government agencies' satisfaction with services provided being higher than forecast.					
Timeliness					
Provision of services within published timeframes	per cent	95	97	2%	✓
Cost					
Total output cost	\$ million	20.1	17.4	-13%	■
The 2017–18 actual is lower than the target due to a revised treatment of depreciation for public records where they are no longer depreciated. This is because these records are preserved in such condition that they are assessed to have an infinite useful life.					

See results legend on page 18

Key initiatives and projects

- Delivered the 2018 Sir Rupert Hamer Records Management Awards during Information Awareness Month. The awards, which began in 1998, are made to agencies achieving the following objectives:
 - preservation of records of permanent value, including adherence to Public Record Office Victoria (PROV) records management standards and ensuring government accountability
 - innovation in records management practices, including efficient delivery of service to clients and facilitation of access to current information in a cost-effective manner.
- DPC won the award for the Most Valuable Transfer to PROV for the Royal Commission into Family Violence digital records transfer.
- Presented the Victorian Community History Awards (VCHA) in partnership with the Royal Historical Society of Victoria. This event recognises the contributions made by Victorians in preserving the state's fascinating history. This year the Premier announced the introduction of the Victorian Premier's History Award to be presented to the most outstanding history project of the year, recognising the significance of the VCHA program to Victorian historical research. The winner of the inaugural Victorian Premier's History Award was John Burch for his book 'Returning the Kulkynne'.

For further information, visit www.prov.vic.gov.au.

Public administration advice and support

The Victorian Public Sector Commission (VPSC) provides advice and support on issues relevant to public administration, governance, service delivery and workforce matters. The VPSC undertakes related research, data collection, reporting and dissemination of information; advocates for an apolitical and professional public sector; monitors compliance with the public sector values, employment principles, codes and standards; conducts related reviews; and makes recommendations to public sector body heads.

Performance measure	Unit	2017–18 target	2017–18 actual	Variance	Result
Quantity					
Advice and support provided to the public sector on relevant issues	number	80	80	0%	✓
Referred reviews underway or completed aimed at improving service delivery, governance and/or public administration efficiency and effectiveness	number	5	11	120%	✓
In 2017–18 the VPSC carried out a program of eight industry segment reviews, examining executive employment arrangements in different segments of the public sector. As a result, the VPSC carried out more reviews than is required within the target. It is anticipated that in the following financial year the VPSC will carry out five reviews.					
Quality					
Recommendations arising from reviews of actions (section 64) implemented by the public service	per cent	100	100	0%	✓
Timeliness					
Proportion of data collection and reporting activities completed within target timeframes	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	7.0	6.7	-4%	○

See results legend on page 18

Key initiatives and projects

- Completed the Industry Segment Review program on schedule. The Premier commissioned this review in December 2016.
- Continued to promote the Code of Conduct and advice to the public sector on related matters, including refining the Conflict of Interest model policy and improving the prevention of and responses to sexual harassment in the workplace.
- Initiated the People Matter Survey Reform Project in response to stakeholder feedback to ensure the survey is fit for purpose.
- Initiated redesigns of the Victorian Leadership Academy and Graduate Recruitment and Development Scheme to ensure the Victorian public service continues to develop a high-quality executive and general workforce.

For further information, visit www.vpsc.vic.gov.au.

Public sector integrity

Undertakes independent investigations of complaints concerning administrative actions, alleged breaches of privacy and allegations of serious misconduct. Oversees the Victorian Protective Data Security regime. Enhances the Victorian Government's transparency and openness and provides advice, education and guidance to public agencies.

Performance measure	Unit	2017-18 target	2017-18 actual	Variance	Result
Quantity					
Corruption prevention initiatives delivered by IBAC	number	90	92	2%	✓
Education and training activities delivered by the FOI Commissioner	number	50	73	46%	✓
The 2017-18 actual is higher than the target due to the Office of the Victorian Information Commissioner's (OVIC) strong focus on education and training activities to educate agencies about changes to the <i>Freedom of Information Act</i> and drive a culture of well-considered information release.					
Jurisdictional complaints finalised (Victorian Ombudsman)	number	14,000	15,240	9%	✓
The 2017-18 actual is higher than the target because the number of complaints finalised is contingent on circumstances that arise during the year, including the number of approaches. This naturally leads to a variance between the target and the outcome.					
Law enforcement, data security and privacy reviews completed	number	5	5	0%	✓
Proportion of IBAC investigations into corrupt public sector conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 12 months	per cent	75	60	-20%	■
The 2017-18 actual is lower than the target due to a number of ongoing complex investigations into the public sector that were finalised in the reporting period and took longer than 12 months to complete.					
Proportion of IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 12 months	per cent	75	100	33%	✓
The 2017-18 actual is higher than the target due to less complex investigations into police personnel misconduct and corrupt conduct.					
Proportion of jurisdictional complaints independently investigated by the Victorian Ombudsman	per cent	25	26	4%	✓
Reviews and complaints completed by the FOI Commissioner	number	850	1088	28%	✓
The 2017-18 actual is higher than the target due to ongoing business process improvements that have led to improved productivity in resolving reviews and complaints.					
Quality					
Client satisfaction with data security and privacy training provided	per cent	90	98	9%	✓
The 2017-18 actual is higher than the target due to client satisfaction, with data security and privacy training continuing to be at a very high level due to OVIC's ongoing focus on ensuring material delivered is client-focused and so meets the current and future needs of the public sector.					
FOI Commissioner applicants that appeal to the Victorian Civil and Administrative Tribunal (VCAT)	per cent	< 25	7	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	0.09	0%	✓
Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman	per cent	95	98	3%	✓

Performance measure	Unit	2017-18 target	2017-18 actual	Variance	Result
Satisfaction rating with corruption prevention initiatives delivered by IBAC	per cent	90	99	10%	✓
The 2017-18 actual is higher than the target due to continued de-brief and refinement process after each 'event', resulting in maintaining high satisfaction levels.					
Timeliness					
Complaints or notifications about corrupt public sector conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days	per cent	80	92	15%	✓
The 2017-18 actual is higher than the target due to IBAC's continued focus on refining and consolidating processes, resulting in the majority of assessments being completed within 45 days.					
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days	per cent	90	95	6%	✓
The 2017-18 target is higher than the expected outcome as IBAC has continued to refine and consolidate processes, resulting in the majority of assessments being completed within 45 days.					
Complaints received by the Local Government Inspectorate assessed and actioned within five working days	per cent	95	96	1%	✓
Complaints resolved within 30 calendar days of receipt by the Victorian Ombudsman	per cent	95	89	-6%	■
The 2017-18 outcome is lower than the target due to 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. 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.					
Responses within 15 days to written enquiries relating to the legislated responsibilities of the Commissioner for Privacy and Data Protection	per cent	90	98	9%	✓
The 2017-18 actual is higher than the target because OVIC has focused on undertaking effective monitoring and management of privacy and data security enquiries and ensuring timely responses.					
Timeline agreed by FOI applicants for completion of reviews is met	per cent	90	63	-30%	■
The 2017-18 actual is lower than the target due to an ongoing trend of increasing FOI review service demand and a focus by OVIC on resolving older outstanding matters, which is reflected in the age of matters that are being completed.					
Cost					
Total output cost	\$ million	95.1	71.1	-25%	■
The 2017-18 actual is lower than the target primarily due to higher than actual carryover from 2016-17 estimated in the target.					

See results legend on page 18

Key initiatives and projects

Victorian Ombudsman

- Investigated Victoria's readiness for implementing the UN Optional Protocol to the Convention Against Torture (OPCAT), including a pilot OPCAT inspection at the Dame Phyllis Frost Centre.
- Reported on the investigation of a matter referred from the Legislative Council on 25 November 2015 and the investigation into child sex offender Robert Whitehead's involvement with Puffing Billy and other railway bodies.
- Developed the Good Practice Guide to Dealing with Challenging Behaviour for the public sector that provides practical, common-sense advice about how to deal with challenging behaviour, which people who handle complaints in government often say is the hardest part of their job.

Office of the Victorian Information Commissioner

- Established OVIC in accordance with legislative reforms 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.
- Introduced a single point of entry for privacy and freedom of information (FOI) enquiries, reviews and complaints.
- Exceeded FOI stakeholder engagement targets and expectations for 2017–18, with significantly more education and training activities and higher numbers of participants than estimated.
- Developed risk assessment and attestation processes for the Victorian Protective Data Security Framework to produce a clear view of the capabilities and risks in the Victorian public sector.

Local Government Investigations and Compliance Inspectorate

- Completed a major investigation into Central Goldfields Shire Council, uncovering major governance failings and allegation of offences resulting in the council being dismissed and criminal charges being laid.
- Undertook an operation in the Wyndham municipality to investigate multiple complaints about electoral fraud and non-genuine candidates, resulting in a formal recommendation to government to strengthen the electoral arrangements and a pending prosecution for criminal offences.
- The Inspectorate's guidance and education program involved delivering presentations to more than 1,200 people, producing communications collateral and publishing web and social media information to strengthen integrity and transparency across the sector.

Independent Broad-based Anti-corruption Commission

- Completed Operation Lansdowne, holding public examinations into allegations of serious corruption involving the Victorian vocational education and training and transport sectors. A special report was tabled in parliament in December 2017.
- Conducted and published reports on two audits to determine how effectively Victoria Police handles complaints and oversees serious incidents involving its officers, identifying areas of concern and opportunities for improvement.
- Convened a range of events to share insights and practical learnings across the public sector, including the Victorian Corruption Prevention and Integrity Conference in Melbourne and the Corruption Prevention and Integrity Insights forums in Warrnambool and Traralgon.

For further information, visit the relevant websites in Section 4: Appendix 6 of this report.

State electoral roll and electoral events

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	2017–18 target	2017–18 actual	Variance	Result
Quantity					
State elections, municipal and statutory elections, by-elections, polls and electoral representation reviews	number	32	27	-16%	■
The 2017–18 actual is lower than the target due to a less than anticipated number of local government vacancies to be filled by a countback. Additionally, there was a reduction to the number of liquor licensing polls conducted.					
Quality					
Legal challenges to VEC conduct upheld	number	0	0	0%	✓
Timeliness					
Changes to electors details or additions to the Victorian Electoral Register are processed within set timeframes	per cent	95	82	-14%	■
The 2017–18 actual is lower than the target because VEC's enrolment campaign schedules were extended early in the reporting year due to the sudden insolvency of the VEC's mail services contractor and the Australian Marriage Law Postal Survey. Enrolment turnaround times measured above 95 per cent for key VEC electoral events.					
Cost					
Total output cost	\$ million	42.9	34	-21%	■
The 2017–18 actual is lower than the target primarily due to timing and initiation of state election planning, timing of legislation passing and contingency for by-elections.					

See results legend on page 18

Key initiatives and projects

- Conducted a by-election for the State District of Northcote.
- Conducted a general election for one of the largest local councils in October 2017 (Greater Geelong City Council).
- Conducted a high-profile by-election for Melbourne City Council Lord Mayor as well as a by-election for Mount Alexander Shire.
- Conducted nine countbacks to fill extraordinary vacancies on local councils.
- Optimised the import of enrolment transactions sourced from the Commonwealth jurisdiction to maximise quality and minimise divergence.
- Finalised the State Election Service Plan and continued preparations for the state election to be held in November 2018.

For further information, visit www.vec.vic.gov.au.

Further key initiatives and projects for 2017–18

In 2017–18 DPC continued to deliver on its key initiatives and projects. Progress is highlighted below under each departmental objective.

Strong policy outcomes

Delivering new insights to support improved policy-making across government

In 2017–18 the Victorian Centre for Data Insights (VCDI) focused on establishing the foundations to deliver new insights to support improved policymaking and service design across government. Key foundational achievements include ministerial endorsement of a data reform strategy for the Victorian public service and the passing of the *Victorian Data Sharing Act 2017*, which addresses legal and cultural barriers to sharing.

The VCDI has also applied advanced analytics to eight projects to strengthen data-driven policy and service design. Key among them include applying analytics to identify and manage threats to public safety through the Victorian Cladding Taskforce and developing Metropolitan and Regional Partnerships interactive dashboards, which enable a data-driven understanding of local strengths, needs and priorities.

Monitoring and reporting on the Royal Commission into Family Violence

The Whole of Victorian Government Reporting Policy, established in July 2017 and managed by the Family Violence branch, ensures centralised reporting and monitoring of how the royal commission's recommendations are being implemented. The branch reports monthly to the Victorian Secretaries' Board Subcommittee on Family Violence Reform about key projects and quarterly on the progress of all recommendations. The branch chairs an interdepartmental committee that supports the subcommittee in its role in providing oversight across the reform.

As at 1 May 2018, 90 recommendations have been implemented, with 137 recommendations in progress.

Leading social service system reform

DPC has progressed work to develop a system-wide evaluation model to improve the quality and consistency of evaluations and to generate evidence on system-level effectiveness across social and justice services. DPC plays 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. Key family violence reforms that DPC has provided strategic guidance on include:

- establishing Family Safety Victoria to lead the implementation of new reform initiatives
- establishing four Support and Safety Hubs (The Orange Door) in Barwon, Mallee, Bayside Peninsula and North East Melbourne
- developing and launching the Central Information Point, which gives workers access to crucial information
- redeveloping the Family Violence Risk Assessment and Risk Management Framework.

Implementing the Roadmap to Reform

During 2017–18 DPC continued to work closely with the Department of Health and Human Services to implement the Roadmap for Reform, including providing strategic advice to government on key child and family reform directions and contributing to the 'Roadmap for Reform: Children and Families – Progress and Directions' update released in May 2018. A \$858.6 million investment from the 2018–19 Victorian Budget will support its implementation.

Realising the Homes for Victorians strategy

During 2017–18 DPC worked closely with a number of government departments to support the development and delivery of the Homes for Victorians strategy, which was released on 5 March 2017. This included providing strategic advice to government on delivering a coordinated approach to housing initiatives and investments across government and the state.

DPC will continue to work with departments to deliver the key initiatives across the five strategy domains:

- supporting people to buy their own home
- increasing the supply of housing through faster planning
- promoting stability and affordability for renters
- increasing and renewing housing stock
- improving housing services for Victorians in need.

Making community safety a priority

In the first half of 2017–18 DPC led the establishment and supported the work of the Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers. The panel made 42 recommendations to government, and DPC continues to lead, monitor and support the implementation of these recommendations.

DPC continues to lead the work of the Emergency Worker Harm Reference Group. The reference group was established in May 2018 to consider legislative and non-legislative reform options to prevent and respond to assaults against emergency workers. The group will continue to meet for 12 months to provide expert advice to government and to monitor the impact of legislative reform to better protect emergency workers.

Fostering innovation in the public sector

In July 2017 the Public Sector Innovation branch launched the Public Sector Innovation Strategy: Putting Innovation in Motion, which included 18 actions to deliver over the next two years. Six of these actions have since been delivered, and another eight are in progress. Delivered actions include the relaunch of the Public Sector Innovation Network (December 2017) and its digital platform and the launch of the Innovation Network in December, with more than 3,500 members now on board and more than 2,000 attendees participating in an Innovation Network event or training session in 2017–18.

The branch has also continued to support innovative projects through the Public Sector Innovation Fund, designing and delivering seven new projects with a total commitment

of approximately \$2.86 million in 2017–18.

The branch has delivered 33 behavioural insights workshops with more than 630 attendees (470 individual public service staff). Ninety-four per cent of attendees said they would recommend the training to a friend and build behavioural capability through the training and project work of the Behavioural Insights Unit.

Cultivating leaders and embedding a culture of flexibility and wellbeing

In 2018 DPC partnered with Leadership Victoria to create the Leading Edge program, a leadership program (for VPS6 managers) designed specifically for DPC. The program recognises the vital role managers play in shaping performance and culture and will support participants to confidently exercise leadership for improved personal, team and organisational performance. All VPS6 managers will have the opportunity to participate in the program over the next 12–18 months.

During 2017–18 DPC has continued to embed and promote flexible working arrangements through new resources, implementation of Managing Flexible Teams sessions for people managers, and continued investment in technology to support how we work flexibly.

To support our safety and wellbeing culture, in June 2018 DPC launched updated policies, new mandatory mental health training and a peer support program. Mandatory training will initially focus on managers and executives, with training for all staff to follow in 2019.

Making Victoria the Education State

DPC supported the establishment and delivery of the Review to Achieve Educational Excellence in Australian Schools through Early Childhood Interventions. The review, which was commissioned by all states and territories, was conducted by Ms Susan Pascoe AM and Professor Deborah Brennan. The final review report, *Lifting Our Game*, highlighted that quality early childhood education makes a significant contribution to achieving educational excellence in schools.

Leading national health and education reform and funding

Throughout 2017–18 DPC, with the Department of Health and Human Services and the Department of Education and Training, has worked to advance Victoria's interests through negotiating new national agreements for health and education.

Building industry capability and capacity

DPC is working with the Office of Projects Victoria to build project delivery expertise across government to deliver Victoria's infrastructure program. This includes supporting the following key initiatives:

- improving workforce planning
- mapping the current and future delivery workforce needs against the Victorian major projects pipeline
- developing skills and capability
- designing a program of supports for project delivery staff including training, professional development, mentoring, secondments and career development (this includes investing \$644 million on training initiatives and \$184 million for skills programs in schools to help ensure Victorians can acquire the skills they need, and to make sure that we have the capacity to deliver projects)
- improving skills sourcing – leveraging the Victoria-wide project delivery pipeline to provide career progression opportunities for project delivery professionals.

Supporting inclusive growth

DPC's Equality branch delivers the Organisational Development stream of the LGBTI Community Grants Program. The program fosters the development and growth of a sustainable and skilled LGBTI sector through supporting strategic and business planning, skills development, infrastructure and systems development for LGBTI organisations. In 2017–18, 18 Organisational Grant recipients received a total of \$700,000.

Supporting delivery of the Major Transport Infrastructure Program

DPC works with the Office of the Coordinator General in its work in overseeing many of the major transport projects in construction, including

the Level Crossing Removal Program, Metro Tunnel, West Gate Tunnel and North East Link. This includes 29 major transport projects currently in construction at an investment of \$30 billion and the creation of more than 7,000 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.

Supporting the Latrobe Valley region through the Latrobe Valley Authority

The Latrobe Valley Authority (LVA) is an administrative office of DPC supported by a team of six staff in Melbourne. This team plays a coordination role across the Victorian Government, including liaising with senior executives who are responsible for delivering programs in the Latrobe Valley, helping to design new policy initiatives, providing strategic advice to senior stakeholders and developing associated products for decision-making purposes.

The LVA's first year met with positive feedback from the local community and growing understanding and appreciation of the LVA's work in the region. In addition to its work supporting the LVA, the team has delivered key objectives including: developing the Latrobe Valley Sports and Community Initiative, which partners with high-profile sporting organisations to deliver major events and community outreach in the region; providing support for the Economic Growth Zone Initiative; and helping to coordinate the work of the LVA across Victorian Government and Melbourne-based stakeholders.

The second half of 2018 will see the team: supporting the LVA to evaluate the impact of its work; helping to establish a new small business service; working with the Department of Economic Development, Jobs Transport and Resources (DEDJTR) and Regional Development Victoria to identify new investment opportunities; and delivering the Latrobe Valley GovHub.

Developing Asia capabilities

DEDJTR is delivering a significant part of this initiative on behalf of DPC, including through the VPS Asia Capabilities and Scholarships Program. The initiative offers Victorian public service staff a

range of opportunities to increase their knowledge of and engagement with Asia including:

- international assignment opportunities
- in-market Chinese language scholarship opportunities
- workshops and training
- partnerships and engagement.

Premier's Jobs and Investment Panel

The Premier's Jobs and Investment Panel (PJIP) was established to provide strategic advice to the Premier on driving economic growth and creating high-skill, high-wage jobs in Victoria. The PJIP has played an important role in advocating for the Melbourne Biomedical Precinct Office and JobsBank, as well as informing a number of initiatives funded through the 2018–19 Victorian Budget. This year the panel has turned its attention to improving employment outcomes for African-Australian young people, examining the challenges and opportunities of local structural adjustment, and leading the charge on digital preparedness and firm-level innovation.

DPC supports coordination across the Victorian Government to support the PJIP with advice and secretariat support. DPC supports the panel to tackle some of the state's most challenging and complex policy issues, leveraging the diverse membership to create productive partnerships between government, industry and the education sector.

Supporting the roll out of the NDIS

Since July 2017 DPC has continued to work closely with other departments, the National Disability Insurance Agency, the Commonwealth Government and stakeholders to support the successful roll out of the NDIS in Victoria. This has involved a strong focus on ensuring eligible Victorians with a disability enter the NDIS in line with agreed transition schedules and, once in the scheme, receive the support they need. DPC has also undertaken significant work to support the development of the market for disability services in Victoria, including leading a formal process for transferring government-run services to providers in the non-government sector.

The transfer of services is expected to begin from January 2019. DPC has also led the development

of legislation to implement a Disability Worker Registration and Accreditation Scheme for Victoria, which will be the first scheme of its kind in Australia. In addition, DPC has continued to provide leadership on NDIS intergovernmental relations, including negotiations with the Commonwealth for a full scheme bilateral agreement.

Throughout 2017–18 DPC has provided ongoing support to the government's key stakeholder engagement forum for the NDIS, the NDIS Implementation Taskforce, and associated working groups.

Supporting future industries

DPC advises the Premier on economic development and policy issues that cover a wide range of industries in Victoria. This includes advice on the government's future industries strategies, which concentrate on high-growth industry sectors. The strategies guide priority actions for government, and DPC's advice can cover investment facilitation, grants and other program improvements, targeted infrastructure improvements, programs to build workforce skills, and collaborative initiatives to support business growth and job creation.

Building a more secure youth justice system

DPC continues to support the government to build a strong and stable youth justice system, including in 2017–18 through providing strategic advice on implementing the Youth Justice Review and Strategy, various legislative reforms such as the establishment of youth control orders, and the development of a new youth justice facility in Cherry Creek.

Embedding Value Creation and Capture into infrastructure investment decisions

Since the public release of the Value Creation and Capture Policy Framework in March 2017, DPC has continued working across government to embed Value Creation and Capture in new infrastructure investments.

Decisions regarding social, environmental, resilience and economic benefits from government investments have been maximised

for 15 construction projects, public land development projects and priority precincts.

Developing a cities strategy

In January 2018 the Victorian and Commonwealth governments signed a memorandum of understanding to develop Victorian City Deals and announced that a Geelong City Deal would be progressed as the first priority. City Deals is a collaboration between the three levels of government to jointly harness strengths and opportunities and to drive economic growth and liveability improvements for communities.

DPC supported and 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 visitor economy was agreed as a focus area of the City Deal, with major opportunities including the Geelong Convention and Exhibition Centre, Shipwreck Coast Master Plan and 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.

DPC will continue to support and advise the Premier and lead Parliamentary Secretary, collaborating with the Commonwealth, the City of Greater Geelong, other departments and regional stakeholders to shape the final Geelong City Deal. Following agreement between all levels of government, the team will help transition the Geelong City Deal to the implementation and monitoring phase. In the next two years, the team will scope opportunities and develop subsequent City Deals for other Victorian cities.

Developing priority precincts

DPC has provided support to the Special Minister of State by working across portfolio areas to develop and deliver a strategy for Melbourne's priority precincts. This includes the Creative Precinct as part of the Richmond to Docklands Corridor, Fishermans Bend and the Melbourne Biomedical Precinct.

At the end of 2016 the Melbourne Biomedical Precinct Office was announced. Since that time, a strategic plan to government for the Melbourne

Biomedical Precinct was delivered. Key international partnerships, in particular with Israel, have been established, and the government announced significant funding in the 2018–19 State Budget for Electronic Medical Records, with Melbourne Health, the Royal Women's Hospital and Peter MacCallum Cancer Centre delivering safer health care through up-to-date medical records across sites.

Scoping and research work for the Richmond to Docklands Corridor saw the announcement of the Creative Precinct and the Contemporary NGV bringing jobs to the local area, which boosted tourism and the state's economy.

DPC led the transition of new governance arrangements for Fishermans Bend over the past 12 months. This included establishing the Fishermans Bend Development Board and appointing inaugural members who will serve for the next two years.

DPC will continue to support the Special Minister of State in his priority precinct role and identify strategic opportunities to support the economic development of these precincts.

Promoting affordable, reliable and secure energy

Throughout 2017–18 DPC has helped develop key policy and program initiatives to increase the affordability and security of Victoria's energy supply. These initiatives include:

- undertaking an auction for up to 650MW of new large-scale renewable supply in Victoria as part of the Victorian Renewable Energy Targets
- responding to the Independent Review into the Electricity and Gas Retail Markets in Victoria
- advocating for Commonwealth Government action to address high gas prices and to protect our gas for domestic consumption ahead of the global market.

Promoting the productivity and competitiveness agenda

The Victorian Government announced the Latrobe Valley and Ballarat regions as the target sites for GovHub initiatives. DPC has supported the implementation and execution of the employee support package deed and completed

the business model transformation and capability review. The initial phases for the Ballarat and Morwell GovHub projects have begun. Staff are expected to be operational at both sites within the next two years. DPC will continue to support the establishment of these GovHubs and identify opportunities for future sites.

Progressing the infrastructure pipeline

DPC led the development of the Victorian Infrastructure Plan (initially released in 2017 and updated in 2018), which outlines the Victorian Government's priorities over the next five years and beyond. This provides certainty for industry on the forward investment pipeline and longer term directions.

The Victorian Infrastructure Plan also responds to Infrastructure Victoria's 30-year Infrastructure Strategy, released in December 2016. Each of Infrastructure Victoria's 137 recommendations has been carefully considered. The Victorian Government has accepted 134 recommendations in full, in part or in principle.

Enhancing DPC's focus on infrastructure and jobs to support economic prosperity

DPC recognises that Victoria needs world-class infrastructure to drive continued economic growth and to cater for our growing population. DPC is helping to support Victoria's biggest infrastructure program. This program includes \$78.9 billion of state capital projects that are either commencing or underway and is expected to support the creation of more than 75,000 new jobs.

DPC provides Cabinet with timely decisions so major projects can progress. It does this through being the secretariat for the Priority Infrastructure Subcommittee. It is also the secretariat for the Infrastructure Coordination Committee, which is led by the DPC Secretary.

DPC also lends support by providing advice to the Premier and Special Minister of State on matters relating to the priority, coordination and delivery of infrastructure projects. DPC also works closely with the Department of Treasury and Finance, Transport for Victoria, DEDJTR and other related government bodies to help develop, influence and guide policy development and project delivery.

Strengthening effective interagency communication

DPC coordinated policy development and advice for the Premier and Cabinet across government on issues relating to family violence, the NDIS, community safety, infrastructure and economic policy.

Establishing a central government cyber security unit

The whole of government Cyber Security Unit (CSU) was established in 2017 to help deliver the Victorian Government Cyber Security Strategy (released in August 2017).

Fourteen of the 23 action items in the strategy have been delivered as scheduled, with another seven in progress. This includes the recent launch of the whole of government Cyber Incident Response Service.

The CSU has established relationships and information sharing with key federal government agencies including the Australian Signals Directorate and Australian Security Intelligence Organisation. This information has been combined with multiple investigations to brief the Victorian Government on cyber resilience and risk exposure.

Modernising and simplifying government's online presence

DPC delivered the Single Digital Presence (SDP) project as an action of the Victorian Government's Information Technology Strategy 2016–2020. This project is consolidating DPC content onto a single platform, making it easier to publish content and for Victorians to access, understand and act on policy and program information.

DPC also launched alpha.vic.gov.au to the public (using SDP products and services) to gather public feedback on the design and revised role of vic.gov.au as a place where people can start a journey across government. Throughout the life of this project, collaboration and co-design are core principles, with a focus on best practice user experience research and design practices.

Modernising our business systems to create efficiencies

The TRIM to CM9 upgrade positions DPC to leverage improved information management capability from our Electronic Document and Records Management Systems (EDRMS). DPC led the joint upgrade of the EDRMS between DPC, the Department of Treasury and Finance and the Victorian Public Sector Commission. The upgrade was successfully delivered, with very few issues and great feedback from our end-users.

In 2017–18 DPC successfully migrated all the ministerial offices to Office 365. This innovative and transformative program required significant coordination across seven state government departments, IT teams, ministerial offices and IT service providers. DPC has now achieved VPDSS compliance, with Ernst & Young auditing and attesting full compliance against the 18 Victorian Protective Data Security Standards (VPDSS). DPC has also assessed the 117 security elements that underpin the standards and determined that it is fully compliant against all 117.

Modernising systems and processes to improve government productivity

DPC's intranet has been rebuilt to make this key resource more device-responsive and accessible to people of all abilities. The new site centralises news and events to keep employees well informed about departmental projects and activities. It also offers upgraded search capability to connect staff with DPC colleagues and the policies and procedures they use daily. The inclusion of dynamically generated popular content, a searchable Cabinet handbook and a new Corporate Services micro-site are exciting additions.

Engaged citizens

Advancing Aboriginal self-determination and treaty

Community consultations on treaty with more than 7,000 Aboriginal Victorians underpinned the June 2018 parliamentary passage of the Advancing the Treaty Process with Aboriginal Victorians Bill.

The Bill requires an independent Aboriginal representative body and government to work in partnership to establish the entities, rules and resource base necessary to facilitate future treaty negotiations.

The Community Assembly was held with a representative group of Aboriginal Victorians to resolve some outstanding matters relating to the design of the Aboriginal representative body. The Community Assembly deliberated over six days to develop a set of recommendations, which were presented to the Aboriginal Treaty Working Group.

The final report of the Aboriginal Treaty Working Group on the recommended design of the Aboriginal representative body, which was informed by community consultation and the recommendations of the Community Assembly, was presented to the Minister for Aboriginal Affairs. The Victorian Treaty Advancement Commissioner Jill Gallagher AO is guided by the recommendations when she makes decisions about the Aboriginal representative body.

The Deadly Questions campaign was launched across a range of media. The campaign provides a platform for Aboriginal Victorians to share their stories and culture with the broader community, contributing to practical reconciliation and building support for treaty.

Supporting asylum seekers and refugees

In 2017–18 DPC continued to deliver a \$4 million per annum package of initiatives to support better settlement outcomes for refugees and asylum seekers, including establishing 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 a particular region.

In September 2017 the Victorian Government announced an emergency funding package of \$600,000 to support a group of asylum seekers who were removed from Commonwealth income and accommodation support.

Strengthening multicultural affairs and social cohesion

In 2017–18 DPC delivered a number of key initiatives under the Multicultural Policy Statement, *Victorian. And proud of it.*, including the African Communities Action Plan, Recruit Smarter and the Language Services reform.

In 2018–19 increased funding to the portfolio supported projects and programs spanning settlement support, social cohesion and inclusion projects, building community capacity and participation, community engagement and partnerships, as well as prevention of violent extremism.

Delivering full inclusion for all LGBTI Victorians

DPC's Equality branch delivers initiatives that promote full inclusion of all LGBTI Victorians. Examples from 2017–18 are:

- LGBTI Rural and Regional Roadshow Program
- LGBTI Taskforce and associated working groups
- LGBTI Community Grants Program
- support for the Victorian Pride Centre
- support for LGBTI research, information and events
- support for LGBTI events and activities.

Improving public participation in government decision-making

DPC's Justice branch facilitates ministerial responses to correspondence received on justice-related issues such as sentencing and bail reforms and law and order incidents. In 2017–18 the branch facilitated responses to around 500 pieces of correspondence from members of the public.

DPC also supports the Expert Advisory Committee on Perpetrator Interventions, which advises government on the suite of family violence perpetrator interventions that should be available in Victoria. The committee's membership includes leading international and locally based experts with practice experience in working with perpetrators, including from CALD and Aboriginal

communities, and a member with lived experience. The committee's final report will be provided to government in 2018.

Exploring place-based approaches and the co-design of policy solutions to deliver effective outcomes for Victorian citizens

The Community Partnerships Initiative is a joint project between DPC, the Department of Health and Human Services and the Department of Education and Training. It aims to make a positive difference to the lives of children and families living in Victorian communities experiencing significant disadvantage and vulnerability. The initiative will adopt a place-based approach that seeks to grow the capability of families and communities. It will support more people to access earlier and more effective community, health and social service supports.

Professional public administration

Leading the government's independent remuneration tribunal

The Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Bill (which established the tribunal) was introduced into parliament in December 2017. The 2018–19 Victorian Budget also provided \$8.5 million for the tribunal to determine remuneration for members of parliament and public sector executive officers.

Integrity system and public information reforms

DPC has supported the Special Minister of State to develop two Bills to reform the integrity system. The Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Bill 2018 makes a range of improvements to the operation of IBAC, the Ombudsman and the protected disclosure system. The Audit Amendment Bill 2017 modernises and simplifies the *Audit Act*, as well as making targeted improvements to the operation of the Act.

Strengthening DPC's approach to integrity

In 2017–18 DPC continued to chair the Victorian Secretaries' Board's Integrity and Corporate Reform Subcommittee. Over the year, the subcommittee's integrity focus has been to develop public service recruitment processes to detect applicants with a history of misconduct, and improve how reports of sexual harassment in the workplace are handed and addressed. The subcommittee has also maintained an oversight role for implementing model policies for managing conflicts of interest and gifts, benefits and hospitality.

In addition the Finance and Corporate Governance branch has taken an active role during 2017–18 in promoting and strengthening DPC's integrity policies. These include:

- promoting integrity policies and procedures on the DPC intranet
- revising the Gifts Benefits and Hospitality Policy
- presentations on new compliance requirements and the introduction of an easy-to-use decision tree to assist staff in accepting or rejecting gifts
- updating internal registers for better monitoring of gifts, benefits and hospitality, conflict of interest and fraud and corruption.

These initiatives resulted in better engagement to assist compliance with our integrity policies. For example, there was a notable increase in reported gifts, benefits and hospitality during 2017–18. DPC will increase compliance monitoring activities in 2018–19, which will include half-yearly confirmations on the application of planned strategies to manage reported conflict of interest matters within DPC.

Leading whole of government freedom of information activities

During 2017–18 the Office of the Victorian Information Commissioner undertook a review of business processes in privacy and FOI to facilitate a more streamlined and, where appropriate, integrated approach. The outcome of this review, which is to be fully implemented in 2018–19, will be increased business process efficiency. This will further enhance OVIC's case management performance, which again exceeded targets as shown in the 2017–18 BP3 results.

OVIC continues to increase the delivery of online and face-to-face training across its three major functional areas. Agency staff attendees expressed great satisfaction with the presented content as was evident from the feedback and the ongoing high demand for this service. To further improve OVIC's training and education service, OVIC redeveloped its website, which provides information to both public sector agencies and the Victorian community. In combination, the increased delivery of training, a redeveloped website and OVIC's increased stakeholder engagement will further drive cultural change across the public sector as envisaged by the 2017 legislative reforms that established OVIC.

Section 3: Financial statements for the year ended 30 June 2018

Comprehensive operating statement for the financial year ended 30 June 2018	52
Balance sheet as at 30 June 2018	53
Cash flow statement for the financial year ended 30 June 2018	54
Statement of changes in equity for the financial year ended 30 June 2018	55
Notes to the financial statements	56
Note 1. About this report	56
Note 2. Funding of our services	58
2.1 Income that funds the delivery of services	58
2.2 Summary of compliance with annual parliamentary and special appropriations	60
Note 3. Cost of delivering our services	62
3.1 Expenses incurred in the delivery of services	62
Note 4. Output information	64
4.1 Departmental outputs	64
4.2 Changes in departmental outputs	64
4.3 Departmental outputs – controlled income and controlled expenses	65
Note 5. Key assets to support output delivery	66
5.1 Property, plant and equipment	66
5.2 Intangible assets	69
5.3 Asset depreciation and amortisation of intangibles	69
5.4 Fair value determination	71
Note 6. Other assets and liabilities	74
6.1 Receivables	74
6.2 Payables	75
6.3 Other non-financial assets	75
6.4 Employee benefits	76
Note 7. Our financing activities	77
7.1 Borrowings	77
7.2 Cash balances and cash flow information	78
7.3 Financial instruments and financial risk management	79
7.4 Commitments for expenditure	80
7.5 Trust account balances	81

Note 8. Other disclosures	82
8.1 Other economic flows	82
8.2 Responsible persons	83
8.3 Executive remuneration	84
8.4 Related parties	84
8.5 Remuneration of auditors	86
8.6 Restructuring of administrative arrangements	87
8.7 Contingent assets and contingent liabilities	88
8.8 Administered items	89
8.9 Third-party funds under management	91
8.10 Other accounting policies and Australian Accounting Standards issued but not yet effective	94
8.11 Subsequent events	96
Accountable Officer's and Chief Financial Officer's declaration	97
Independent audit report for the year ended 30 June 2018	98

Comprehensive operating statement for the financial year ended 30 June 2018

		2018	2017
	Notes	\$'000	\$'000
Continuing operations			
Income from transactions			
Output appropriations	2.1	485,576	426,048
Special appropriations	2.1	34,426	53,082
Grants	2.1	52,833	35,989
Other income	2.1	7,943	3,205
Total income from transactions		580,778	518,324
Expenses from transactions			
Employee expenses	3.1	192,729	168,794
Depreciation	5.3	7,306	7,569
Interest expense		56	60
Grant expenses	3.1	231,792	202,160
Capital asset charge	3.1	8,658	8,677
Other operating expenses	3.1	132,487	109,536
Total expenses from transactions		573,028	496,796
Net result from transactions (net operating balance)		7,750	21,528
Other economic flows included in net result			
Net gain on non-financial assets	8.1	183	120
Other gains/(losses) on other economic flows	8.1	33	547
Total other economic flows included in net result		216	667
Net result		7,966	22,195
Other economic flows – other comprehensive income			
Changes in physical asset revaluation surplus		–	140,095
Comprehensive result		7,966	162,290

The accompanying notes form part of these financial statements.

Balance sheet as at 30 June 2018

		2018	2017
	Notes	\$'000	\$'000
Assets			
Financial assets			
Cash and deposits	7.2.1	59,943	66,927
Receivables	6.1	127,072	125,666
Total financial assets		187,015	192,593
Non-financial assets			
Property, plant and equipment	5.1	617,606	608,287
Intangible assets	5.2	34,602	11,068
Other non-financial assets	6.3	8,008	1,456
Total non-financial assets		660,216	620,811
Total assets		847,231	813,404
Liabilities			
Payables	6.2	49,575	42,515
Borrowings	7.1	3,192	2,814
Employee benefits	6.4	37,110	32,420
Other provisions		391	–
Total liabilities		90,268	77,749
Net assets		756,963	735,655
Equity			
Accumulated surplus		136,043	128,077
Physical asset revaluation surplus		361,723	361,723
Contributed capital		259,197	245,855
Total equity		756,963	735,655
Net worth		756,963	735,655

The accompanying notes form part of these financial statements.

Cash flow statement for the financial year ended 30 June 2018

		2018	2017
	Notes	\$'000	\$'000
Cash flows from/(used in) operating activities			
Receipts from government		574,954	515,725
Receipts from other entities		4,433	2,666
Goods and services tax recovered from the Australian Taxation Office		18,479	14,201
Interest received		11	3
Total receipts		597,877	532,595
Payments to suppliers and employees		(341,391)	(288,982)
Payments of grants expenses		(231,793)	(201,501)
Capital asset charge payments		(8,658)	(8,677)
Interest and other costs of finance paid		(56)	(60)
Total payments		(581,897)	(499,220)
Net cash flows from/(used in) operating activities	7.2.2	15,980	33,375
Cash flows from/(used in) investing activities			
Purchase of non-financial assets		(33,634)	(10,380)
Total payments		(33,634)	(10,380)
Net cash flows used in investing activities		(33,634)	(10,380)
Cash flows from/(used in) financing activities			
Appropriation for capital expenditure purposes		18,998	1,145
Special appropriations		4,840	500
Proceeds from disposal of motor vehicles		1,106	909
Total receipts		24,944	2,554
Cash transferred out – machinery of government changes	8.6	(7,091)	–
Capital grants to portfolio agencies		(5,277)	(348)
Repayment of finance leases		(1,906)	(1,745)
Total payments		(14,274)	(2,093)
Net cash flows from/(used in) financing activities		10,670	461
Net increase in cash and cash equivalents		(6,984)	23,456
Cash and cash equivalents at beginning of financial year		66,927	43,471
Cash and equivalents at end of financial year	7.2.1	59,943	66,927

The accompanying notes form part of these financial statements.

Statement of changes in equity for the financial year ended 30 June 2018

		Physical asset revaluation surplus	Contributed capital	Accumulated surplus	Total
	Notes	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2016		221,628	244,525	105,572	571,725
Net result for the year		–	–	22,195	22,195
Annual appropriations – capital	2.2.1	–	1,146	–	1,146
Special appropriations – capital	2.2.2	–	500	–	500
Machinery of government transfers		–	–	–	–
Other transfers		–	–	310	310
Capital distributions to portfolio agencies		–	(316)	–	(316)
Changes in physical asset revaluation surplus		140,095	–	–	140,095
Balance at 30 June 2017		361,723	245,855	128,077	735,655
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	8.6	–	(5,219)	–	(5,219)
Other transfers		–	–	–	–
Capital distributions to portfolio agencies		–	(5,277)	–	(5,277)
Changes in physical asset revaluation surplus		–	–	–	–
Balance at 30 June 2018		361,723	259,197	136,043	756,963

The accompanying notes form part of these financial statements.

Notes to the financial statements

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 preparing 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 cover the Department of Premier and Cabinet as an individual reporting entity and include all the controlled activities of the department and the following agencies. These entities have been included in the department's financial statements pursuant to a determination made by the Minister for Finance under section 53(1)(b) of the *Financial Management Act 1994*. These agencies are reported in aggregate and are not controlled by the department:

- **Office of the Victorian Information Commissioner** was established on 1 September 2017 under the *Freedom of Information Amendment (Freedom of Information Commissioner) Act 2017*.
- **Freedom of Information Commissioner** was established under the *Freedom of Information Amendment (Freedom of Information Commissioner) Act 2012*. With the 2017 amendments to the Act, the agency's operations, assets and liabilities were transferred to the Office of the Victorian Information Commissioner on 1 September 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*.

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 1994* 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 that 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. All amounts of income over which the department does not have control are disclosed as administered income (see Note 8.8 Administered items).

2.1 Income that funds the delivery of services

		2018	2017
	Notes	\$'000	\$'000
Output appropriations	2.2.1	485,576	426,048
Special appropriations	2.2.2	34,426	53,082
Total appropriations		520,002	479,130
General purpose grants		14	894
Specific purpose grants for on-passing		52,708	34,964
Other specific purpose grants		111	131
Total grants		52,833	35,989
Other income		7,943	3,205

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 (for example, 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 due and payable 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. Alternatively, they may be received for a particular purpose and have conditions attached regarding their use.
- **Specific purpose grants** for on-passing are grants received by the department to be passed on to another institution (for example, 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, and Equality branches.

Other income

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

- **Trust fund income** includes fees collected from the Aboriginal Cultural Heritage Register and other external parties.
- **Sponsorship income** includes receipts from external parties for the Australia Day Fund and Cultural Diversity Week.
- 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 includes an amount of \$4.8 million recognised in the current financial year for the value of public records transferred to 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 reported separately in Note 8.8 Administered items.

	Appropriations Act			Financial Management Act			Total parliamentary authority	Appropriations applied	Variance ^(iv)
	Annual appropriation	Advance from Treasurer	Section 3(2)	Section 29 ⁽ⁱ⁾	Section 30 ⁽ⁱⁱ⁾	Section 32 ⁽ⁱⁱⁱ⁾			
2018 controlled									
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
2018 total	505,104	63,395	–	1,498	–	62,829	632,826	504,574	128,252
2017 controlled									
Output appropriations	457,663	60,420	–	632	(6,294)	31,322	543,743	426,048	117,695
Additions to net assets	4,760	500	–	–	6,294	407	11,961	1,146	10,815
2017 total	462,423	60,920	–	632	–	31,729	555,704	427,194	128,510

Notes:

- (i) The department is permitted under section 29 of the *Financial Management Act 1994* 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.
- (ii) 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.
- (iii) Section 32 constitutes the approved carryover of unapplied appropriation from the prior year to be applied against outputs in the current year.
- (iv) The variance is primarily related to funding for the Latrobe Valley Authority, Social Services Reform and Service Victoria projects being transferred to future financial years based on the projected rate of completion of these projects.

2.2.2 Summary of special appropriations

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

Authority	Purpose	Appropriations applied	
		2018 \$'000	2017 \$'000
Controlled			
<i>Constitution Act, No. 8750 of 1975</i> – Executive Council	Salary for Clerk of the Executive Council	–	50
<i>Constitution Act, No. 8750 of 1975</i> – Governor's salary	Salary payments to the Governor of Victoria	287	173
<i>Ombudsman Act, No. 8414 of 1973</i>	Salary and allowances payable to the Ombudsman	532	534
<i>Electoral Act, No. 23 of 2002</i>	Operating costs incurred by the Victorian Electoral Commission	33,607	52,325
Total controlled		34,426	53,082
Capital			
<i>Electoral Act, No. 23 of 2002</i>	Capital costs incurred by the Victorian Electoral Commission	4,840	500
Total capital		4,840	500
Administered			
<i>Electoral Act, No 23 of 2002</i>	Electoral allowances	56	–
Total administered		56	–

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 the costs associated with the provision of those services are recorded.

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

	2018	2017
	\$'000	\$'000
Salaries and wages, annual leave and long service leave	178,028	156,011
Defined contribution superannuation expenses	14,189	12,215
Defined benefit superannuation expense	512	568
Employee expenses	192,729	168,794
Specific purpose grants for on-passing	165,673	160,025
Grant payments for other specific purposes	66,119	42,135
Grant expenses	231,792	202,160
Capital asset charge	8,658	8,677
Purchases of services	72,728	55,263
Information technology expenses	12,122	13,440
Marketing and promotion	13,223	9,983
Other supplies and services	15,575	13,589
Operating lease payments	10,786	10,750
Lease outgoings	8,053	6,511
Other operating expenses	132,487	109,536

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).

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 grants payments in 2017–18 can be viewed at www.dpc.vic.gov.au. This grants payments information on the department's internet 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 the 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 underutilised 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 year ended 30 June 2018 and the objectives of these outputs is summarised below.

Strong policy outcomes

These outputs relate to providing advice and support 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 2017–18:

- The productivity and competitiveness objective and its outputs including Infrastructure Victoria, public sector information and communications technology, digital government and the Office of the Victorian Government Architect are now being reported under 'Strong policy outcomes'.
- Women, the prevention of family violence and LGBTI equality policy and programs was disaggregated and partially transferred to the Department of Health and Human Services as a result of machinery of government changes (refer to Note 8.6 for more details).

4.3 Departmental outputs – controlled income and controlled expenses

	Strong policy outcomes		Engaged citizens		Professional public administration		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from transactions								
Output appropriations	327,710	250,535	106,999	127,955	50,867	47,558	485,576	426,048
Special appropriations	34,139	52,910	–	–	287	172	34,426	53,082
Grants income	49,832	29,565	2,831	6,256	170	168	52,833	35,989
Other income	917	891	2,178	2,251	4,848	63	7,943	3,205
Total income from transactions	412,598	333,901	112,008	136,462	56,172	47,961	580,778	518,324
Expenses from transactions								
Employee benefits	140,490	104,339	28,264	42,846	23,975	21,609	192,729	168,794
Depreciation	1,541	1,892	565	552	5,200	5,125	7,306	7,569
Grants expenses	41	48	9	15	6	(3)	56	60
Capital asset charge	169,540	143,327	61,541	58,215	711	618	231,792	202,160
Interest expense	468	458	427	431	7,763	7,788	8,658	8,677
Other operating expenses	98,108	65,030	20,620	32,206	13,759	12,300	132,487	109,536
Total expenses from transactions	410,188	315,094	111,426	134,265	51,414	47,437	573,028	496,796
Net result from transactions (net operating balance)	2,410	18,807	582	2,197	4,758	524	7,750	21,528
Other economic flows included in net result								
Net gain/(loss) on non-financial assets	141	92	20	7	22	21	183	120
Other gains/(losses) from other economic flows	22	306	5	152	6	89	33	547
Total other economic flows included in net result	163	398	25	159	28	110	216	667
Net result from continuing operations	2,573	19,205	607	2,356	4,786	634	7,966	22,195
Other economic flows – other comprehensive income								
Changes in physical asset revaluation surplus	–	140,095	–	–	–	–	–	140,095
Comprehensive result	2,573	159,300	607	2,356	4,786	634	7,966	162,290

Note 5. Key assets to support output delivery

Introduction

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

Structure of this section

- 5.1 Property, plant and equipment
- 5.2 Intangible assets
- 5.3 Asset depreciation and amortisation of intangibles
- 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	
	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land ⁽ⁱ⁾	193,900	193,900	–	–	193,900	193,900
Buildings (including heritage buildings) ⁽ⁱ⁾	103,156	101,067	(4,511)	(84)	98,645	100,983
Leasehold improvements	9,620	8,928	(7,912)	(7,198)	1,708	1,730
Building construction in progress	5,712	1,029	–	–	5,712	1,029
Office and computer equipment	15,734	15,227	(14,535)	(14,244)	1,199	983
Plant and equipment works in progress	1,529	–	–	–	1,529	–
Motor vehicles	100	100	(100)	(100)	–	–
Motor vehicles under finance lease	4,373	3,919	(1,210)	(1,258)	3,163	2,661
Public records ⁽ⁱⁱ⁾	304,757	299,909	–	–	304,757	299,909
Other heritage assets ⁽ⁱⁱⁱ⁾	7,066	7,094	(73)	(2)	6,993	7,092
Net carrying amount	645,947	631,173	(28,341)	(22,886)	617,606	608,287

Notes:

- (i) 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.
- (ii) 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 is adjusted for any community service obligations 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 the use of 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	Buildings (including heritage buildings)	Leasehold improvements	Building construction in progress	Office and computer equipment	Plant and equipment works in progress	Leased motor vehicles	Public records	Other heritage assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018										
Carrying amount as at start of the year	193,900	100,983	1,730	1,029	983	–	2,661	299,909	7,092	608,287
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)
Carrying amount at end of 2018	193,900	98,645	1,708	5,712	1,199	1,529	3,163	304,757	6,993	617,606
2017										
Carrying amount as at start of the year	108,609	94,443	2,349	2,641	892	22	2,602	258,268	1,609	471,435
Additions	–	1,259	–	430	479	–	1,951	–	–	4,119
Disposals	–	–	(33)	–	(53)	–	(738)	–	–	(824)
Transfers between classes	–	2,054	29	(2,042)	(19)	(22)	–	–	–	–
Net transfers free of charge	–	–	–	–	4	–	–	–	5	9
Other administrative arrangements	–	–	–	–	–	–	(152)	–	–	(152)
Revaluation	85,291	6,324	–	–	–	–	–	42,932	5,548	140,095
Depreciation/amortisation expense	–	(3,097)	(615)	–	(320)	–	(1,002)	(1,291)	(70)	(6,395)
Carrying amount at end of the year	193,900	100,983	1,730	1,029	983	–	2,661	299,909	7,092	608,287

5.2 Intangible assets

Key accounting recognition and measurement criteria

Purchased intangible assets are initially recognised at cost.

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 measure reliably the expenditure attributable to the intangible asset during its development.

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.

	2018	2017
	\$'000	\$'000
Opening balance of gross carrying amount	17,861	17,864
Additions	5	–
Disposals	–	(3)
Closing balance of gross carrying amount	17,866	17,861
Opening balance of accumulated amortisation and impairment	(15,457)	(14,287)
Amortisation of intangible assets charged	(872)	(1,173)
Disposals	–	3
Closing balance of accumulated amortisation	(16,329)	(15,457)
Intangibles under development	33,065	8,664
Net book value at end of financial year	34,602	11,068

5.3 Asset depreciation and amortisation of intangibles

	2018	2017
	\$'000	\$'000
Buildings (including heritage buildings)	4,426	3,097
Leasehold improvements	613	615
Office and computer equipment	355	320
Motor vehicles under finance lease	970	1,002
Public records ⁽ⁱ⁾	–	1,291
Other heritage assets	70	70
Intangible assets	872	1,174
Total depreciation and amortisation	7,306	7,569

Note:

- (i) Public records are no longer depreciated since these assets are assessed to have an infinite useful life.

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 begins 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 and computer equipment	3–20
Motor vehicles	5
Motor vehicles under finance lease	2–3
Public records ⁽ⁱ⁾	–
Other heritage assets	99–100
Intangible assets	3–10

Note:

(i) Public records are no longer depreciated in the 2017–18 financial year. In prior years, public records had a useful life of 299 years.

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 following table shows the fair value of all non-financial physical assets.

	Level 3 fair value assets			
	Carrying amount 2018	Carrying amount 2017	Fair value 2018	Fair value 2017
2018	\$'000	\$'000	\$'000	\$'000
Land at fair value	193,900	193,900	193,900	193,900
Buildings at fair value	98,645	100,983	98,645	100,983
Office and computer equipment at fair value	1,199	983	1,199	983
Public records at fair value	304,757	299,909	304,757	299,909
Other heritage assets at fair value	6,993	7,092	6,993	7,092
Fair value at end of financial year	605,494	602,867	605,494	602,867

The following table shows the reconciliation of all movements of level 3 fair value assets.

	Land	Buildings (including heritage buildings)	Office and computer equipment	Public records	Other heritage assets
2018	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2016	108,609	94,443	892	258,268	1,609
Purchases	–	1,259	479	–	–
Disposals	–	–	(53)	–	–
Transfers between classes	–	2,054	(19)	–	–
Depreciation	–	(3,097)	(320)	(1,291)	(70)
Net transfers free of charge	–	–	4	–	5
Other administrative arrangements	–	–	–	–	–
Asset revaluation increment	85,291	6,324	–	42,932	5,548
Balance at 30 June 2017	193,900	100,983	983	299,909	7,092
Purchases	–	732	540	–	–
Disposals	–	–	–	–	(29)
Transfers between classes	–	1,356	–	–	–
Depreciation	–	(4,426)	(355)	–	(70)
Net transfers free of charge	–	–	–	4,848	–
Other administrative arrangements	–	–	31	–	–
Asset revaluation increment	–	–	–	–	–
Balance at 30 June 2018	193,900	98,645	1,199	304,757	6,993

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 community service obligations (CSOs) 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. Because cost and such adjustments of CSOs 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.

VG V performed an independent valuation of the department's specialised land and specialised buildings during the last financial year. The effective date of the valuation was 30 June 2017.

Office and computer equipment

Office 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 is based on a market approach. This involves using 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 may involve significant 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 .

VGV performed an independent valuation of the department's public records and other heritage assets during the last financial year. 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 outputs 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 'loans and receivables'. 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 2018–19 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 before 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

	2018	2017
	\$'000	\$'000
Contractual		
Receivables	11,934	4,048
Statutory		
Amounts owing from Victorian Government ⁽ⁱ⁾	110,683	118,445
GST recoverable	4,455	3,173
Total receivables	127,072	125,666
<i>Represented by:</i>		
Current receivables	121,687	120,388
Non-current receivables	5,385	5,278

Note:

- (i) Represents the balance of available appropriations relating to the provision of 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. The department does not currently hold any collateral as security nor credit enhancements relating to any of its financial assets.

6.2 Payables

	2018	2017
	\$'000	\$'000
Contractual		
Supplies and services	31,612	25,958
Statutory		
Amounts payable to other government agencies	17,963	16,557
Total payables	49,575	42,515
<i>Represented by:</i>		
Current payables	49,575	42,515

6.3 Other non-financial assets

	2018	2017
	\$'000	\$'000
Prepayments	7,921	1,250
Other	87	206
Total other non-financial assets	8,008	1,456

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 relate to accommodation, WorkCover insurance, software and information technology payments paid in advance.

6.4 Employee benefits

Key accounting recognition and measurement criteria

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.

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.

Unconditional long service leave (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.

	2018	2017
	\$'000	\$'000
Current provisions		
Annual leave	13,427	11,246
Long service leave	14,582	12,754
Provisions for on-costs	3,716	3,141
Total current provisions for employee benefits	31,725	27,141
Non-current provisions		
Long service leave	4,845	4,762
Provision for on-costs	540	517
Total non-current provisions for employee benefits	5,385	5,279
Total provisions for employee benefits	37,110	32,420

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

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 the department's financing activities 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 the borrowing of funds and the interest component of finance lease repayments related to motor vehicles leased through the lease provider. Interest expenses are recognised in the period in which they are incurred.

	2018	2017
	\$'000	\$'000
Current borrowings		
Finance lease liabilities	1,850	1,640
Total current borrowings	1,850	1,640
Non-current borrowings		
Finance lease liabilities	1,342	1,174
Total non-current borrowings	1,342	1,174
Total borrowings	3,192	2,814

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 other borrowing conditions in the current or prior financial years.

7.2 Cash balances and cash flow information

7.2.1 Cash balances

	2018	2017
	\$'000	\$'000
Cash on hand	1	2
Cash at bank	59,942	66,925
Balance as per cash flow statement	59,943	66,927

Cash received by the department is paid into the State of Victoria's bank account ('public account'). Similarly, departmental expenditure, including in the form of cheques drawn for the payments to its 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

	2018	2017
	\$'000	\$'000
Net result for the period	7,966	22,195
Non-cash movements		
Depreciation and amortisation	7,306	7,569
(Gain) on disposal of non-financial assets	(183)	(120)
Net transfers free of charge	(4,847)	(5)
Total non-cash movements	2,276	7,444
Movements in assets and liabilities		
(Increase)/decrease in receivables	(752)	(11,133)
(Increase)/decrease in other assets	(6,663)	(225)
Increase/(decrease) in payables	7,124	9,943
Increase/(decrease) in provisions	6,029	5,151
Total movements in assets and liabilities	5,738	3,736
Net cash flows from/(used in) operating activities	15,980	33,375

7.3 Financial instruments and financial risk management

The following tables show the department's financial assets and financial liabilities.

	Receivables and cash	Liabilities at amortised cost	Total
2018	\$'000	\$'000	\$'000
Contractual financial assets			
Cash and deposits	59,943	–	59,943
Receivables	11,934	–	11,934
Total contractual financial assets in 2018	71,877	–	71,877
Financial liabilities			
Payables	–	31,612	31,612
Borrowings	–	3,192	3,192
Total contractual financial liabilities in 2018	–	34,804	34,804

	Receivables and cash	Liabilities at amortised cost	Total
2017	\$'000	\$'000	\$'000
Contractual financial assets			
Cash and deposits	66,927	–	66,927
Receivables	4,048	–	4,048
Total contractual financial assets in 2017	70,975	–	70,975
Financial liabilities			
Payables	–	25,958	25,958
Borrowings	–	2,814	2,814
Total contractual financial liabilities in 2017	–	28,772	28,772

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 its 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.

Liquidity risk

Liquidity risk arises when the department is unable to meet its financial obligations as they fall due. The department's 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 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 the department's 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 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	1–5 years	5+ years	Total
	1 year			
	\$'000	\$'000	\$'000	\$'000
2018				
Capital commitments	20,795	–	–	20,795
Outsourcing commitments	1,540	2,979	–	4,519
Operating lease commitments ⁽ⁱ⁾	13,333	44,215	10,281	67,829
Other commitments	10,376	3,882	–	14,258
Total commitments (inclusive of GST)	46,044	51,076	10,281	107,401
Less GST recoverable	(4,186)	(4,643)	(935)	(9,764)
Total commitments (exclusive of GST) in 2018	41,858	46,433	9,346	97,638
2017				
Capital commitments	6,920	–	–	6,920
Outsourcing commitments	1,359	2,617	–	3,977
Operating lease commitments	5,712	12,989	325	19,026
Other commitments	1,404	169	–	1,573
Total commitments (inclusive of GST)	15,396	15,775	325	31,496
Less GST recoverable	(1,400)	(1,434)	(30)	(2,863)
Total commitments (exclusive of GST) in 2017	13,996	14,341	296	28,632

Note:

(i) Operating lease commitments have increased during the financial year due to extension of existing leases into future periods.

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

7.5 Trust account balances

	2018				2017			
	Opening balance as at 1 July 2017	Total receipts	Total payments	Closing balance as at 30 June 2018	Opening balance as at 1 July 2016	Total receipts	Total payments	Closing balance as at 30 June 2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents and investments								
Controlled trusts								
Australia Day Committee Victoria Trust	164	975	(1,082)	57	110	1,149	(1,095)	164
Victorian Veterans Fund	165	268	(177)	256	295	287	(417)	165
Departmental Trust Account	16,734	4,343	(8,085)	12,992	16,613	4,624	(4,503)	16,734
Treasury Trust	47,926	41,784	(46,844)	42,866	25,439	39,695	(17,208)	47,926
Vehicle Lease Trust ⁽ⁱ⁾	339	200	–	539	208	131	–	339
Information Victoria Working Account	1,183	227	(408)	1,002	1,098	346	(261)	1,183
ANZAC Day Trust	17	360	(360)	17	17	277	(277)	17
Aboriginal Cultural Heritage Fund	397	1,276	(799)	874	–	1,198	(801)	397
Intergovernmental Trust ⁽ⁱⁱ⁾	–	3,000	(1,661)	1,339	–	–	–	–
Total controlled trusts	66,925	52,433	(59,416)	59,942	43,780	47,707	(24,562)	66,925

Trust account balances relating to trust accounts controlled by the department are shown above. These trust balances are reported as cash at bank (refer to Note 7.2.1).

Notes:

- (i) The receipts in the Vehicle Lease Trust relate to the proceeds from disposal of vehicles. There are no outgoings in the current and prior year.
- (ii) The Intergovernmental Trust was established during 2017–18 under section 19 of the *Financial Management Act 1994* to record projects managed through interdepartmental 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 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.

	2018	2017
	\$'000	\$'000
Other economic flows		
Net gain on non-financial assets		
Gain on disposal of leased motor vehicles	183	120
Total net gain on non-financial assets	183	120
Other gains/(losses) on other economic flows		
Gain/(loss) on revaluation of recreational leave liability	2	16
Gain/(loss) on revaluation of long service leave liability	31	531
Total net gain/(loss) on other economic flows	33	547

8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance 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 and Accountable Officer in the department (from 1 July 2017 to 30 June 2018 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
Robin Scott MP	Minister for Multicultural Affairs
Chris Eccles AO	Secretary

The persons who acted in positions of Minister and Accountable Officer in the department (from 1 July 2017 to 30 June 2018) were:

- The Hon James Merlino MP, The Hon Jacinta Allan MP and Tim Pallas MP who acted in the office of the Premier in the absence of The Hon Daniel Andrews MP
- The Hon Daniel Andrews MP, The Hon James Merlino MP and Tim Pallas MP, who acted in the office of the Special Minister of State in the absence of Gavin Jennings MLC
- Martin Foley MP, Gavin Jennings MLC, The Hon John Eren MP and The Hon Luke Donnellan MP, who acted in the office of the Minister for Aboriginal Affairs in the absence of The Hon Natalie Hutchins MP
- The Hon Jenny Mikakos MP, Gavin Jennings MLC and The Hon Jill Hennessy MP, who acted in the office of the Minister for Equality in the absence of Martin Foley MP
- Gavin Jennings MLC, The Hon John Eren MP, The Hon James Merlino MP and Martin Foley MP, who acted in the office of the Minister for Multicultural Affairs in the absence of Robin Scott MP
- The Hon Natalie Hutchins MP, The Hon Jaala Pulford MLC, The Hon Luke Donnellan MP, The Hon Jenny Mikakos MP, The Hon Philip Dalidakis MP, The Hon Marlene Kairouz MP, The Hon Ben Carroll MP, Tim Pallas MP and The Hon Wade Noonan MP, who acted in the office of the Minister for Veterans in the absence of The Hon John Eren MP
- Rebecca Falkingham, Simon Phemister and Tony Bates, who acted in the office of the Secretary during absences of Chris Eccles AO.

Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing the department during the reporting period was in the range of \$620,000 – \$629,999 (2017: \$670,000–\$679,999).

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 long service leave, other long-service benefit or deferred compensation.

	2018	2017
	\$'000	\$'000
Remuneration of executive officers		
Short-term employee benefits	23,281	16,581
Post-employment benefits	2,224	1,646
Other long-term benefits	868	587
Termination benefits	114	–
Total remuneration	26,487	18,814
Total number of executives⁽ⁱ⁾	135	104
Total annualised employee equivalents⁽ⁱⁱ⁾	110.9	75.8

Notes:

(i) 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).

(ii) 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, Freedom of 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 and made payments to the Consolidated Fund of \$485.6 million (2017: \$426.0 million) and \$0.7 million (2017: \$0.7 million) respectively.

Key management personnel

The department's key management personnel from 1 July 2017 to 30 June 2018 include:

The Premier

- The Hon Daniel Andrews MP

Portfolio Ministers

- The Hon James Merlino MP
- The Hon John Eren MP
- Martin Foley MP
- The Hon Natalie Hutchins MP
- Gavin Jennings MLC
- Robin Scott MP

The Secretary

- Chris Eccles AO

The Deputy Secretaries

- Rebecca Falkingham
- Simon Phemister
- Tony Bates (to 18 March 2018)
- Jeremi Moule – acting (from 19 March 2018)

Other members of the executive team

- Susan Middleditch – Executive Director, Corporate Services
- Christopher Miller – General Counsel (to 18 January 2018)
- Monique Adofaci – Acting General Counsel (19 January 2018 to 27 April 2018)
- Tom McGregor – Acting General Counsel (28 April 2018 to 20 May 2018)
- Toby Hemming – General Counsel (from 21 May 2018)
- Joanne de Morton – Special Adviser, Service Victoria

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:

The Keeper of Public Records – Public Record Office Victoria

- Justine Heazlewood
- Joseph Yeung – acting (27 November 2017 to 12 December 2017)

Key management personnel of the agencies consolidated pursuant to section 53(1)(b) of the *Financial Management Act 1994* into the department's financial statements that are material in terms of the department's financial results include:

Chair – Victorian Multicultural Commission

- Helen Kapalos.

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

	Department, Administration Offices and section 53 entities	
	2018	2017
Compensation of key management personnel	\$'000	\$'000
Short-term employee benefits	2,840	3,176
Post-employment benefits	206	251
Other long-term benefits	89	120
Termination benefits	90	–
Total	3,225	3,547

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 had transactions 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

	2018	2017
	\$'000	\$'000
Victorian Auditor-General's Office		
Audit of the annual financial statements	134	177
Total remuneration of auditors	134	177

8.6 Restructuring of administrative arrangements

During the current financial year there were two restructures of administrative arrangements. These are summarised below.

- A major part of the functions carried out by the Social Policy Group relating to Family Violence and Service Delivery Reform was transferred to the newly established Family Safety Victoria administrative office under the portfolio of the Department of Health and Human Services. The effective date of this transfer was 1 July 2017.
- Following amendments to the *Freedom of Information Act 1992*, the Office of the Victorian Information Commissioner (OVIC) was formed by the combining of the operations of the previous Freedom of Information Commissioner (FOIC) and the previous Commissioner for Privacy and Data Protection (CPDP).

Prior to the forming of the new OVIC entity, FOIC results were included in the department's financial statements and CPDP prepared its own separate financial statements. The results of the new OVIC entity will be reported in the department's financial statements. The effective date of these changes was 1 September 2017.

	Transfer in – Commissioner for Privacy and Data Protection	Transfer out – Family Safety Victoria
2018	\$'000	\$'000
Assets		
Cash and deposits	–	(7,091)
Receivables	655	–
Property, plant and equipment	154	(419)
Intangible assets	5	–
Prepayments	101	–
Total assets	914	(7,510)
Liabilities		
Borrowings	–	74
Payables	(320)	283
Provisions	(510)	1,849
Total liabilities	(830)	2,206
Net assets transferred⁽ⁱ⁾	84	(5,304)

Note:

- (i) 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 below transactions and balances 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 for the achievement of its objectives. Some of the activities includes disposal of vehicles under finance lease, Public Service Commuter Club and other treasury and departmental trusts.

	2018	2017
	\$'000	\$'000
Administered (non-controlled) items		
Administered income from transactions		
Grants	3,426	–
Provision of services	79	71
Other income	570	584
Total administered income from transactions	4,075	655
Administered expenses from transactions		
Supplies and services	30	13
Payments into the Consolidated Fund	4,051	687
Total administered expenses from transactions	4,081	700
Total administered comprehensive result	(6)	(45)
Administered financial assets		
Cash	17,664	15,686
Other receivables	517	477
Total administered financial assets	18,181	16,163
Total assets	18,181	16,163
Administered liabilities		
Amounts payable to other government agencies ⁽ⁱ⁾	18,175	16,118
Payables	–	26
Total liabilities	18,175	16,144
Administered net assets	6	19

Note:

(i) 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.

	2018				2017			
	Opening balance as at 1 July 2017	Total receipts	Total payments	Closing balance as at 30 June 2018	Opening balance as at 1 July 2016	Total receipts	Total payments	Closing balance as at 30 June 2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents and investments								
Administered trusts								
Vehicle Lease Trust	13	–	(3)	10	3	10	–	13
Public Service Commuter Club	(432)	686	(764)	(510)	(353)	576	(655)	(432)
Treasury Trust	7,596	20	(143)	7,473	7,369	271	(44)	7,596
Departmental Trust Account	8,510	9,149	(6,968)	10,691	3,948	10,205	(5,643)	8,510
Total administered trusts	15,687	9,855	(7,878)	17,664	10,967	11,062	(6,342)	15,687

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

	2018	2017
	\$'000	\$'000
Cash at bank	1,058	1,061
Receivables	–	–
Total funds under management	1,058	1,061
Balance brought forward	1,061	1,065
Interest earned	23	26
Total receipts	23	26
Scholarships/prizes paid	(26)	(30)
Total payments	(26)	(30)
Balance carried forward	1,058	1,061

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

	2018	2017
	\$'000	\$'000
Cash at bank	1,028	1,031
Receivables	–	–
Total funds under management	1,028	1,031
Balance brought forward	1,031	1,035
Interest earned	23	26
Total receipts	23	26
Scholarships/prizes paid	(26)	(30)
Total payments	(26)	(30)
Balance carried forward	1,028	1,031

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

	2018	2017
	\$'000	\$'000
Cash at bank	84	82
Receivables	–	–
Total funds under management	84	82
Balance brought forward	82	80
Interest earned	2	2
Total receipts	2	2
Scholarships/prizes paid	–	–
Total payments	–	–
Balance carried forward	84	82

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

	2018	2017
	\$'000	\$'000
Cash at bank	157	152
Receivables	–	2
Total funds under management	157	154
Balance brought forward	154	150
Interest earned	3	4
Total receipts	3	4
Scholarships/prizes paid	–	–
Total payments	–	–
Balance carried forward	157	154

This fund was established in April 2013 and provides welfare assistance to visually impaired veterans (and their dependants) whose visual impairment was due to their service in defence of our nation.

The EDA Patriotic Fund

	2018	2017
	\$'000	\$'000
Cash at bank	34	33
Receivables	–	1
Total funds under management	34	34
Balance brought forward	34	33
Interest earned	–	1
Total receipts	–	1
Scholarships/prizes paid	–	–
Total payments	–	–
Balance carried forward	34	34

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

	2018	2017
	\$'000	\$'000
Cash at bank	335	321
Receivables	–	7
Total funds under management	335	328
Balance brought forward	328	319
Interest earned	7	9
Total receipts	7	9
Scholarships/prizes paid	–	–
Total payments	–	–
Balance carried forward	335	328

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 Other accounting policies and Australian Accounting Standards issued but not yet effective

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 30 June 2018.

These AASs have been published but are not mandatory for the 2017–18 reporting period. The Department of Treasury and Finance has assessed the impact of all these new Standards and advised the department of their applicability and early adoption where applicable.

The table below details the AASs issued but not yet effective for the 2017–18 reporting period.

Australian Accounting Standard	Likely impact
<i>AASB 9 Financial Instruments</i>	The assessment has identified that the amendments are likely to result in earlier recognition of impairment losses and at more regular intervals. The initial application of AASB 9 is not expected to significantly impact the financial position, however, there will be a change to the way financial instruments are classified and new disclosure requirements.
<i>AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]</i>	This amending Standard will defer the application period of AASB 9 to the 2018–19 reporting period in accordance with the transition requirements.
<i>AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9</i>	The assessment has indicated that there will be no significant impact for the public sector.
<i>AASB 15 Revenue from Contracts with Customers</i>	The changes in revenue recognition requirements in AASB 15 may result in changes to the timing and amount of revenue recorded in the financial statements. The Standard will also require additional disclosures on service revenue and contract modifications.
<i>AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15</i>	The assessment has indicated that there will be no significant impact for the public sector.
<i>AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15</i>	This amending Standard will defer the application period of AASB 15 for for-profit entities to the 2018–19 reporting period in accordance with the transition requirements.
<i>AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15</i>	The assessment has indicated that there will be no significant impact for the public sector other than the impact identified for AASB 15 above.
<i>AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities</i>	This amending Standard will defer the application period of AASB 15 for not-for-profit entities to the 2019–20 reporting period.

Australian Accounting Standard	Likely impact
<i>AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities</i>	<p>This Standard clarifies the application of AASB 15 and AASB 9 in a not-for-profit context. The areas within these Standards that are amended for not-for-profit application include the following:</p> <p>AASB 9:</p> <ul style="list-style-type: none"> ▪ Statutory receivables are recognised and measured similarly to financial assets <p>AASB 15:</p> <ul style="list-style-type: none"> ▪ The 'customer' does not need to be the recipient of goods and/or services. ▪ The 'contract' could include an arrangement entered into under the direction of another party. ▪ Contracts are enforceable if they are enforceable by legal or 'equivalent means'. ▪ Contracts do not have to have commercial substance, only economic substance. ▪ Performance obligations need to be 'sufficiently specific' to be able to apply AASB 15 to these transactions.
<i>AASB 16 Leases</i>	<p>The assessment has indicated that most operating leases, with the exception of short-term and low-value leases will come on to the balance sheet and will be recognised as right of use assets with a corresponding lease liability.</p> <p>In the operating statement, the operating lease expense will be replaced by depreciation expense of the asset and an interest charge.</p> <p>There will be no change for lessors because the classification of operating and finance leases remains unchanged.</p>
<i>AASB 1058 Income of Not-for-Profit Entities</i>	<p>The current revenue recognition for grants is to recognise revenue up front upon receiving the funds.</p> <p>This may change under AASB 1058 because capital grants for the construction of assets will need to be deferred. Income will be recognised over time, upon completion and satisfaction of performance obligations for assets being constructed, or income will be recognised at a point in time for acquisition of assets.</p> <p>The revenue recognition for operating grants will need to be analysed to establish whether the requirements under other applicable Standards need to be considered for recognition of liabilities (which will have the effect of deferring the income associated with these grants). Only after that analysis would it be possible to conclude whether there are any changes to operating grants.</p> <p>The impact on current revenue recognition of the changes is the phasing and timing of revenue recorded in the profit and loss statement.</p>

Australian Accounting Standard	Likely impact
<i>AASB 1059 Service Concession Arrangements: Grantor</i>	<p>For an arrangement to be in scope of AASB 1059 all of the following requirements are to be satisfied:</p> <ul style="list-style-type: none"> ▪ The operator is providing public services using a service concession asset. ▪ The operator manages at 'least some' of public services under its own discretion. ▪ The State controls/regulates: <ul style="list-style-type: none"> – what services are to be provided – to whom – at what price. ▪ The State controls any significant residual interest in the asset. <p>If the arrangement does not satisfy all the above requirements the recognition will fall under the requirements of another applicable accounting Standard.</p> <p>Currently the social infrastructure public-private partnerships (PPPs) are only recognised on the balance sheet at commercial acceptance. The arrangement will need to be progressively recognised as and when the asset is being constructed. This will have the impact of progressively recognising the financial liability and corresponding asset as the asset is being constructed.</p> <p>For economic infrastructure PPP arrangements, that were previously not on the balance sheet, the Standard will require recognition of these arrangements on the balance sheet. There will be no impact to net debt, because a deferred revenue liability will be recognised and amortised over the concession term.</p>
<i>AASB 17 Insurance Contracts</i>	The assessment has indicated that there will be no significant impact for the public sector.

8.11 Subsequent events

No significant events have occurred since 30 June 2018 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 Minister for Finance 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 2018 and financial position of the department at 30 June 2018.

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 24 August 2018.



Joseph Yeung
Chief Financial Officer
Department of Premier and Cabinet

Melbourne
24 August 2018



Chris Eccles AO
Secretary
Department of Premier and Cabinet

Melbourne
24 August 2018

Independent audit report for the year ended 30 June 2018



Independent Auditor's Report

To the Secretary of the Department of Premier and Cabinet

Opinion	<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">• balance sheet as at 30 June 2018• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• Accountable Officer's and Chief Financial Officer's declaration. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Department as at 30 June 2018 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>
Basis for opinion	<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>
Secretary's responsibilities for the financial report	<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

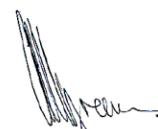
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and 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 the 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
31 August 2018



Andrew Greaves
Auditor General

Section 4: Appendices

Disclosure index	102
Appendix 1: Budget portfolio outcomes	104
Comprehensive operating statement for the year ended 30 June 2018	105
Balance sheet as at 30 June 2018	107
Cash flow statement for the year ended 30 June 2018	108
Statement of changes in equity for the year ended 30 June 2018	109
Administered items statement for the year ended 30 June 2018	110
Appendix 2: Functions and services	111
Organisational chart as at 30 June 2018	111
Economic Policy and State Productivity	112
Governance Policy and Coordination	113
Service Victoria	115
Social Policy	115
Office of the General Counsel	118
DPC portfolio entities	119
Appendix 3: Governance	123
Board of Management	123
Audit and Risk Management Committee	125
Internal audit	125
Financial Management Compliance	125
Appendix 4: Our people	126
Promoting a culture of diversity and inclusion	126
Learning and development	128
Working flexibly at DPC	128
Occupational health and safety	129
Workforce data	131
Appendix 5: Environmental performance	139
Environmental reporting	139
Energy	139
Paper	140
Water	140
Transport	141
Waste	142
Greenhouse gas emissions	143
Glossary	143
Trend charts	144

Appendix 6: Statutory compliance and other information	145
Acts of Parliament	145
Aboriginal Heritage Act	147
Building Act	149
Capital projects / asset investment	149
Consultancies and major contracts	149
Competitive Neutrality Policy	150
DataVic Access Policy	150
Freedom of Information Act	150
Government advertising expenditure	152
Grants payments	153
Local Jobs First – implementation of the Victorian Industry Participation Policy	153
Information and communications technology expenditure	154
Machinery of government changes – direct costs	154
Privacy	154
Protected Disclosure Act	155
Subsequent events	156
Other information available on request	156
Contacts	157

Disclosure index

The Department of Premier and Cabinet's (DPC) 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.

Legislation	Requirement	Page
Ministerial Directions and Financial Reporting Directions		
Report of operations		
Charter and purpose		
FRD 22H	Manner of establishment and the relevant ministers	4–8
FRD 22H	Purpose, functions, powers and duties	4–8
FRD 8D	Departmental objectives, indicators and outputs	15–40
FRD 22H	Key initiatives and projects	19–49
FRD 22H	Nature and range of services provided	111–122
Management and structure		
FRD 22H	Organisational structure	111
Financial and other information		
FRD 8D	Performance against output performance measures	19–40
FRD 8D	Budget portfolio outcomes	104–110
FRD 10A	Disclosure index	102
FRD 12B	Disclosure of major contracts	149
FRD 15D	Executive officer disclosures	137–138
FRD 22H	Employment and conduct principles	126–128
FRD 22H	Occupational Health and Safety Policy	129–130
FRD 22H	Summary of the financial results for the year	12–13
FRD 22H	Significant changes in financial position during the year	12–13
FRD 22H	Major changes or factors affecting performance	12–13
FRD 22H	Subsequent events	156
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	150–151
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	149
FRD 22H	Statement on Competitive Neutrality Policy	150
FRD 22H	Application and operation of the <i>Protected Disclosure Act 2012</i>	155
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	127
FRD 22H	Details of consultancies over \$10,000	149
FRD 22H	Details of consultancies under \$10,000	149
FRD 22H	Disclosure of government advertising expenditure	152
FRD 22H	Disclosure of ICT expenditure	154
FRD 22H	Statement of availability of other information	156
FRD 24D	Reporting of office-based environmental impacts	139–144

FRD 25C	Victorian Industry Participation Policy disclosures	153
FRD 29C	Workforce data disclosures	131–138
SD 5.2	Specific requirements under Standing Direction 5.2	2
Compliance attestation and declaration		
SD 5.2.3	Declaration in report of operations	2
Financial statements		
Declaration		
SD 5.1.4	Attestation for compliance of Ministerial Standing Direction	125
SD 5.2.3	Declaration in financial statements	97
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	56–57, 97
SD 5.2.1(a)	Compliance with Ministerial Directions	56–57, 97
SD 5.2.1(b)	Compliance with Model Financial Report	56–57, 97
Other disclosures as required by FRDs in notes to the financial statements		
FRD 9B	Departmental disclosure of administered assets and liabilities by activity	74–75
FRD 11A	Disclosure of ex gratia expenses	na
FRD 13	Disclosure of parliamentary appropriations	58–60
FRD 21C	Disclosures of responsible persons, executive officers and other personnel (contractors with significant management responsibilities) in the financial report	83
FRD 103G	Non-financial physical assets	82
FRD 110A	Cash flow statements	54
FRD 112D	Defined benefit superannuation obligations	62
Legislation		
	<i>Aboriginal Heritage Act 2006</i>	147–148
	<i>Building Act 1993</i>	149
	<i>Carers Recognition Act 2012</i>	127
	<i>Financial Management Act 1994</i>	56–57, 97
	<i>Freedom of Information Act 1982</i>	150–151
	<i>Protected Disclosure Act 2012</i>	155
	<i>Victorian Industry Participation Policy Act 2003</i>	153

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 forecasted 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 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 the department's financial statements because they include the consolidated financial information of the following entities in addition to that of the core department:

- Commissioner for Privacy and Data Protection⁽ⁱ⁾
- Independent Broad-based Anti-corruption Commission
- Infrastructure Victoria
- Office of the Ombudsman
- Victorian Electoral Commission
- Victorian Inspectorate
- Victorian Public Service Commission.

Note:

- (i) The Commissioner for Privacy and Data Protection ceased operations on 31 August 2017. As a result, only two months (July 2017 to August 2017) of financial data is included in the consolidated financial information.

Comprehensive operating statement for the year ended 30 June 2018

Controlled	2017–18	2017–18	
	Actual	Budget	Variation
	\$m	\$m	\$m
Income from transactions			
Output appropriations ⁽ⁱ⁾	485.6	592.6	(107.0)
Special appropriations	34.4	43.7	(9.3)
Interest	–	–	–
Sale of goods and services	4.8	5.7	(0.9)
Grants ⁽ⁱⁱ⁾	58.8	17.3	41.5
Resources received free of charge	4.8	–	4.8
Other income	1.6	1.4	0.2
Total income from transactions	590.0	660.7	(70.7)
Expenses from transactions			
Employee benefits ⁽ⁱ⁾	258.9	245.1	(13.8)
Depreciation	12.9	16.7	3.8
Interest expense	0.1	–	(0.1)
Grants expense ⁽ⁱⁱⁱ⁾	129.5	86.8	(42.7)
Capital asset charge	9.0	9.0	–
Other expenses ⁽ⁱ⁾	169.5	309.1	139.6
Total expenses from transactions	579.9	666.7	86.8
Net result from transactions	10.1	(6.0)	16.1
Other economic flows included in net result			
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	–	–	–
Total other economic flows included in net result	0.2	–	0.2
Net result	10.3	(6.0)	16.3
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation reserve	–	–	–
Other	4.1	–	4.1
Items that may be reclassified to net result			
Changes in financial assets available for sale reserve	–	–	–
Total other economic flows – other comprehensive income	4.1	–	4.1
Comprehensive result	14.4	(6.0)	20.4

Summary:

The comprehensive result for the portfolio of the Department of Premier and Cabinet is a surplus of \$14.4 million, which is \$20.4 million favourable to the original budgeted deficit of \$6.0 million.

The notes below provide an explanation of the major variances between the 2017–18 comprehensive result compared with the budgeted comprehensive result.

Notes:

- (i) The variance relates mainly to budget amounts being re-phased to future years since the date of the original budget publication. A number of projects within the Department of Premier and Cabinet including the Latrobe Valley Authority, Service Victoria and Social Services Reform initiatives were re-phased from the 2017–18 financial year to future years. This re-phasing has resulted in a reduction in output appropriations, employee benefits and other expenses during the 2017–18 financial year.
- (ii) The variance is primarily due to grants received specifically from the Department of Economic Development, Jobs, Transport and Resources, the Department of Education and Training, the Department of Health and Human Services and the Department of Treasury and Finance. These grants relate to programs such as the National Disability Insurance Scheme Workforce Reform, Victoria is Hiring, Victorian Leadership Academy and initiatives run through the Premier's Jobs and Investments Fund and Community Advancement Fund.
- (iii) The variance is primarily due to new grants programs and amendments to existing grants programs since the date of the original budget publication. These include grant payments for Aboriginal Affairs, Latrobe Valley Authority and Victorian Pride Centre.

Balance sheet as at 30 June 2018

	2018	2018	
Controlled	Actual	Budget	Variation
	\$m	\$m	\$m
Financial assets			
Cash and deposits	78.5	77.7	0.8
Receivables ⁽ⁱ⁾	129.4	137.3	(7.9)
Other financial assets	–	–	–
Total financial assets	207.9	215.0	(7.1)
Non-financial assets			
Inventories	3.7	2.2	1.5
Property, plant and equipment	638.5	628.8	9.7
Intangible assets ⁽ⁱⁱ⁾	40.3	16.0	24.3
Other non-financial assets	11.6	3.0	8.6
Total non-financial assets	694.1	650.0	44.1
Total assets	902.0	865.0	37.0
Liabilities			
Payables	40.7	36.5	(4.2)
Borrowings	4.8	4.0	(0.8)
Provisions	51.9	46.3	(5.6)
Total liabilities	97.4	86.8	(10.6)
Net assets	804.6	778.2	26.4
Equity			
Contributed capital	310.4	304.5	5.9
Reserves	361.7	361.7	–
Accumulated surplus ⁽ⁱⁱⁱ⁾	132.6	112.0	20.6
Total equity	804.6	778.2	26.4

Summary:

Net assets (or total equity) for the portfolio of the Department of Premier and Cabinet as at 30 June 2018 is \$26.4 million favourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the \$20.4 million favourable result to the budget relating to the comprehensive result as explained in the comprehensive operating statement section.

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

Notes:

- (i) The variance is mainly driven by capital purchases from funds in the state banking system available for use by the department.
- (ii) The increase in intangible assets relate mainly to the continued development of Service Victoria's customer website during the current financial year.
- (iii) The variance relates mainly to the favourable result to budget in the comprehensive result as explained in the comprehensive operating statement section.

Cash flow statement for the year ended 30 June 2018

Controlled	2017–18	2017–18	
	Actual	Budget	Variation
	\$m	\$m	\$m
Cash flows from operating activities			
Receipts from government ⁽ⁱ⁾	527.3	627.3	(100.0)
Receipts from other entities ⁽ⁱⁱ⁾	53.5	19.1	34.4
Goods and services tax recovered from the ATO	–	–	–
Interest received	–	–	–
Other receipts	1.2	5.3	(4.1)
Total receipts	582.0	651.6	(69.6)
Payments of grants ⁽ⁱⁱⁱ⁾	(129.5)	(86.8)	(42.7)
Payments to suppliers and employees ⁽ⁱ⁾	(427.1)	(555.1)	128.0
Goods and services tax paid to the ATO	(1.8)	–	(1.8)
Capital asset charge	(9.0)	(9.0)	–
Interest and other finance costs	(0.1)	–	(0.1)
Total payments	(567.5)	(650.9)	83.4
Net cash flows from operating activities	14.5	0.7	13.8
Cash flows from investing activities			
Net investment	–	–	–
Payments for non-financial assets ^(iv)	(43.5)	(18.3)	(25.2)
Proceeds from sale of non-financial assets	1.5	–	1.5
Net cash flows used in investing activities	(42.0)	(18.3)	(23.7)
Cash flows from financing activities			
Owner contributions by the state government ^(v)	22.9	12.7	10.2
Net borrowings	0.0	(0.3)	0.3
Net cash flows from financing activities	22.9	12.4	10.5
Net increase/(decrease) in cash held	(4.6)	(5.2)	0.6
Cash at the beginning of the financial year	83.1	82.9	0.2
Cash at the end of the financial year	78.5	77.7	0.8

Summary:

The net cash position for the portfolio of the Department of Premier and Cabinet as at 30 June 2018 is \$78.5 million, marginally higher than the original budgeted balance of \$77.7 million.

The notes below provide an explanation of the major variances in the 2017–18 cash flow statement.

- (i) The variance relates mainly to budget amounts being re-phased to future years since the date of the original budget publication. A number of projects within the Department of Premier and Cabinet were re-phased from the 2017–18 financial year to future years. Please refer to the comprehensive operating statement section for details of these projects.
- (ii) The variance is primarily due to grants received specifically from the Department of Economic Development, Jobs, Transport and Resources, the Department of Education and Training, the Department of Health and Human Services and the Department of Treasury and Finance since the original date of budget publication.
- (iii) The variance is primarily due to new grants programs and amendments to existing grants programs since the date of original budget publication. These include grant payments for Aboriginal Affairs, the Latrobe Valley Authority and the Victorian Pride Centre.
- (iv) The variance relates mainly to the continued development of Service Victoria's customer website during the current financial year.
- (v) The variance relates to the use of capital appropriations to fund purchases of capital items during the year.

Statement of changes in equity for the year ended 30 June 2018

Controlled	2017–18	2017–18	
	Actual	Budget	Variation
	\$m	\$m	\$m
Contributed capital			
Opening balance	291.9	291.9	–
Contribution from owners	18.5	12.6	5.9
Equity transfers from/(to) other government entities	–	–	–
Machinery of government	–	–	–
Closing balance	310.4	304.5	5.9
Reserves			
Opening balance	361.7	361.7	–
Machinery of government	–	–	–
Comprehensive result	–	–	–
Closing balance	361.7	361.7	–
Accumulated surplus			
Opening balance	118.0	118.0	–
Machinery of government	–	–	–
Comprehensive result	14.4	(6.0)	20.4
Closing balance	132.6	112.0	20.6
Total equity	804.6	778.2	26.4

Summary:

Total equity for the portfolio of the Department of Premier and Cabinet as at 30 June 2018 is \$26.4 million favourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the \$20.4 million favourable result to the budget relating to the comprehensive result as explained in the comprehensive operating statement section with the residual variance attributable to contributions from the government.

Administered items statement for the year ended 30 June 2018

	2017–18	2017–18	
	Actual	Budget	Variation
	\$m	\$m	\$m
Administered income			
Appropriations – payments on behalf of the state	–	–	–
Special appropriations	0.1	–	0.1
Sales of goods and services	3.8	0.6	3.2
Grants	3.4	–	3.4
Other income	–	0.3	(0.3)
Total administered income	7.3	0.9	6.4
Administered expenses			
Expenses on behalf of the state	0.1	–	(0.1)
Payments into Consolidated Fund	7.1	0.9	(6.2)
Total administered expenses	7.2	0.9	(6.3)
Income less expenses	0.1	–	0.1
Administered assets			
Cash and deposits	0.7	1.6	(0.9)
Receivables	1.6	1.2	0.4
Total administered assets	2.3	2.8	(0.5)
Administered liabilities			
Payables	1.1	1.7	0.6
Borrowings	–	–	–
Provisions	–	–	–
Total administered liabilities	1.1	1.7	0.6
Net assets	1.2	1.1	0.1

Summary:

Administered items for the portfolio of the Department of Premier and Cabinet includes Commonwealth grants for Veterans Affairs and fees collected by the Victorian Electoral Commission for electoral expenses. Variances between actual amounts for the financial year compared with published Budget Papers relate mainly to timing differences that occurred since the date of the original budget publication.

Appendix 2: Functions and services

Organisational chart as at 30 June 2018

Department of Premier and Cabinet Secretary Chris Eccles AO			
Economic Policy + State Productivity Deputy Secretary Simon Phemister	Governance Policy + Coordination Deputy Secretary Jeremi Moule (acting)	Social Policy Deputy Secretary Rebecca Falkingham	Office of the General Counsel General Counsel Toby Hemming
Economic Development + International Executive Director Matt Lowe	Cabinet Office Cabinet and Security Executive Director Andrew Campbell	Aboriginal Victoria Executive Director Josh Smith	Assistant General Counsel (acting) Sam Gifford Elsie Loh
Economic Strategy Executive Director Penelope McKay	Community Security + Emergency Management	Executive Director Tania Farha	Policy + Strategy Director Scott Fitzpatrick
Energy, Resources + Environment Executive Director (acting) Matt Minchin	Corporate Services Division Executive Director Susan Middleditch	Equality	
Infrastructure Planning + Major Projects Executive Director Corinne Cadilhac	Finance + Corporate Governance	Multicultural Affairs + Social Cohesion Division	Portfolio entities Electoral Boundaries Commission Independent Broad-based Anti-corruption Commission Infrastructure Victoria LanguageLoop Latrobe Valley Authority Local Government Investigations + Compliance Inspectorate Office of the Chief Parliamentary Counsel Office of the Family Violence Reform Implementation Monitor Office of the Governor Office of the Public Interest Monitor Office of the Victorian Government Architect Office of the Victorian Information Commissioner Public Record Office Victoria Shrine of Remembrance Victorian Aboriginal Heritage Council Victorian Electoral Commission Victorian Inspectorate Victorian Multicultural Commission Victorian Ombudsman Victorian Public Sector Commission Victorian Veterans Council
Precincts + Cities Executive Director Alex Kamenev	Operations	Communications, Corporate + Community Grants	
Veterans	People + Culture	Community Participation	
	Procurement	Community Resilience + Social Cohesion	
	Enterprise Solutions Executive Director Geoff Beggs	Office of the Victorian Multicultural Commission	
	Governance Executive Director Andrew Minack	Executive Director Brigid Monagle	
	Public Sector Reform Division Executive Director Ryan Batchelor	Aboriginal Affairs Policy	
	Outcomes + Evidence	Intergovernmental Strategy	
	Public Sector Innovation	Health	
	Public Sector Reform + Performance	Executive Director Corri McKenzie	
	Victorian Centre for Data Insights	Justice	
	Strategic Communication, Engagement + Protocol Executive Director Genevieve Dolan (acting)	System Transformation	
	Service Victoria Interim CEO Joanne de Morton	Executive Director David Clements	
		Human Services + Service Delivery Reform	
		Education	
		Executive Director Peta McCammon	
		Family Violence	
		National Disability Insurance Scheme	

Economic Policy and State Productivity

The Economic Policy and State Productivity group is responsible for advising the Premier and the Cabinet on financial management, economic development, regional and local government outcomes, international engagement, infrastructure, planning, priority precincts, major transactions, energy, resources, water and land policy. The group:

- offers policy leadership
- contributes to the development and delivery of key policies and projects from a whole of government perspective
- provides high-quality strategic advice to the Premier and Cabinet.

Branches within this group are as follows.

Economic Development and International

The Economic Development and International branch advises the Premier on:

- a range of economic development and industry policy issues including jobs and employment, investment attraction, innovation and entrepreneurship, tourism and major events, gaming, racing, small business and creative industries
- microeconomic policy issues such as competition policy, regulation and private-sector industrial relations to improve the way markets operate
- the Victorian Government's international activities, including strategy development, engagement with priority markets, ministerial travel and management of Victoria's diplomatic and consular relationships.

Economic Strategy

The Economic Strategy branch undertakes major strategic projects to identify new solutions to complex and cross-cutting problems and challenges.

The branch provides regular advice to the Premier and Cabinet on the effective use of whole of economy policy levers and resource allocation decisions, local government and Regional Partnerships.

The branch has ongoing responsibility for monitoring economic conditions, providing economic data and analysis to clients, and ensuring that economic considerations are factored into all of DPC's advice to the Premier.

Energy, Resources and Environment

The Energy, Resources and Environment branch is responsible for providing strategic policy advice to the Premier and the Cabinet on a range of issues including:

- environment and climate change
- energy generation, energy efficiency and earth resources
- water
- agriculture and forestry
- waste and recycling
- government land management.

Infrastructure, Planning and Major Projects

The Infrastructure, Planning and Major Projects branch provides coordinated policy advice on key public transport, roads, ports, urban and regional planning, heritage, sport and recreation and major project issues. The branch works closely with the Department of Treasury and Finance on strategies for funding and delivering infrastructure and with the Department of Economic Development, Jobs, Transport and Resources and the Department of Environment, Land, Water and Planning on policy and project development.

Precincts and Cities

The Precincts and Cities branch provides advice to the Premier and Cabinet on Victoria's priority precincts and cities policy. The branch supports the Latrobe Valley Authority, coordinates the implementation of GovHubs and leads the negotiation of City Deals. The branch also provides advice and support to the Special Minister of State in relation to Fishermans Bend, the Richmond to Docklands corridor and the Melbourne Biomedical Precinct.

Veterans

The Veterans branch provides advice and support to the Minister for Veterans and the Premier. The branch provides coordinated whole of government support for:

- the commemoration of veterans' service
- responding to the needs of the Victorian veteran community
- ensuring the legacy of veterans' service is understood and remembered.

The branch provides support for the Victorian Veterans Council, the Victorian Anzac Centenary Committee and the Shrine of Remembrance and delivers a range of welfare, commemorative and educational initiatives including the Restoring Community War Memorials Grants Program, the Premier's Spirit of Anzac Prize Competition and the Public Sector Veterans Employment Strategy.

Governance Policy and Coordination

The Governance Policy and Coordination group is responsible for public sector governance, performance and reform, Cabinet management, community security, emergency management, enterprise solutions and information technology, and communication and protocol.

The group:

- unites the strategic whole of government leadership and coordination functions that are unique to a First Minister's department
- fosters a reform culture
- maximises the strategic impact of government by leading and promoting excellence in public administration and practice.

The Governance Policy and Coordination group also has primary responsibility for supporting the Special Minister of State.

This group consists of the following branches.

Cabinet Office

The Cabinet Office provides specialist advice and support to facilitate informed executive government decision-making including the exercise of parliamentary responsibilities, the management of the legislation program,

the administration of Cabinet, Cabinet Committees and the Executive Council, and good practice Cabinet processes and protocols. The Cabinet Office is also responsible for coordinating ministerial correspondence and ensuring the security and preservation of Cabinet records.

Community Security and Emergency Management

The Community Security and Emergency Management branch provides high-level advice on a range of strategic security and emergency management policy issues and projects. The branch works with agencies in Victoria and in other jurisdictions to develop whole of government solutions to build resilience and improve emergency management.

The branch also maintains the Victorian Government's State Crisis Centre to assist ministers and senior officials when managing extreme emergencies.

Corporate Services Division

Corporate Services provides the following services to DPC and its portfolio entities: human resources; organisational development; learning and development; recruitment; finance; budget; procurement; ICT, internal communications; information management; corporate strategy and planning; facilities management; risk management and compliance assurance.

Corporate Services draws on expertise and resources across all these disciplines to provide integrated, contemporary and innovative programs, services and resources that enable DPC to deliver on its objectives.

Corporate Services also works to embed DPC values by focusing on women in leadership, flexible work arrangements, diversity and inclusion and by enhancing DPC's leadership capability.

Corporate Services consists of the following branches.

Finance and Corporate Governance

The Finance and Corporate Governance branch provides strategy, governance, risk management and financial services to enable DPC to deliver on its objectives. The range of services that the branch provides to the rest of the department

includes budget preparation and management, preparation of annual financial reporting, delivery of planning frameworks, coordination of performance reporting and strategic risk management. The branch also coordinates the DPC's business continuity planning and internal audit assurance processes as well as delivering a number of strategic improvement projects.

In addition to the services provided to DPC's core operations, the branch also supports the department's portfolio entities with its compliance and reporting obligations.

Operations

The Operations branch is responsible for overseeing the department's information strategy and recordkeeping, internal communications, information security, ICT services, whole of government freedom of information, accommodation and fleet and chauffeur services. The branch provides services and support to ministers, DPC branches and portfolio entities. The branch also provides strategic advice to lead innovation across government in the area of ICT.

People and Culture

The People and Culture branch works across the department and its portfolio entities to create a high-performing workplace that puts people first. Made up of four teams – HR Business Partnerships, Employee Relations, Organisational Development, and Recruitment and Employee Experience – the branch is responsible for the following functions:

- organisational development advice and services with a focus on leadership, culture change and transformation
- business partnerships to identify and respond to a range of human resources (HR) issues and develop interventions that build performance and culture, including HR consulting and policy development for DPC and its agencies
- employee relations and change management
- learning and development including management and leadership development and diversity and inclusion strategies and plans
- strategic and operational recruitment advice, services and employment programs including executive recruitment.

Procurement

The Procurement branch supports DPC and portfolio entities through a decentralised procurement model to achieve value for money and ensure processes are efficient, effective and ethical. The branch also encompasses the whole of Victorian Government ICT Procurement Group, which manages, establishes, operates and advises on information, communication and technology State Purchase Contracts and ICT supplier registers across government.

Enterprise Solutions

Enterprise Solutions develops and delivers strategy for information management and technology across government. It is responsible for the Information Technology Strategy for the Victorian Government, 2016 to 2020.

The branch produces frameworks and policy for whole of government information management and technology, facilitates standardisation for government corporate systems, reports on the status of government information and communications technology (ICT) projects, manages cybersecurity alerts and strategy, operates ICT governance training, and chairs the cross-government CIO Leadership Group for Victoria.

It pursues opportunities for government shared services and identifies future opportunities in these areas. It also reports on significant ICT, strategies, investments and shared services.

Further information is available at www.enterprisesolutions.vic.gov.au.

Governance

The Governance branch provides specialist advice and support to the Premier, the Special Minister of State and the DPC Secretary about the operations and conventions of the Victorian Government. This includes providing advice on the structure and administration of departments and public entities, the government's relationship with parliament and the Crown within the Westminster system, and the operation and effectiveness of Victoria's public sector workforce.

The branch works to enable good government and executive decision-making and ensures the government is well placed to respond to upcoming

challenges, pressures and opportunities in the best interests of all Victorians.

Public Sector Reform Division

Public Sector Reform is focused on driving reform of the public sector to deliver exceptional outcomes for Victorians. It focuses on how the Victorian public sector can work in new ways to improve the lives of Victorians, supporting the Special Minister of State's accountability for public sector reform.

Public Service Reform consists of the following branches.

Outcomes and Evidence

The Outcomes and Evidence branch supports the implementation of a consistent approach to working to outcomes and how to improve the use of evidence in decision-making systems.

Public Sector Innovation

The Public Sector Innovation branch focuses on enabling public sector innovation through the expertise of the Behavioural Insights Unit and the Public Sector Innovation Fund, and has this year established a whole of Victorian Government Innovation Network.

Public Sector Reform and Performance

Public Sector Reform and Performance branch is responsible for developing strategic directions for public sector reform and undertaking reform projects, including workforce capability, budget and financial management reform and overseeing the performance of the public sector in delivering government objectives.

Victorian Centre for Data Insights

The new Victorian Centre for Data Insights operates as a business unit within DPC and is headed by the Chief Data Officer, who has statutory responsibility for data sharing within the Victorian public service. The centre developed a Data Reform Strategy for the Victorian public service aimed at transforming the way government uses data for decision-making and service design and lifting public sector data analytics capability. The centre also undertakes data analytics and integration projects.

Strategic Communication, Engagement and Protocol

The Strategic Communication, Engagement and Protocol branch provides services to DPC, ministers and statutory agencies. Key responsibilities include strategic communication planning, delivering events of state significance including the year-round Australia Day program, advice regarding matters of protocol, oversight of government advertising expenditure, internal and corporate communication and internal and whole of government digital engagement and innovation.

Service Victoria

Service Victoria is a whole of government service capability that aims to improve the way government transactions are delivered to Victorians and to deliver a more effective customer experience.

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, multicultural affairs, equality, education, justice, National Disability Insurance Scheme reform and health and human services, as well as to pursue service delivery excellence.

Branches within this group are as follows.

Aboriginal Affairs Policy

The Aboriginal Affairs Policy branch is responsible for:

- leading Victorian Government policy on Aboriginal affairs, including self-determination and treaty, Aboriginal economic development and social policy
- supporting the Premier and Minister for Aboriginal Affairs to ensure a coordinated and focused approach to Aboriginal affairs across government – this includes delivering key stakeholder engagement forums such as the Premier's gatherings and Aboriginal affairs ministerial forums

- driving the delivery of priorities in the Victorian Aboriginal Affairs Framework 2013–2018, in addition to the Council of Australian Governments’ priorities to improve outcomes for Aboriginal people.

Aboriginal Victoria

Aboriginal Victoria works with Aboriginal communities on:

- community engagement in policy reform, with a focus on self-determination
- community strengthening and engagement
- cultural heritage management and protection.

Education

The Education Branch is responsible for advising the Premier and the Cabinet on education policy across early childhood education, schools and training and skills.

The branch works with the Department of Education and Training, other DPC branches and across the Victorian public sector to support the development and delivery of key policies and projects, including the government’s Education State reform agenda. The branch also provides strategic advice to the Premier to support Victoria’s position in negotiations with the Commonwealth on education-related intergovernmental matters.

Equality

The Equality branch champions diversity and inclusion through developing policy and programs to support and promote lesbian, gay, bisexual, trans and gender diverse and intersex (LGBTI) communities.

The team provides advice and support to the Minister for Equality and to the Premier to drive whole of government LGBTI policy and programs which aim to improve the lives of LGBTI Victorians. The Equality branch works collaboratively across other Victorian Government departments and with LGBTI individuals, communities and organisations, co-designing programs as much as possible. The team also provides support to the Victorian Commissioner for Gender and Sexuality and the Victorian LGBTI Taskforce and associated working groups.

Family Violence

The Family Violence branch leads and coordinates strategic policy advice to support the Premier and the Cabinet on family violence and gender equality issues as well as the governmental response to the Royal Commission into Family Violence.

The branch works with Family Safety Victoria, the Office of Prevention and Women’s Equality and branches across DPC to support the development and delivery of key policies in family violence prevention, response and gender equality and family violence reforms from a whole of government perspective.

The branch supports the Victorian Secretaries Board’s Family Violence Sub-Committee and coordinates whole of government progress and implementation reporting in relation to the recommendations of the royal commission.

Health

The Health team provides strategic policy advice to support the Premier and Cabinet on issues relating to health services including hospital and ambulance services, ageing, public health and mental health.

The team works closely with the Department of Health and Human Services, other DPC branches and across the Victorian public sector to help develop and deliver key policies and projects from a whole of government perspective.

Human Services and Service Delivery Reform

The Human Services and Service Delivery Reform branch provides strategic policy advice to support the Premier and Cabinet on a range of issues related to the human services portfolio across the areas of child and family services, youth affairs, social housing and homelessness.

The branch works closely with the Department of Health and Human Services, other DPC branches and across the Victorian public sector to develop and deliver key policies from a whole of government perspective. The branch is considering reforms that will support the more effective delivery of services, with a focus on challenges that people face that are linked with child maltreatment and disadvantage

Intergovernmental Strategy

The Intergovernmental Strategy branch leads and coordinates policy advice on the Victorian Government's engagement with the Commonwealth Government and governments in other states and territories. The branch works to maximise the benefits of our federal system and to pursue positive outcomes in intergovernmental reform for Victorians. The branch's work includes supporting the Premier to participate in the Council of Australian Governments and the Council for the Australian Federation.

Justice

The Justice branch provides strategic policy advice to support the Premier and the Cabinet on issues relating to the justice portfolios, including police, corrections, Attorney-General and youth justice-related matters. The branch also supports whole of government social policy reforms relating to perpetrator accountability arising from recommendations from the Royal Commission into Family Violence. The branch works with the Department of Justice and Regulation, other DPC branches and across the Victorian public sector and relevant agencies to support the development and delivery of key policies and priority projects from a whole of government perspective across the justice portfolios.

National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) branch supports the government's agenda to improve the lives of people with disability. The branch works with other government departments to develop disability policy and to shape the design and implementation of the NDIS. It provides leadership on NDIS intergovernmental relations, coordinates whole of government inclusion initiatives and promotes linkages between the NDIS and mainstream, universal services. The branch supports the government's NDIS Implementation Taskforce and associated working groups.

System Transformation

The System Transformation branch is responsible for establishing a whole of system approach to delivering social and justice services through work on pricing, funding, outcomes, demand

and evaluation, recognising the interconnectedness of the service system. This includes developing a consistent pricing framework, building a model to forecast demand across the system, and implementing a system-wide approach to evaluation across social policy. The branch engages with the Department of Treasury and Finance, the Department of Health and Human Services, the Department of Justice and Regulation, the Department of Education and Training, Family Safety Victoria, other DPC branches and key social service and justice sector agencies to deliver these reforms.

Multicultural Affairs and Social Cohesion Division

The Multicultural Affairs and Social Cohesion (MASC) division provides policy and program support to drive the Victorian Government's multicultural vision and priorities, and those of the Victorian Multicultural Commission.

Working in partnership with Victoria's diverse multicultural communities, MASC is committed to fostering an inclusive, engaged and harmonious multicultural community in Victoria.

MASC was formed in late 2016, bringing together the former Office of Multicultural Affairs and Citizenship, the Community Resilience Unit and the former Office of the Victorian Multicultural Commission.

Branches within MASC are as follows.

Communications, Corporate and Community Grants

The Communications, Corporate and Community Grants branch provides specialist advice, support and services in the areas of:

- strategic communications and event management
- corporate services including financial management and reporting, risk, audit, compliance and procurement
- management of multicultural community grants
- administrative support for other MASC grant programs.

The branch also provides secretariat support to the Multifaith Advisory Group and Multicultural Youth Network.

The branch also delivers a range of programs outlined in the Multicultural Policy Statement *Victorian. And proud of it.* that aim to build social and economic inclusion such as initiatives that promote LGBTI inclusion across diverse communities, that increase diversity in the workplace and support anti-racism activities.

Community Participation

The Community Participation branch provides a coordinated and targeted approach to service delivery and accessibility, research and support for culturally diverse Victorians. Key focus areas for the branch include: supporting programs for new arrivals including refugees and asylum seekers; collaborating with other agencies and departments to improve services and access; implementing the portfolio's response to family violence; helping to provide high-quality language services; supporting the Victorian Multicultural Commission by administering Regional Advisory Councils; and providing research and policy development services.

Community Resilience and Social Cohesion

The Community Resilience and Social Cohesion branch supports the implementation of the government's work in social cohesion, community resilience and preventing violent extremism. The branch led the development and delivery of the *Victorian. And proud of it.* Multicultural Policy Statement, campaign and associated initiatives and programs across government.

Key areas of work include:

- seeking new ways to foster collaboration between communities, government agencies and other sectors to build social cohesion and prevent violent extremism
- delivering grant programs to empower young people and increase inter-cultural and inter-community interaction and understanding
- working closely with communities to address economic, social and cultural issues that may lead to isolation, disengagement or violent extremism

- delivering the Strong Cities Network Global Summit and working with research and community organisations to establish a think tank on social cohesion and the prevention of violent extremism.

The branch provides secretariat support to the Victorian Government's Community Resilience and Social Cohesion Taskforce and also supports the Research Institute on Social Cohesion.

Office of the Victorian Multicultural Commission

The Office of the Victorian Multicultural Commission (VMC) is responsible for providing administrative and secretariat support to the VMC.

Established in 1983, the VMC provides independent advice to the Victorian Government to inform the development of legislative and policy frameworks, as well as the delivery of services to our culturally, linguistically and religiously diverse society. The office works cooperatively with other branches in MASC to deliver on VMC initiatives.

Office of the General Counsel

The Office of the General Counsel (OGC) provides legal and policy advice to the Premier, DPC's ministers, the DPC Secretary and the department.

OGC provides legal advice and general counsel on the full spectrum of legal issues including public and administrative law, commercial transactions, litigation and Executive Government inquiries. OGC's policy focus is in the Premier's and Special Minister of State's portfolios, primarily on issues relevant to Victoria's integrity, accountability, transparency and electoral systems.

DPC portfolio entities

The department supports the following portfolio entities:

- Electoral Boundaries Commission
- Independent Broad-based Anti-corruption Commission
- Infrastructure Victoria
- LanguageLoop
- Latrobe Valley Authority
- Local Government Investigations and Compliance Inspectorate
- Office of the Chief Parliamentary Counsel
- Office of the Family Violence Reform Implementation Monitor
- Office of the Governor
- Office of the Public Interest Monitor
- Office of the Victorian Government Architect
- Office of the Victorian Information Commissioner
- Public Record Office Victoria
- Shrine of Remembrance
- Victorian Aboriginal Heritage Council
- Victorian Electoral Commission
- Victorian Inspectorate
- Victorian Multicultural Commission
- Victorian Ombudsman
- Victorian Public Sector Commission
- Victorian Veterans Council.

Electoral Boundaries Commission

The Electoral Boundaries Commission (EBC) is responsible for maintaining the boundaries of Victoria's Legislative Council regions and Legislative Assembly districts – 96 separate electorates. The EBC regularly reviews the boundaries to ensure approximate equal enrolment, prescribed by statute as not varying by more than 10 per cent from the average enrolment per seat for each House of Parliament.

Independent Broad-based Anti-corruption Commission

The Independent Broad-based Anti-corruption Commission (IBAC) is Victoria's independent anti-corruption and police oversight agency, responsible for preventing and exposing public

sector corruption and police misconduct. Working towards the vision of a Victorian public sector that actively resists corruption, IBAC:

- receives and assesses complaints and notifications
- investigates allegations of serious or systemic corruption and police misconduct
- undertakes strategic research and other initiatives to inform the public sector, police, and the community on the detrimental impacts of corruption and how it can be prevented.

IBAC's jurisdiction covers the entire Victorian public sector including all government departments, agencies, local councils, schools and universities, public hospitals, parliamentarians, the judiciary and the police.

IBAC reports directly to the Victorian Parliament and operates under oversight by both state and Commonwealth authorities, including the IBAC Committee and the Victorian Inspectorate.

Infrastructure Victoria

Infrastructure Victoria is an independent statutory authority that provides expert advice and guides decision-making on Victoria's infrastructure needs and priorities. Infrastructure Victoria has three key roles:

- prepare a 30-year infrastructure strategy for Victoria
- provide advice to the Victorian Government on infrastructure matters
- publish research on infrastructure matters.

In considering infrastructure needs, Infrastructure Victoria takes a whole of Victoria approach, which includes central and metropolitan Melbourne, interface councils, regional cities and rural and regional Victoria.

LanguageLoop

LanguageLoop, formerly the Victorian Interpreting and Translating Service (VITS), is a full service language services provider.

With more than 2,500 language professions speaking 160+ languages, LanguageLoop works to lessen the limits for non-English-speaking Australians by giving them a voice to enable them to take part in society.

With a full suite of telephone, on-site and video interpreting and translating solutions, LanguageLoop connects government and businesses to Australia's growing global population.

Latrobe Valley Authority

The Latrobe Valley Authority (LVA) was established in November 2016 to identify and invest in opportunities for growth in a range of industries and to promote job creation in the region. LVA also supports community-building investments and activities to make sure the Latrobe Valley remains a great place to live, work and visit.

Local Government Investigations and Compliance 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 compliance audits of councils and delivers a guidance and education program to improve 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 Family Violence Reform Implementation Monitor

The Family Violence Reform Implementation Monitor (FVRIM) is an independent officer of the Parliament who is required to monitor and report on the progress against the government's family violence implementation plan and the

recommendations of the Royal Commission into Family Violence. The FVRIM is governed by the *Family Violence Reform Implementation Monitor Act 2016*, which took effect from 1 January 2017. The Monitor is required to report the findings of his monitoring activities to Parliament as at 1 November each year.

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 promoting international engagement at the highest level.

Office of the Public Interest Monitor

The *Public Interest Monitor Act 2011* created the offices of the Principal Public Interest Monitor and Deputy Public Interest Monitors. The Public Interest Monitor (PIM) began operation on 10 February 2013.

Since 1 July 2017 the PIM now has additional functions relating to the making of a relevant decision pursuant to section 20J of the *Witness Protection Act 1991*.

The PIM represents the public interest and provides greater accountability in collecting evidence from warrants and orders that intrude on the privacy and civil liberties of Victorians.

The PIM appears at the hearing of each application for a telecommunications interception warrant, a surveillance device warrant, a covert search warrant, a preventative detention order and various other warrants and coercive orders, to test the content and sufficiency of the information relied on and the circumstances of the application.

Office of the Victorian Government Architect

The Office of the Victorian Government Architect (OVGA) is an administrative office established under section 11 of the *Public Administration Act 2004*. OVGA 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.

Office of the Victorian Information Commissioner

The Office of the Victorian Information Commissioner (OVIC) is 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. OVIC:

- promotes and oversees the state's information privacy regime
- established and monitors the Victorian protective data security framework
- conducts reviews, investigates complaints and monitors compliance with the state's freedom of information legislation.

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.

Shrine of Remembrance

The Shrine of Remembrance is Victoria's largest memorial and an iconic Melbourne landmark.

The Shrine Trustees established under the *Shrine of Remembrance Act 1978* are responsible for the care, management, maintenance and preservation of the Shrine of Remembrance and the Shrine Reserve. The Shrine of Remembrance is also responsible for delivering ceremonial and commemorative activities and public programs to inform, educate and promote understanding of Victorian veterans' service.

Victorian Aboriginal Heritage Council

The Victorian Aboriginal Heritage Council is an independent statutory body created under the *Aboriginal Heritage Act 2006*.

The council is composed entirely of Traditional Owners and has a number of key functions under the Act including:

- making decisions about Registered Aboriginal Party (RAP) applications
- managing and overseeing RAP operations
- acting as the coordinating body responsible for Aboriginal Ancestral Remains in Victoria
- overseeing the system of reporting and returning Aboriginal secret or sacred objects
- managing the Aboriginal Cultural Heritage Fund
- promoting and facilitating research into the Aboriginal cultural heritage of Victoria
- advising the Minister for Aboriginal Affairs and others on the protection and management of Aboriginal cultural heritage in Victoria.

Victorian Electoral Commission

The Victorian Electoral Commission (VEC) maintains the electoral enrolment register. It also conducts state and local government elections, statutory elections, commercial and community elections and representation and electoral boundary reviews. The VEC undertakes electoral research and informs and engages Victorians to participate in the democratic process.

Victorian Inspectorate

The Victorian Inspectorate (VI) is the key oversight body in Victoria's integrity system. It is an independent body, not subject to direction or control by the executive government.

The main role of the VI is to ensure that the agencies it oversees, which includes IBAC, the Victorian Ombudsman, OVIC, the Victorian Auditor-General's Office (VAGO), the Judicial Commission of Victoria and Office of the Chief Examiner, are using their powers and exercising their functions properly. The VI is required to monitor the use of coercive powers (such as powers to summons and examine witnesses) by each body it oversees and has power to

receive and investigate certain complaints made to it about:

- IBAC and its personnel
- Victorian Ombudsman officers
- the Chief Examiner and Examiners
- OVIC officers
- VAGO officers.

Additionally, the VI is required to inspect and audit relevant records kept by the PIM and report to the Special Minister of State and the parliament on that inspection and audit.

The VI also has a compliance role, promoting the public interest by ensuring that agencies that are able to exercise covert powers (intercepting telephone conversations, placing surveillance devices and conducting controlled operations) adhere to their statutory record-keeping and other obligations. VI officers physically inspect and assess records and documents relating to the use of covert powers.

Victorian Multicultural Commission

The VMC is a statutory body established in 1983 to promote multiculturalism in Victoria and provide a voice for people from culturally and linguistically diverse communities.

The VMC has 12 commissioners and is supported by the Office of the VMC.

Its objectives are set out in the *Multicultural Victoria Act 2011*. The VMC consults widely with individuals and community organisations and provides independent advice to government on settlement outcomes and accessible services and on policy and legislation. The VMC's grants program, major events and public representation promotes the benefits of multiculturalism and supports the maintenance of cultural heritage.

Victorian Ombudsman

The Ombudsman is a constitutionally independent officer of the Victorian Parliament. The Ombudsman's principal function is to enquire into or investigate administrative actions taken in any government department, authority, local council or public statutory body to which the *Ombudsman Act 1973* applies.

The Ombudsman may conduct an enquiry or investigation as a consequence of a complaint, on her own motion, or on referral from the parliament. The Ombudsman can also investigate a matter that involves corrupt conduct if IBAC refers a complaint or matter (including protected disclosures). The Ombudsman has the power to enquire into or investigate whether an administrative action is compatible with Victoria's *Charter of Human Rights and Responsibilities Act 2006*.

Victorian Public Sector Commission

The Victorian Public Sector Commission (VPSC) provides advice and support on issues relevant to public administration, governance, service delivery and workforce matters. The VPSC's objectives are to:

- strengthen the efficiency, effectiveness and capability of the public sector to meet existing and emerging needs and deliver high-quality services
- maintain and advocate for public sector professionalism and integrity.

Victorian Veterans Council

The Victorian Veterans Council is an independent statutory body established in 2006 under the *Veterans Act 2005*. The council reports directly to the Minister for Veterans on issues affecting the Victorian veteran community and is a conduit between the ex-service community and government.

It also provides the Minister for Veterans and Director of Consumer Affairs with advice on matters relating to the regulation of patriotic funds and is responsible for distributing the ANZAC Day Proceeds Fund and the Victorian Veterans Fund.

Contact details and links to further information about DPC's portfolio entities can be found in Section 4: Appendix 6.

Appendix 3: Governance

Board of Management

Secretary

Chris Eccles AO was appointed Secretary to DPC in December 2014. As Secretary, Chris leads the department and the Victorian public service in advising the Premier and the Government of Victoria.

Chris was previously Director-General of the New South Wales Department of Premier and Cabinet from 2011 to 2014, and Chief Executive of the South Australian Department of the Premier and Cabinet from 2009 to 2011. Chris also has previous experience in Victoria's DPC, having held the positions of Deputy Secretary, Sector Improvement Group and later Deputy Secretary, National Reform and Climate Change Group from 2007 to 2009.

Prior to joining DPC in 2007, Chris worked in a variety of government and private sector senior management positions. He has held leadership roles with the ACT Chief Minister's Department and with the Australian National Training Authority. As an associate director with KPMG, Chris headed the national education consulting practice. He subsequently became a foundation director of the consulting firm Phillips KPA, which works across all education and training sectors.

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, Economic Policy and State Productivity

Simon Phemister was appointed Deputy Secretary, Economic Policy and State Productivity in February 2015.

Before DPC Simon was the Deputy Secretary, Policy and Strategy in the former Victorian Department of Human Services. Simon has extensive experience in the public sector and has held various senior roles across the state and Commonwealth governments, including the former Victorian Department of Education and the Department of Prime Minister and Cabinet.

Simon has an Executive Master of Public Administration from ANZSOG, a Bachelor of Business (Asia-Pacific Studies) from La Trobe University and Honours in International Studies and Mandarin Chinese from Yunnan University, China.

Deputy Secretary, Social Policy

Rebecca Falkingham was appointed Deputy Secretary, Social Policy Group, in February 2015. Her group is responsible for intergovernmental strategy, Aboriginal affairs, multicultural affairs and social cohesion, equality, National Disability Insurance Scheme, family violence, education, justice, health and human services and service delivery reform policy.

Rebecca was previously Deputy Secretary, Communities and Social Investment Group at the Department of Premier and Cabinet (New South Wales) and, before that, held a variety of senior leadership roles in both the Victorian and New South Wales public services.

Acting Deputy Secretary, Governance Policy and Coordination

Jeremi Moule is DPC's Acting Deputy Secretary, Governance Policy and Coordination.

Until early 2018 Jeremi was DPC's Executive Director of Strategic Communication, Engagement and Protocol Branch.

Previously, he held the equivalent position in the South Australian Government, leading that state's communication, community engagement and citizen participation agenda.

Jeremi has fulfilled executive positions in the Victorian public service and the vocational training sector for more than 15 years and has worked as a political adviser and radio and television journalist.

Executive Director, Corporate Services Division

Susan Middleditch was appointed Executive Director, Corporate Services in August 2016.

Prior to this, Susan held a number of senior roles within the Queensland Government, including in Queensland Health and the Department of Employment, Economic Development and Innovation. Susan has also worked for both the Australian and New Zealand governments.

Susan holds a Bachelor of Business and is a CPA. She is also a graduate of the Australian Institute of Company Directors, the Australian and New Zealand School of Government and the Institute of Strategic Leadership. In 2014 Susan was awarded the Sir James Wolfensohn Public Service Scholarship, which allowed her to attend Harvard's Kennedy School of Government.

General Counsel

Toby Hemming was appointed General Counsel in May 2018.

Prior to joining DPC, Toby was the senior executive adviser to the Chief Judge of the County Court of Victoria. He was also a non-executive director on the boards of the Victorian Managed Insurance Authority and the Emergency Services Telecommunications Authority. Previously, Toby worked in a range of senior roles across the Victorian Government.

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.

Other Board of Management members during this period were:

- **Tony Bates**
Deputy Secretary, Governance Policy and Coordination
- **Chris Miller**
General Counsel
- **Monique Adofaci**
Acting General Counsel
- **Tom McGregor**
Acting General Counsel.

Audit and Risk Management Committee

The Audit and Risk Management Committee provides independent assurance, oversight and review of financial reporting, risk management and internal control and compliance. The committee reports to the DPC Secretary and is established in accordance with the direction of the Minister for Finance.

All members of the committee are independent. As of 30 June 2018, the committee comprised the following members:

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

Internal audit

In the 2017–18 financial year, Ernst & Young provided DPC's internal audit services. The department's internal audit program includes compliance and performance reviews, with results and follow-up actions reported to DPC's Audit and Risk Management Committee.

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 2018.

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



Chris Eccles AO
Secretary
Department of Premier and Cabinet
Melbourne
24 August 2018

The Office of the Victorian Information Commissioner has not identified any material compliance deficiencies for the financial year ended 30 June 2018.

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



Sven Bluemmel
Information Commissioner
Office of the Victorian Information Commissioner
Melbourne
22 August 2018

The Victorian Multicultural Commission has not identified any material compliance deficiencies for the financial year ended 30 June 2018.

I, Helen Kapalos, Chairperson, certify that the Victorian Multicultural Commission has complied with the applicable Standing Directions of the Minister for Finance under the *Financial Management Act 1994* and associated Instructions.



Helen Kapalos
Chairperson
Victorian Multicultural Commission
Melbourne
22 August 2018

The Victorian Veterans Council has not identified any material compliance deficiencies for the financial year ended 30 June 2018.

I, Lauren Grimes, Acting Chair, certify that the Victorian Veterans Council has complied with the applicable Standing Directions of the Minister for Finance under the *Financial Management Act 1994* and associated Instructions.



Lauren Grimes
Acting Chair
Victorian Veterans Council
Melbourne
27 August 2018

Appendix 4: 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 have the ability to participate in all aspects of work-life to achieve their full potential. There is a place for everyone at DPC.

Our commitment is demonstrated through workplace diversity and inclusion actions and other plans and initiatives that will:

- enhance our ability to attract, retain and develop diverse talent
- allow us to competently work with and manage diversity
- help us achieve authentic and inclusive leadership
- allow multiple perspectives in decision-making
- enhance our reputation as a genuine employer of choice
- increase our accountability for achieving diversity goals
- ensure we reflect the community we serve
- engage people and get people excited about diversity and inclusion.

DPC continues to implement its suite of diversity plans, which include:

- Aboriginal Inclusion Action Plan
- Cultural Diversity Inclusion Strategy
- Disability Action Plan
- Gender Equity Action Plan
- Lesbian, Gay, Bisexual, Trans, Gender Diverse and Intersex Inclusion Plan.

Aboriginal Inclusion Action Plan

DPC continues to promote Aboriginal inclusion with some key initiatives in 2017–18 including:

- activities and events in recognition and support for dates of cultural significance including Reconciliation Week and NAIDOC Week

- exceeding the Aboriginal employment target set out in the Aboriginal Inclusion Action Plan
- continued delivery of Aboriginal cultural awareness training
- an active DPC Aboriginal Staff Network
- a tailored employee assistance program for Aboriginal staff members
- use of Aboriginal language to name a number of significant meeting rooms.

Cultural Diversity Inclusion Strategy

DPC continued to implement the Cultural Diversity Inclusion Strategy 2015–18 initiatives this year, which include:

- employment opportunities for young people from culturally and linguistically diverse backgrounds
- participation in RecruitSmarter – a Victorian Government initiative that brings together organisations across the public, private, non-government and research sectors to target unconscious bias in recruitment through a number of projects and pilot interventions (results and recommendations of the initiative will inform the continuous improvement of recruitment strategies and initiatives at DPC)
- implementation of cultural awareness and reflective anti-racism training.

Disability Action Plan

In December 2017 DPC launched the new Disability Action Plan 2017–2020. Developed through extensive consultation, the three-year plan will provide a framework for DPC to ensure equitable access to employment opportunities for people with a disability. Highlights during 2017–18 include:

- implementation of a new DPC Work Placement for People with Disability – the program provides people with disability, who are over the age of 18 and not currently in employment or studying, the opportunity to experience a paid work placement in DPC for six weeks. The program aims to give valuable

insight into the role of a government department and builds capabilities suitable for a career in the public sector

- continued partnership and membership with 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
- implementation of disability confidence training for employees and managers
- supported the VPS Enablers Network to run a networking event with senior leaders across the Victorian public service – 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.

DPC recognises the contribution made to society by carers and has taken measures to promote recognition of those with caring responsibilities under the *Carers Recognition Act 2012*. This includes:

- promoting the availability of flexible work arrangements and providing resources to effectively manage successful flexibility, including Managing Flexible Teams workshops for managers
- building awareness of the Act through DPC's Induction Program, online induction and an intranet page dedicated to the Act
- embedding the VPS Mental Health and Wellbeing Charter, including a new Mental Health and Wellbeing Policy and Procedure to promote and support mental health and wellbeing, not only for staff but also for staff who are in care relationships
- planning for new Mental Health Training and Peer Support Program to be implemented in 2018–19
- providing support to all staff through the Employee Assistance Program.

Gender Equity Action Plan

Gender equality represents a complex challenge, with many cultural and systemic issues to address. DPC is committed to:

- continuing to build a workplace where all people are given opportunities for success and to reach their full leadership potential
- achieving real outcomes for women through collaboration, innovation, sharing insights and learning, and exploring new ways of working.

DPC acknowledges the intersectionality of gender inequality. We know that achieving true gender equality will require new and different ways of working because there is no one-size-fits-all approach to addressing it.

The Gender Equity Action Plan focuses on the following priority areas and enablers to drive gender equity at DPC:

- leadership, measurement and accountability
- flexible working arrangements
- workplace responses to violence against women
- career development and people processes
- challenging bias and unconscious behaviour
- promoting women's economic security and empowerment.

Key achievements this year include:

- further embedded 'All Roles Flex' as part of business as usual for all genders
- the launch of a new Parental Leave Transition Program, which provides specialised coaching to help new parents manage key transitions
- implementation of a new Family Violence Support Policy and associated training for all managers
- implementation of the Inaugural Empowering Women for the Future VPS Summit
- maintained gender balance in Executive Officer roles at DPC, as reported in the workforce numbers.

Lesbian, Gay, Bisexual, Trans, Gender Diverse and Intersex Inclusion Plan

The 2017–18 LGBTI Inclusion Plan delivered a suite of initiatives that focused on LGBTI-inclusive policy and culture, staff training and development, celebrating LGBTI diversity and inclusion, and leading LGBTI inclusion within the Victorian public service and the community. Highlights include:

- achieving bronze status in the Australian Workplace Equality Index, the national benchmarking instrument for LGBTI workplace inclusion
- providing support for staff during the debate around marriage equality, including the dedicated LGBTI Employee Assistance Program, which is available to all Victorian public service staff
- hosting an event for DPC LGBTI staff to share their personal and immediate experiences, both within the workplace and in their daily lives – the event outlined how to be a strong ally and help create a positive and inclusive environment at DPC
- implementing LGBTI awareness training for staff and managers
- staff events for International Day against Homophobia, Biphobia and Transphobia, Wear it Purple Day and Transgender Day of Remembrance
- participating in the iconic Midsumma Pride March.

Learning and development

DPC is committed to providing learning and development (L&D) opportunities for staff.

This year we have set out to create, embed and consolidate a more contemporary approach to L&D, delivering improvements to the L&D function and continuing to develop critical capability and general skill development within DPC.

Our L&D activities are based on a blended L&D model: 'Experience, Exposure and Education'. This learning approach is an adaptation of the 70:20:10 learning philosophy, which recognises that experience within the workplace provides the most effective learning when blended with learning through others and formal learning opportunities.

This year DPC launched 'Leading Edge', a flagship leadership development program for all VPS6 managers. The program provides participants with strategies, frameworks and tools to support the move from manager to leader for improved personal, team and organisational performance.

DPC continued to offer general skill development (for example, training to write better briefs), coaching to managers and senior leaders, as well as a mentoring program for all employees, providing a platform to foster personal and professional growth through sharing skills, attitudes and experiences.

Working flexibly at DPC

Working flexibly provides people with more say over when, where and how they work. DPC recognises that flexibility is an essential part of a diverse, adaptive and high-performing workforce and endeavours to provide a range of flexible working arrangements to support and empower our people to successfully manage work and life commitments.

All roles across DPC can be worked flexibly, and employees can request flexible arrangements for any reason. Depending on the nature of the role, a range of options are available for employees to work flexibly including flexible attendance (for example, changes to start and finish times) part time, remote work, job share, compressed work week and leave (such as volunteer, cultural, study and unpaid leave).

This year DPC has continued to promote and embed working flexibly through:

- 'Flexibility Month' – an awareness month with a series of events and initiatives encouraging people to embrace flexible working
- celebration and promotion of international Flexible Working Day
- implementation of Managing Flexible Teams training sessions for managers to build capability and confidence in effectively managing successful flexible working arrangements
- development of a job-sharing guideline and resources
- continued investment in technology to support flexibility in how we work.

Occupational health and safety

DPC is committed to providing the safest possible workplace, without risk to physical or psychological health for all employees. To support our safety and wellbeing culture, a number of key initiatives were implemented throughout 2017–18, including but not limited to:

- the launch of a revised overarching Health and Safety Policy and Procedure Handbook, with a focus on health and safety responsibilities at all levels within the department (this was launched in conjunction with a re-launch of DPC's refreshed Health, Safety and Wellbeing e-learning module)
- the introduction of quarterly health and safety reporting to the DPC Board of Management to improve departmental decision-making (the health and safety data and performance indicators align with the VPS Leading the Way Framework, which aims to continually improve health and safety performance)
- an increase in communications through all staff emails, the DPC monthly newsletter and refreshed health, safety and wellbeing pages on the intranet to inform and educate employees on a variety of health, safety wellbeing topics
- continued implementation of the VPS Mental Health and Wellbeing Charter, which has included the rollout of a new Mental Health and Wellbeing Policy and Procedure, mandatory training for executives and managers, and a peer support program.

The department's performance against OHS management measures

Reported incidents across the department increased by 2.1 per cent per 100 FTE in 2017–18, with a total of 33 incidents reported. This increase was likely to be driven by the renewed focus on health and safety, with increased communication and education accounting for a higher level of awareness on incident reporting.

The number of standard claims received has decreased despite an approximate 8 per cent increase in FTE. There was also a decrease in the average cost per claim.

Measure	KPI	2017–18	2016–17	2015–16
Incidents	Number of incidents	33	12	14
	Rate per 100 FTE	3.48	1.36	2.13
	Number of incidents requiring first aid or further medical treatment	13	na	na
Claims	Number of standard claims ⁽ⁱ⁾	4	6*	9
	Rate per 100 FTE	0.42	0.68	1.4
	Number of lost-time claims ⁽ⁱ⁾	4	6*	9
	Rate per 100 FTE	0.42	0.68	1.4
	Number of claims exceeding 13 weeks ⁽ⁱ⁾	2	3*	2
	Rate per 100 FTE	0.21	0.34	0.3
Fatalities	Fatality claims	0	0	0
Claim costs	Average cost per standard claim	\$29,948	\$36,412*	\$21,723
Return to work	Percentage of claims with a return to work plan < 30 days	100%	100%	100%
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans	Completed	Completed	Completed
	Evidence of OHS criteria(s) in purchasing guidelines (including goods, services and personnel)	Completed	Completed	Completed
Consultation and participation	Compliance with agreed structure on designated work groups (DWGs), health and safety representatives (HSRs) and issue resolution procedures (IRPs)	Completed	Completed	Completed
Risk management	Percentage of internal audits and inspections conducted as planned	64%	54%	50%
	Percentage of issues identified actioned arising from:			
	– internal audits	93%	100%	100%
	– HSR provisional improvement notices (PINs)	na	na	na
	– WorkSafe notices	na	na	na
Training	Percentage of managers and staff who have received OHS training: ⁽ⁱⁱ⁾			
	– number of online training activities completed	660 (70%)	277 (31%)	162 (25%)
	– induction and management training (DPC employees)	398 (41%)	252 (29%)	152 (23%)
	– contractors, temps and visitors	271 (29%)	25 (3%)	10 (2%)
	Percentage of HSRs trained: ⁽ⁱⁱⁱ⁾			
	– within first six months post acceptance of role	100%	80%	100%
	– re-training (refresher)	100%	100%	100%
	– reporting of incidents and injuries	100%	100%	100%

This information only incorporates the core groups of DPC.

Notes:

- (i) The number of lost-time claims exceeding 13 weeks are inclusive of standard claims reported.
* These claim figures include three ongoing claims from the previous financial years.
- (ii) These percentage figures are calculated as a percentage of total FTE. However, 'contractors, temps and visitors' are not employees of DPC and are excluded from this calculation.
- (iii) 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 (22 per cent of HSRs have completed this formal training). Further information and reminders are provided in Health and Safety Committee Meetings.

Workforce data

Table 1: Profile of DPC's workforce as at June 2018

	June 2018						June 2017							
	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
Gender														
Men	370	357	242	11	251	117	106	324	312	233	11	241	80	71
Women	632	589	343	101	414	188	175	622	574	313	111	390	198	184
Self-described	2	2	1	0	1	1	1	0	0	0	0	0	0	0
Age														
15–24	38	34	17	0	17	21	17	35	31	20	1	21	14	10
25–34	396	385	238	19	251	139	134	363	347	191	27	209	145	138
35–44	313	290	163	56	203	94	87	285	262	153	57	193	75	69
45–54	162	152	105	24	123	33	29	162	151	110	22	125	30	26
55–64	79	73	53	10	60	16	13	87	83	62	12	71	13	12
65+	16	14	10	3	12	3	2	14	12	10	3	12	1	0
VPS 1–6 grades														
VPS 1	9	7	0	0	0	9	7	1	1	0	0	0	1	1
VPS 2	32	28	16	5	18	11	9	30	24	15	10	21	5	3
VPS 3	100	96	57	9	62	34	34	85	80	53	10	59	22	21
VPS 4	221	215	145	17	157	59	58	204	198	111	16	122	77	76
VPS 5	301	284	152	36	177	113	107	283	265	151	39	177	93	88
VPS 6	183	174	100	30	123	53	51	176	167	95	29	117	52	50
Senior employees														
Secretary	1	1	1	0	1	0	0	1	1	1	0	1	0	0
Executives, EO1, EO2, EO3	93	91	77	13	88	3	3	76	74	61	12	71	3	3
STS	10	10	5	1	6	4	4	34	33	25	4	28	5	5
Legal Officer	1	1	0	1	1	0	0	2	1	0	2	1	0	0
PS	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
SRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Casual	20	8	0	0	0	20	8	20	8	0	0	0	20	8
Other	33	33	33	0	33	0	0	34	34	34	0	34	0	0
Total employees	1,004	948	586	112	666	306	282	946	886	546	122	631	278	255

Table 2: Profile of the Office of the Governor of Victoria workforce as at June 2018

	June 2018						June 2017							
	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
Gender														
Men	14	14	10	0	10	4	4	11	11	7	0	7	4	4
Women	23	19	11	5	13	7	6	20	16	6	5	8	9	8
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Age														
15-24	1	0	0	0	0	1	0	1	1	0	0	0	1	1
25-34	7	7	2	1	2	4	5	7	6	2	1	2	4	3
35-44	12	11	8	1	9	3	3	7	6	3	1	4	3	3
45-54	12	11	7	2	8	3	2	11	10	5	2	6	4	4
55-64	4	4	4	0	4	0	0	3	3	3	0	3	0	0
65+	1	0	0	1	0	0	0	2	1	0	1	0	1	1
VPS 1-6 grades														
VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 2	13	10	7	2	7	4	3	9	7	4	2	4	3	3
VPS 3	4	4	4	0	4	0	0	4	4	3	0	3	1	1
VPS 4	12	11	5	3	7	4	4	10	9	3	3	5	4	4
VPS 5	6	6	3	0	3	3	3	5	5	2	0	2	3	3
VPS 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior employees														
Executives EO1, EO2, EO3	2	2	2	0	2	0	0	2	2	1	0	1	1	1
STS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal Officer	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
SMA	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
Casual	0	0	0	0	0	0	0	1	1	0	0	0	1	1
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees	37	33	21	5	23	11	10	31	27	13	5	15	13	12

Demographic data

Classification data

Table 3: Profile of the Office of the Chief Parliamentary Counsel workforce as at June 2018

	June 2018								June 2017							
	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		
Gender																
Men	18	17	16	1	16	1	1	18	18	17	1	18	0	0		
Women	27	23	17	8	22	2	1	28	24	18	9	23	1	1		
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Age																
15–24	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
25–34	9	9	8	1	9	0	0	10	10	9	1	10	0	0		
35–44	11	9	7	4	9	0	0	13	11	8	5	11	0	0		
45–54	12	11	8	3	10	1	1	14	13	10	3	12	1	1		
55–64	11	9	8	1	8	2	1	8	8	7	1	8	0	0		
65+	2	2	2	0	2	0	0	1	1	1	0	1	0	0		
VPS 1–6 grades																
VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
VPS 2	1	1	1	0	1	0	0	1	1	1	0	1	0	0		
VPS 3	4	3	2	2	3	0	0	5	4	2	3	4	0	0		
VPS 4	6	5	4	1	4	1	1	6	4	4	1	3	1	1		
VPS 5	6	5	5	1	5	0	0	6	6	5	1	6	0	0		
VPS 6	3	3	2	1	3	0	0	3	3	2	1	3	0	0		
Senior employees																
Executives EO1, EO2, EO3	4	4	4	0	4	0	0	4	4	4	0	4	0	0		
STS	4	3	2	0	2	2	1	2	2	2	0	2	0	0		
Legal Officer	17	16	13	4	16	0	0	19	18	15	4	18	0	0		
PS	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		
SRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Casual	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total employees	45	40	33	9	38	3	2	46	42	35	10	41	1	1		

Table 4: Profile of the Local Government Investigations and Compliance Inspectorate workforce as at June 2018

	June 2018						June 2017							
	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
Gender														
Men	5	5	4	0	4	1	1	4	4	4	0	4	0	0
Women	5	5	3	0	3	2	2	7	7	4	0	4	3	3
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Age														
15-24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25-34	2	2	1	0	1	1	1	3	3	1	0	1	2	2
35-44	3	3	2	0	2	1	1	3	3	3	0	3	0	0
45-54	4	4	3	0	3	1	1	4	4	3	0	3	1	1
55-64	1	1	1	0	1	0	0	1	1	1	0	1	0	0
65+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 1-6 grades														
VPS 1	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
VPS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 4	2	2	1	0	1	1	1	3	3	1	0	1	2	2
VPS 5	5	5	3	0	3	2	2	5	5	4	0	4	1	1
VPS 6	2	2	2	0	2	0	0	2	2	2	0	2	0	0
Senior employees														
Executives EO1, EO2, EO3	1	1	1	0	1	0	0	1	1	1	0	1	0	0
STS	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
SMA	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
Casual	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees	10	10	7	0	7	3	3	11	11	8	0	8	3	3

Demographic data

Classification data

Table 5: Profile of the Office of the Victorian Government Architect workforce as at June 2018

	June 2018						June 2017							
	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
Gender														
Men	4	4	1	0	1	3	3	5	5	1	0	1	4	4
Women	9	8	4	2	6	3	2	7	7	4	2	6	1	1
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Age														
15–24	0	0	0	0	0	0	0	1	1	0	0	0	1	1
25–34	3	3	2	0	2	1	1	1	1	1	0	1	0	0
35–44	3	2	1	0	1	2	1	2	2	1	0	1	1	1
45–54	6	6	2	1	3	3	3	7	7	3	1	4	3	3
55–64	1	1	0	1	1	0	0	1	1	0	1	1	0	0
65+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 1–6 grades														
VPS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0	1	1	0	0	0	1	1
VPS 3	1	1	0	0	0	1	1	0	0	0	0	0	0	0
VPS 4	3	2	2	0	2	1	0	2	2	2	0	2	0	0
VPS 5	1	1	1	0	1	0	0	1	1	1	0	1	0	0
VPS 6	5	5	2	1	3	2	2	5	5	2	1	3	2	2
Senior employees														
Executives EO1, EO2, EO3	1	1	0	1	1	0	0	1	1	0	1	1	0	0
STS	2	2	0	0	0	2	2	2	2	0	0	0	2	2
PS	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
SRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees	13	12	5	2	7	6	5	12	11	5	2	7	5	5

Table 6: Profile of the Latrobe Valley Authority as at June 2018

	June 2018						June 2017							
	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
Gender														
Men	13	13	0	0	0	13	13	7	7	2	1	3	4	4
Women	18	18	2	1	3	15	15	8	8	2	1	3	5	5
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Age														
15-24	2	2	0	0	0	2	2	1	1	0	0	0	1	1
25-34	7	7	0	0	0	7	7	4	4	1	1	2	2	2
35-44	6	6	0	0	0	6	6	3	3	1	0	1	2	2
45-54	9	9	1	0	1	8	8	4	4	1	0	1	3	3
55-64	7	7	1	1	2	5	5	3	3	1	1	2	1	1
65+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPS 1-6 grades														
VPS 1	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
VPS 3	3	3	0	0	0	3	3	1	1	0	0	0	1	1
VPS 4	9	9	0	1	1	8	8	5	5	0	2	2	3	3
VPS 5	7	7	0	0	0	7	7	3	3	1	0	1	2	2
VPS 6	7	7	0	0	0	7	7	4	4	1	0	1	3	3
Senior employees														
Executives EO1, EO2, EO3	4	4	2	0	2	2	2	2	2	2	0	2	0	0
STS	1	1	0	0	0	1	1	0	0	0	0	0	0	0
PS	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
SRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees	31	31	2	1	3	28	28	15	15	4	2	6	9	9

Demographic data

Classification data

Table 7: Profile of DPC executive officers as at June 2018

	Men			Women			Self-described			Total		
	2018	2017	Var	2018	2017	Var	2018	2017	Var	2018	2017	Var
Class												
Secretary	1	1	0	0	0	0	0	0	0	1	1	0
EO1	4	4	0	2	2	0	0	0	0	6	6	0
EO2	15	20	-5	17	19	-2	0	0	0	32	39	-7
EO3	26	13	13	29	18	11	0	0	0	55	31	24
Total	46	38	8	48	39	9	0	0	0	94	77	17

Table 8: Profile of DPC's portfolio entities executives as at June 2018

	Men			Women			Self-described			Total		
	2018	2017	Var	2018	2017	Var	2018	2017	Var	2018	2017	Var
Portfolio entities												
Latrobe Valley Authority	2	0	2	2	2	0	0	0	0	4	2	2
Local Government Investigations and Compliance 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
Total	5	3	2	7	7	0	0	0	0	12	10	2

Table 9: Reconciliation of DPC executive officer numbers with executive officers' remuneration note 8.3 for the reporting period July 2017 to June 2018

	2018
Executives	118
Accountable Officer (Secretary)	1
<i>Less</i> Separations	25
Total executive numbers	94

Table 10: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff

Table 10 discloses the annualised total salary for senior employees of DPC categorised by classification. The salary amount is reported as the full-time annualised salary.

Income band (salary)	Executives	STS	PS	SMA	SRA	Other
< \$160,000	0	0				
\$160,000 – \$179,999	16 [^]	6 [^]				
\$180,000 – \$199,999	11 [^]	2				
\$200,000 – \$219,999	24 [^]	2				
\$220,000 – \$239,999	9 [^]					
\$240,000 – \$259,999	7 [^]					
\$260,000 – \$279,999	11 [^]					
\$280,000 – \$299,999	4					
\$300,000 – \$319,999	3					
\$320,000 – \$339,999	2					
\$340,000 – \$359,999	1					
\$360,000 – \$379,999	1					
\$380,000 – \$399,999	1					
\$400,000 – \$419,999	1					
\$420,000 – \$439,999	1					
\$440,000 – \$459,999	0					
\$460,000 – \$479,999	0					
\$480,000 – \$499,999	0					
> \$500,000	2					
Total	94	10	0	0	0	0

[^] Includes employees on a part-time arrangement, which cover the following: 0.45, 0.60 and 0.90 FTE

Note: Executives' remuneration is inclusive of superannuation.

Notes for tables in workforce data:

- **FTE:** full-time equivalent
(FTE figures are rounded to the nearest whole number)
- **STS:** Senior technical specialists
- **PS:** Principal scientists
- **SMA:** Senior medical advisors
- **SRA:** Senior regulatory analysts
- Tables 2–6: Workforce data included for DPC portfolio entities that do not produce their own annual report.

Appendix 5: Environmental performance

Environmental reporting

Office-based environmental impacts

DPC monitored the environmental impacts of its operations during 2017–18. Monitoring was undertaken via DPC’s office-based Environmental Management System (EMS), which is based on international standard AS/NZS ISO 14001, EMS 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 below is 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	2017–18	2016–17
Total energy usage segmented by primary source (MJ)	2,668,675	3,042,316
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO ₂ e)	2,909	1,065
Units of energy used per FTE (MJ/FTE)	2,815	3,449
Units of energy used per unit of office area (MJ/m ²)	191	221

Actions undertaken:

DPC participated in the 2018 Earth Hour event

Note: Where billing is unavailable, consumption was estimated using average consumption from previous period.

DPC’s gas consumption covers tenancies at 1 Macarthur Street and 1 Treasury Place.

Gas

Indicator	2017–18	2016–17
Total energy usage segmented by primary source (MJ)	15,504,775	–
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO ₂ e)	888	–
Units of energy used per FTE (MJ/FTE)	16,355	–
Units of energy used per unit of office area (MJ/m ²)	1,021	–

Actions undertaken:

DPC participated in the 2018 Earth Hour event

Note: Where billing is unavailable, consumption was estimated using average consumption from previous period. This is the first year that DPC has been able to report its gas usage.

Result

- For 2017–18 DPC added an additional site of 35 Collins Street. Despite this addition, total energy consumption (electricity) decreased by 12 per cent.
- Consumption per FTE decreased by 16 per cent.
- These reductions can be attributed in part to improved reporting systems as well as DPC's adoption of flexible workplace practice which has led to a more efficient office design.

Explanatory notes

- Electricity and consumption was sourced from billing data for 2017–18.
- Due to improvements in the reporting system, DPC is now able to report on gas consumption.

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	2017–18	2016–17
Total units of copy paper used (reams)	10,114	12,728
Units of copy paper used per FTE (reams/FTE)	10.7	14.4
Percentage of 75–100% recycled content copy paper purchased (%)	91%	89%
Percentage of 0–50% recycled content copy paper purchased (%)	9%	11%
Greenhouse gas emissions related to paper use (t CO ₂ e)	44	55

Result

- Total units of copy paper used (reams) decreased by 20 per cent.
- Total units of copy paper used (reams) per FTE decreased by 26 per cent.
- The introduction of 'follow-me printing' and other efficient work practices, enabled notebooks and portable devices has resulted in reduced paper consumption.

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	2017–18	2016–17
Total units of metered water consumed by usage types (kilolitres)	7,460	7,070
Units of metered water consumed in offices per FTE (litres/FTE)	7,869	8,016
Units of metered water consumed in offices per unit of office area (litres/m ²)	491	515

Note: Where billing data is unavailable, consumption was estimated using average consumption from previous period.

Result

- Total water consumed across the department has increased by 6 per cent, due to the additional site at 35 Collins Street.
- Total water consumed per FTE decreased by 2 per cent which demonstrates an efficiency in water consumption.

Explanatory notes

- The decrease in units of measured water consumed in offices per FTE and units of office area was due to improved reporting.

Transport

DPC uses vehicles from the Shared Service Provider vehicle pool for its operational car travel.

Operational vehicles	2017–18				2016–17			
	ULP	LPG	DSL	Total	ULP	LPG	DSL	Total
Total energy consumption by vehicles (MJ)	585,059	3,956	39,372	628,387	441,317	11,528	68,515	521,360
Total vehicle travel associated with entity operations (km)	209,680	1,299	13,266	224,245	173,738	5,009	18,230	196,977
Total greenhouse gas emissions from vehicle fleet (t CO ₂ e)	42.77	0.26	2.96	45.99	32.26	5.15	0.75	38.16
Greenhouse gas emissions from vehicle fleet per 1,000km travelled (t CO ₂ e)	0.20	0.22	0.20	0.62	0.44	0.73	13.90	15.07

Actions undertaken:

DPC participated in the 2018 Ride to Work event

	2017–18	2016–17
Total distance travelled by aeroplane (km)	1,925,597	1,114,715
Total greenhouse gas emissions from air travel (t CO ₂ e)	599	344
	CBD	CBD
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, by locality type	87%	88%

Result

- Total vehicle travel increased by 14 per cent, which is attributed to a larger regional presence and associated travel.
- Air travel increased by 73 per cent, which reflects the higher level of international travel and engagements.

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	2017–18				2016–17			
	Landfill	Co-mingled recycling	Compost	Total	Landfill	Co-mingled recycling	Compost	Total
Total units of waste by destination (kg/year)	11,031	16,421	27,577	55,029	12,930	7,180	13,550	33,660
Units of waste per FTE by destination (kg/year)	12.1	18.00	30.24	60.34	19.71	10.94	20.65	51.30
Greenhouse gas emissions from waste to landfill (t CO ₂ e)	22.19	0	0	22.19	13.90	0	14.57	28.47
Recycling rate (% of total waste)				80%				62%

Actions undertaken:

The Green Collect service was used during 2017–18. 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 increased on all measures due to increases in staff numbers and improved reporting mechanisms.

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 1 Macarthur Street, which cover 40 per cent of staff.
- Waste indicators cover paper, cardboard and the three kitchen waste streams: landfill, recycling and compost.

Greenhouse gas emissions

The emissions disclosed in the table below are taken from the previous sections to show the department's greenhouse footprint.

Indicator	2017–18	2016–17
Total greenhouse gas emissions associated with energy use (t CO ₂ e)	3,797	1,065
Total greenhouse gas emissions associated with vehicle fleet (t CO ₂ e)	46	38
Total greenhouse gas emissions associated with air travel (t CO ₂ e)	599	344
Total greenhouse gas emissions associated with waste production (t CO ₂ e)	22	28
Total greenhouse gas emissions associated with paper use (t CO ₂ e)	44	55
Total greenhouse gas emissions (t CO ₂ e)	4,508	1,530

Result

- The increase in total greenhouse gas emissions is largely attributable to an improved reporting system.

Green procurement

- Environmental considerations are included in tender specifications for all tender documents.
- DPC complied with Green Purchasing Guidelines where applicable.

Glossary

FTE: full-time equivalent employee

kg: kilograms

km: kilometres

L: litres

LPG: liquefied petroleum gas

m²: square metres

MJ: megajoules

Ream: 500 sheets of A4 paper

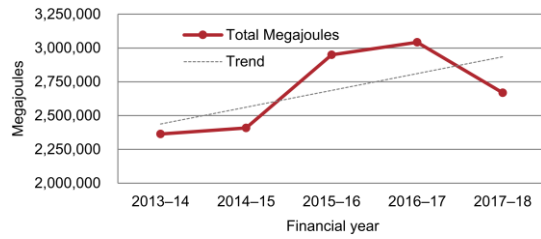
t CO₂ e: tonnes of CO₂ equivalent

ULP: unleaded petrol

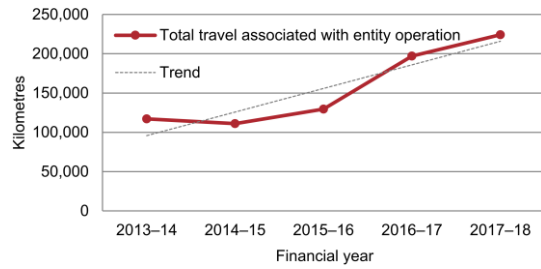
DSL: diesel

Trend charts

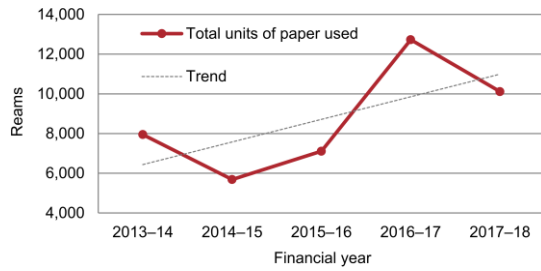
DPC annual energy consumption



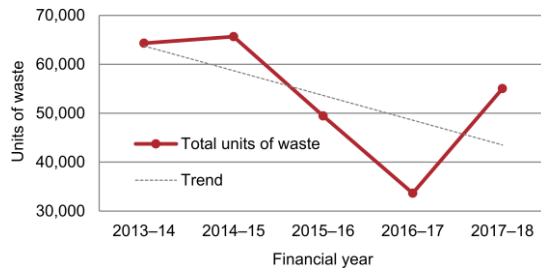
DPC annual car travel



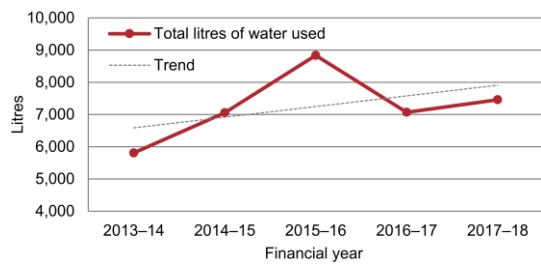
DPC annual paper use



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
- *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 and the Red Tape Commissioner, 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, Parish of Melbourne South, City of South Melbourne. The Act is otherwise administered by the Minister for Energy, Environment and Climate Change, the Minister for Finance, the Minister for Health, the Minister for Ports, the Minister for Corrections and the Minister for Sport
- *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 Tourism and Major Events and the Minister for Sport
- *Melbourne and Olympic Parks Act 1985*, which is jointly and severally administered with the Minister for Tourism and Major Events and the Minister for Sport, 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 Major Projects; Part 4, which is administered by the Minister for Finance; Part 5A, which is administered by the Minister for Major Projects, 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 is administered by the Minister for Planning; and Parts 8, 9 and 10, which are administered by the Minister for Major Projects

- *Public Administration Act 2004*, except Part 1, Part 2, Part 6 and Part 8, which are jointly and severally administered with the Special Minister of State; and Part 3A, Division 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*
- *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

- *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 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 Minister for Energy, Environment and Climate Change, the Minister for Finance, 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 Minister for Finance and ss. 13, 16C and 21, which are jointly and severally administered with the Minister for Finance
- *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*
- *Family Violence Protection Act 2008*, Part 5A and Part 11; ss. 210A and 210B; s. 211, which is jointly and severally administered with the Minister for the Prevention of Family Violence and the Attorney-General; Division 1A of Part 13; the Act is otherwise jointly and severally administered by the Attorney-General and the Minister for the Prevention of Family Violence
- *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 section 92 at North Melbourne in the Parish of Jika, being the site of the Public Record Office Victoria; the Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Creative

Industries, the Minister for Energy, Environment and Climate Change, the Minister for Finance, the Minister for Health, the Minister for Ports and the Minister for Roads and Road Safety)

- *Local Government Act 1989*, ss. 223A, 223B and 223C and 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 and the Minister for Roads and Road Safety
- *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. 8A, 8B and Part 3, which are administered by the Minister for Finance
- *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
- *Subordinate Legislation Act 1994*, except ss. 5A, 9 and 12G, which are administered by the Premier
- *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 Innovation and the Digital Economy, the Minister for Small Business, the Minister for Sport and the Minister for Trade and Investment
- *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

Aboriginal Heritage Act

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 the appointment of 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.

There are 29 authorised officers authorised under the Act. All are government employees who have successfully completed authorised officer training and have received ongoing training in relation to the operation of the Act. There are also three Aboriginal heritage officers appointed under the Act, who are employees of registered Aboriginal parties.

In 2017–18 authorised officers exercised their powers, functions and duties as set out below.

Section	Function/power	Exercised
83	Cultural heritage audit must be conducted under the direction of an inspector	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	38 onsite meetings or inspections were carried out to monitor compliance
159(b)	Investigation of suspected offences against the Act	Ten 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 23 occasions
166	Power to enter land or premises with the consent of the occupier	General powers to enter land or premises were used 17 times
167	Obtaining consent to enter land or premises	Land or premises were entered 17 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 21 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	No search warrants were obtained
176	Receipts for seized things	No receipts were issued
177	Security of seized things	No seized things were 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 persons were required to give their name and address
181	Require the giving of assistance and information	No persons were 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 inspectors in previous years can be requested via email from the Director, Heritage Services, Aboriginal Victoria at 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	Security system upgrade Washroom upgrade Revolving door Air purification units replacement RCD installation and rectification
Government House Drive, Melbourne	Continued security upgrades including perimeter fence replacement Continued conservation works including replacement and refurbishment of a section of roof

Capital projects / asset investment

During 2017–18 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 2017–18 there were 66 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2017–18 in relation to these consultancies was \$7.8 million (excluding GST). Details of individual consultancies can be viewed at www.dpc.vic.gov.au.

In 2017–18 there were 27 consultancies engaged where the total fees payable to the individual consultancies were less than \$10,000. The total expenditure incurred during 2017–18 in relation to these consultancies was \$123,222 (excluding GST).

Disclosure of major contracts

DPC has disclosed, in accordance with the requirements of government policy and accompanying guidelines, all contracts greater than \$10 million in value entered into during the year ended 30 June 2018.

There is no new contract greater than \$10 million in value entered into during the year ended 30 June 2018.

Details of contracts that have been disclosed in the Victorian Government contracts publishing system can be viewed at www.procurement.vic.gov.au.

Competitive Neutrality Policy

Under the Competitive Neutrality Policy the guiding principle is that legislation, including future legislative proposals, should not restrict competition unless it can be demonstrated that:

- the benefits of the restriction to the community as a whole outweigh the costs
- the objectives of the legislation can only be achieved by restricting competition.

DPC continues to comply with the requirements of the Competitive Neutrality Policy.

DataVic Access Policy

Compliance with 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 to encourage open access and reuse. As at the end of June 2018, 35 Victorian government departments and agencies have 6,393 data records accessible on the site. Continuously updated and curated, 128 more records were available at the end of June 2018 compared with June 2017.

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; 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 by an FOI decision made by DPC, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner within 28 days of receiving a decision letter.

For the 12 months ended 30 June 2018, the Freedom of Information Unit received 89 requests for DPC documents, nine for the Office of the Premier, three for the Office of the Special Minister of State, three for the Office of the Deputy Premier and three for the Office of the Minister for Multicultural Affairs.

The department finalised 75 FOI requests to DPC during the 12 months ended 30 June 2018. Fifty-seven per cent of those decisions were made within the statutory time period, 21 per cent were between one and 45 days overdue and 22 per cent were overdue by more than 45 days. The department also finalised nine requests for the Office of the Premier, two for the Office of the Special Minister of State and two for the Office of the Deputy Premier.

Two DPC matters went to the Information Commissioner for review and four complaints about DPC matters were made to the Information Commissioner.

One DPC matter was 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 section 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 the possession of the department 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 can be found at www.ovic.vic.gov.au.

Government advertising expenditure

Details of government advertising expenditure in 2017–18 (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
Deadly Questions	Year one of multi-year campaign aiming to build greater understanding between Aboriginal and non-Aboriginal people. This campaign promotes the new Deadly Questions online platform, which allows non-Aboriginal Victorians to ask Aboriginal Victorians questions they always wanted to ask but were too afraid or embarrassed.	May–June 2018	375	343	160	373	198	1,449
Pick My Project	Campaign to encourage Victorians to engage with the Pick My Project initiative and apply for project funding to benefit their local community.	May–June 2018	228	60.8	0	13.4	0	302.2
Victoria is Hiring	Campaign to promote the range of employment opportunities available within the Victorian Government and direct job seekers to the Victoria is Hiring website.	November 2017–June 2018	1,300	622	0	0	0	1,922
Victorian. And proud of it.	Year two of a multi-year campaign to promote social cohesion and the Victorian Values Statement by sharing stories of diverse Victorians contributing and belonging. The 2017–18 advertising program included promotion of the campaign engagement vehicle – Vicky the Truck – as it travelled across Victoria to take the campaign to communities across the state.	August 2017–June 2018	443	140	35	0	165	783

Grants payments

Details of DPC grants payments in 2017–18 can be viewed at www.dpc.vic.gov.au.

Local Jobs First – implementation of the Victorian Industry Participation Policy

Victorian Government agencies implement the Victorian Industry Participation Policy (VIPP) to provide greater 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 2017–18 the department had no reportable VIPP activities that were over \$3 million; however, the department has one procurement that has required a VIPP plan but is not at contract commencement stage until 2018–19.

Information and communications technology expenditure

For the 2017–18 reporting period DPC had a total ICT expenditure of \$40,991,832 as shown below.

	Expenditure \$'000
All operational ICT expenditure	
Business as usual (BAU) ICT expenditure (Total)	15,333
ICT expenditure related to projects to create or enhance ICT capabilities	
Operational expenditure	1,594
Capital expenditure	24,064
Non-BAU ICT expenditure (Total = operational expenditure and capital expenditure)	25,659

Note: Total capital expenditure includes Service Victoria expenditure, which will be reported separately in 2018–19.

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.

Machinery of government changes – direct costs

There were no direct costs in relation to machinery of government changes during the 2017–18 financial year.

Privacy

Compliance with the *Privacy and Data Protection Act 2014* and *Health Records Act 2001*

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: 9651 5111
Email: dp&c@vic.gov.au

The Victorian public sector's privacy obligations are governed by the *Privacy and Data Protection Act 2014* (PDP Act). 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 2017–18 one matter regarding DPC's compliance with the IPPs was referred to the Privacy and Data Protection Commissioner. No matters regarding its compliance with HPPs were referred to the Health Services Commissioner.

Protected Disclosure Act

Compliance with the *Protected Disclosure Act 2012*

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.

Reporting procedures

DPC has established procedures for dealing with protected disclosures, as required under Part 9 of the Act.

These procedures, which are available at www.dpc.vic.gov.au, set 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 section 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 officer
- 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 the department or any of its employees or officers may be made directly to IBAC at:

Level 1, North Tower
459 Collins Street
Melbourne VIC 3000
Telephone: 1300 735 135
Website: www.ibac.vic.gov.au

Disclosures under the *Protected Disclosure Act 2012*

	2017–18	2016–17
The number of disclosures made by an individual to the department and notified to the Independent Broad-based Anti-corruption Commission	0	0
Assessable disclosures	0	0

Subsequent events

Please 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 Minister for Finance, 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
Melbourne VIC 3002
Email: dp&c@dpc.vic.gov.au

Contacts

as at 30 June 2018

Department of Premier and Cabinet

Secretary
1 Treasury Place
Melbourne 3002
(DX 210753)
(GPO Box 4912)
Melbourne 3001
Telephone: 9651 5111
Email: dp&c@dpc.vic.gov.au
www.dpc.vic.gov.au

Portfolio entities

Electoral Boundaries Commission

Chairman
Level 11, 530 Collins Street
Melbourne 3000
Telephone: 8620 1100
www.ebc.vic.gov.au

Independent Broad-based Anti-corruption Commission

Commissioner
Level 1 North, 459 Collins Street
Melbourne 3000
Telephone: 1300 735 135
www.ibac.vic.gov.au

Infrastructure Victoria

Chief Executive Officer
Level 16, 530 Collins Street
Melbourne 3000
Telephone: 9936 1737
www.infrastructurevictoria.com.au

LanguageLoop

Chief Executive Officer
Level 16, 607 Bourke Street
Melbourne 3000
Telephone: 9280 1941
www.languageloop.com.au

Latrobe Valley Authority

Chief Executive Officer
131 Princes Drive
Morwell 3840
Telephone: 1800 366 356
www.lva.vic.gov.au

Local Government Investigations and Compliance Inspectorate

Chief Municipal Inspector
Level 27, 1 Spring Street
Melbourne 3000
Telephone: 8392 5300
www.vic.gov.au/lgi

Office of the Chief Parliamentary Counsel

Chief Parliamentary Counsel
Level 2, 1 Macarthur Street
Melbourne 3002
Telephone: 9651 2109
www.legislation.vic.gov.au

Office of the Family Violence Reform Implementation Monitor

Monitor
GPO Box 4912
Melbourne 3001
Telephone: 9651 0052
Email: info@fvrim.vic.gov.au

Office of the Governor

Official Secretary
Government House
Government House Drive
Melbourne 3004
Telephone: 9655 4211
www.governor.vic.gov.au

Office of the Public Interest Monitor

Principal Public Interest Monitor
PO Box 296
Collins Street West
Melbourne 8007
Telephone: 9032 0666

Office of the Victorian Government Architect

Victorian Government Architect
Level 2, 20 Spring Street
East Melbourne 3002
Telephone: 9651 6583
www.ovga.vic.gov.au

Office of the Victorian Information Commissioner

Commissioner
PO Box 24274
Melbourne 3001
Telephone: 1300 006 842
www.ovic.vic.gov.au

Public Record Office Victoria

Director and Keeper of Public Records
Telephone: 9348 5602
Victorian Archives Centre
99 Shiel Street
North Melbourne 3051
(PO Box 2100, North Melbourne 3051)
Telephone: 9348 5600
www.prov.vic.gov.au

Shrine of Remembrance

Chief Executive Officer
GPO Box 1603
Melbourne 3001
Telephone: 9661 8100
www.shrine.org.au

Victorian Aboriginal Heritage Council

Chairperson
1 Treasury Place
East Melbourne 3002
Telephone: 8392 5368

Victorian Electoral Commission

Electoral Commissioner
Level 11, 530 Collins Street
Melbourne 3000
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www.vec.vic.gov.au

Victorian Inspectorate

Inspector
PO Box 617
Collins Street West
Melbourne 8007
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Email: info@vicinspectorate.vic.gov.au
www.vicinspectorate.vic.gov.au

Victorian Multicultural Commission

Chairperson
Level 9, 1 Spring Street
Melbourne 3000
Telephone: 7017 8171
www.multicultural.vic.gov.au

Victorian Ombudsman

Ombudsman
Level 2, 570 Bourke Street
Melbourne 3000
Telephone: 9613 6222
www.ombudsman.vic.gov.au

Victorian Public Sector Commission

Commissioner
3 Treasury Place
East Melbourne 3002
Telephone: 9651 0821
www.vpsc.vic.gov.au

Victorian Veterans Council

Chairman
Level 8, 1 Macarthur Street
East Melbourne 3002
Telephone: 9651 2636
www.dpc.vic.gov.au/veterans

**DEPARTMENT OF PREMIER AND CABINET
ANNUAL REPORT 2017–18**

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