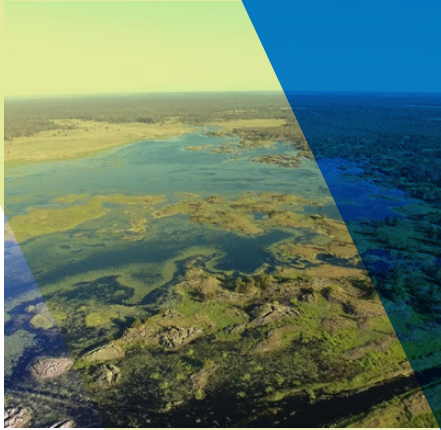




DEPARTMENT OF  
PREMIER AND CABINET  
ANNUAL REPORT  
2019–20





Front cover image: View southeast over  
Tae Rak (Lake Condah)

Photograph: Gunditjmara Traditional Owner  
Tyson Lovett-Murray

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The Budj Bim Cultural Landscape is in the Traditional Country of the Gunditjmara people in south west Victoria. Budj Bim includes the world's most extensive and oldest aquaculture systems. The Gunditjmara built this complex aquaculture system on the dramatic landscape of the Budj Bim lava flow at least 6,600 years ago.

The aquaculture system involves the deliberate redirection, modification and management of waterways and wetlands to trap, store and harvest kooyang (short-finned eel).

The ongoing dynamic relationship of Gunditjmara and their land is demonstrated in knowledge systems retained through oral transmission and continuity of cultural practice.

The Budj Bim Cultural Landscape was inscribed on the World Heritage List in July 2019.

Aboriginal Victoria, within the Department of Premier and Cabinet, prepared the Budj Bim World Heritage nomination in partnership with the Gunditjmara Traditional Owners and the Australian Government.

## 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 2020.



**Jeremi Moule**  
Secretary

October 2020

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# Section 1: Overview

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# Year in review

This year has given rise to a series of extraordinary challenges, from the summer bushfires to the global coronavirus (COVID-19) pandemic, which have impacted the way we live and work like never before. In this environment, the Department of Premier and Cabinet's role in providing leadership and driving innovation and collaboration for the benefit of the Victorian community has been more vital than ever.

The scale of this year's bushfires across the eastern part of the state was devastating. DPC supported the rapid establishment of Bushfire Recovery Victoria and the Victorian Bushfire Appeal to work with local communities impacted by the fires and led the coordination and planning of recovery efforts.

The government's declaration of a State of Emergency in response to the coronavirus (COVID-19) pandemic in March prompted a new way of working across the Victorian public service (VPS) and saw the department's successful transition to a remote working model. DPC worked quickly to implement changes to the structure of the Victorian Government to support the response to the unprecedented health, economic and social policy challenges presented by coronavirus (COVID-19).

DPC has responded, and continues to respond, with incredible professionalism, flexibility and resilience to meet these challenges. The unwavering commitment demonstrated by DPC staff while navigating a period of significant change, both at work and at home, has been outstanding.

VPS employees, whether responding directly to the pandemic on the frontline or working from home to support the core business of government, have embraced new ways of working and continue to serve the Victorian community.

Importantly, as evidenced by some of the remarkable work highlighted in this annual report, the bushfires and the coronavirus (COVID-19) pandemic have not stopped DPC from delivering notable initiatives and ably supporting the core business of government over the course of the year.

In December 2019, in a major step forward on the path to Treaty, the First Peoples' Assembly of Victoria was officially declared as Victoria's Aboriginal Representative Body in accordance with the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*. The Assembly, consisting of Victorian Traditional Owners, is the first democratically elected body for Aboriginal Victorians in the state's history and is working in partnership with the Victorian Government to establish the framework to support future treaty negotiations.

Other important work delivered by DPC this year includes:

- establishing and supporting the Suburban Rail Loop Authority to coordinate and progress the Suburban Rail Loop Project and transform Victoria's public transport system
- planning for the historic 75th anniversary of the end of the Second World War, including online commemorative services, to ensure Victorians could mark this important milestone
- delivering the Inquiry into the Victorian On-Demand Workforce, which investigated the conditions for on-demand workers in the Victorian labour market and made recommendations aimed at fairer arrangements and promoting a level playing field
- launching the Jobs and Skills Exchange jobs-matching platform to enhance workforce mobility across the VPS
- supporting the development and release of the Victorian Forestry Plan to assist the industry to transition to a plantation-based timber supply by 2030
- collaborating with departments and agencies to improve the use of data and advanced analytics to support decision-makers and drive better health, social, economic and environmental outcomes for Victorians
- enacting the *Gender Equality Act 2020* to improve and support workplace gender equality across Victoria's public sector, universities and local councils.

# About us

## Our vision

The Department of Premier and Cabinet's vision is to be a recognised and respected leader in whole of government policy and performance.

## Our mission

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

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

DPC supports the Victorian Government's commitment to a stronger, fairer, better Victoria by promoting excellence in government service delivery and reform.

## 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 of a high level

### Impartiality

- Making decisions and providing advice on merit without bias, caprice, favouritism or self-interest
- Acting fairly by objectively considering all relevant facts and applying fair criteria
- Implementing government policies and programs equitably

### Accountability

- Working to clear objectives in a transparent manner
- Accepting responsibility for our decisions and actions
- Seeking to achieve best use of resources
- Submitting ourselves to appropriate scrutiny

### Respect

- Treating others fairly and objectively
- Ensuring freedom from discrimination, harassment and bullying
- Using others' views to improve outcomes on an ongoing basis

### Leadership

- Actively implementing, promoting and supporting these values

### Commitment to human rights

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

## Our objectives

DPC's objectives are as follows.

### **Strong policy outcomes**

- Pursuing policy and service delivery excellence and reform
- Leading the public sector response to significant state issues, policy challenges and projects
- Supporting the effective administration of government

### **Engaged citizens**

- Supporting and promoting full participation in strong and vibrant communities
- Empowering citizens to participate in policymaking and service design
- Ensuring a holistic approach to social policy and service delivery

### **Professional public administration**

- Fostering and promoting a high-performing public service
- Ensuring effective whole of government performance and outcomes
- Protecting the values of good public governance, integrity and accountability in support of public trust

### **High-performing DPC**

- Empowering our people and investing in our culture
- Ensuring efficient and effective processes and systems
- Ensuring good governance and risk management



# Our ministers

At 30 June 2020, the department supported seven ministers across ten portfolios.



## Premier of Victoria

### The Hon Daniel Andrews MP

The Premier is Victoria's head of government. DPC advises and supports the Premier and his portfolio.

The Premier is the main channel of communication between the Governor and Cabinet and between the Victorian Government and other state and territory governments.

The Premier is also responsible for the following DPC portfolio entities:

- Office of the Governor
- Bushfire Recovery Victoria.

#### Contact details

1 Treasury Place

East Melbourne VIC 3002

**Email:** [daniel.andrews@parliament.vic.gov.au](mailto:daniel.andrews@parliament.vic.gov.au)

**Website:** [www.premier.vic.gov.au](http://www.premier.vic.gov.au)



## Minister for Government Services

### The Hon Danny Pearson MP

DPC advises and supports the Minister for Government Services and his portfolio, which includes public sector administration and reform, cybersecurity, data analytics and digital transformation.

The Minister for Government Services is also responsible for the following DPC portfolio entities:

- Office of the Chief Parliamentary Counsel
- Office of the Victorian Government Architect
- Public Record Office Victoria
- Service Victoria
- Victorian Electoral Commission
- Victorian Independent Remuneration Tribunal
- Victorian Public Sector Commission.

In addition to his DPC responsibilities, Mr Pearson is the Assistant Treasurer and Minister for Regulatory Reform.

#### Contact details

1 Macarthur Street

East Melbourne VIC 3002

**Email:** [danny.pearson@parliament.vic.gov.au](mailto:danny.pearson@parliament.vic.gov.au)

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



## Minister for Industrial Relations

### Tim Pallas MP

With the support of DPC, Minister Pallas looks after the Industrial Relations portfolio, which includes DPC's Industrial Relations Victoria work towards achieving a positive working environment for all Victorians.

The Minister for Industrial Relations is also responsible for the following DPC portfolio entities:

- Labour Hire Authority
- Portable Long Service Authority.

In addition to his DPC responsibilities, Mr Pallas is the Treasurer, Minister for Economic Development and the Minister for Coordination of Treasury and Finance COVID-19.

#### Contact details

1 Treasury Place  
East Melbourne VIC 3002

**Email:** [tim.pallas@parliament.vic.gov.au](mailto:tim.pallas@parliament.vic.gov.au)

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



## Minister for Women and Minister for Aboriginal Affairs

### Gabrielle Williams MP

Minister Williams oversees the Women and Aboriginal Affairs portfolios with the support and advice of DPC. DPC also supports the Minister's Prevention of Family Violence portfolio, in conjunction with the Department of Health and Human Services.

As part of the Women's portfolio, the Minister supports gender equality and women leadership through DPC's Office for Women.

In the Aboriginal Affairs portfolio, Minister Williams has oversight of Aboriginal Victoria to strengthen communities and engagement, self-determination and treaty, cultural heritage management and protection.

Minister Williams is also responsible for the following DPC portfolio entities:

- Respect Victoria
- Queen Victoria Women's Centre Trust
- Victorian Aboriginal Heritage Council.

#### Contact details

50 Lonsdale Street  
Melbourne VIC 3000

**Email:** [gabrielle.williams@parliament.vic.gov.au](mailto:gabrielle.williams@parliament.vic.gov.au)

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



## Minister for Equality

### Martin Foley MP

Minister Foley oversees the Equality portfolio, with the assistance of DPC, to promote equality and inclusion for LGBTIQ Victorians. Minister Foley is supported by the Victorian Commissioner for LGBTIQ+ communities and the Victorian LGBTIQ Taskforce.

In addition to his DPC responsibilities, Mr Foley is the Minister for Mental Health and Minister for Creative Industries.

#### Contact details

50 Lonsdale Street  
Melbourne VIC 3000

**Email:** [martin.foley@parliament.vic.gov.au](mailto:martin.foley@parliament.vic.gov.au)

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



## Minister for Multicultural Affairs and Minister for Youth

### The Hon Ros Spence MP

As Minister for Multicultural Affairs, Minister Spence works to celebrate our multicultural society and to promote the inclusion of all Victorians in the social and economic life of our state.

As part of this portfolio, Minister Spence is responsible for the following DPC portfolio entities:

- Victorian Multicultural Commission
- VITS LanguageLoop.

Minister Spence also leads the government's Youth portfolio to deliver youth programs and services.

In addition to her DPC responsibilities, Ms Spence is the Minister for Community Sport.

#### Contact details

2 Treasury Place  
East Melbourne VIC 3002

**Email:** [ros.spence@parliament.vic.gov.au](mailto:ros.spence@parliament.vic.gov.au)

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



## Minister for Veterans

### The Hon Shaun Leane MP

Minister Leane is Victoria's Minister for Veterans. With support from DPC, the Minister oversees the Veterans portfolio to honour the contribution of the ex-service community and support service organisations to deliver programs for veterans and their families.

Minister Leane is also responsible for the following DPC portfolio entities:

- Shrine of Remembrance
- Victorian Veterans Council.

In addition to his DPC responsibilities, Mr Leane is the Minister for Local Government and Minister for Suburban Development.

#### Contact details

121 Exhibition Street  
Melbourne VIC 3000

**Email:** [OfficeMinLeane@ecodev.vic.gov.au](mailto:OfficeMinLeane@ecodev.vic.gov.au)

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

## Other officials

### Mary-Anne Thomas MP, Cabinet Secretary

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

#### Contact details

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

**Website:** [www.mary-annethomas.com.au](http://www.mary-annethomas.com.au)

### Steve Dimopoulos MP, Parliamentary Secretary to the Premier

Mr Dimopoulos assists the Premier with his portfolio responsibilities.

#### Contact details

**Email:** [steve.dimopoulos@parliament.vic.gov.au](mailto:steve.dimopoulos@parliament.vic.gov.au)

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

# VPS missions during the coronavirus (COVID-19) pandemic

From April 2020 the most senior levels of the Victorian public service were structured to focus on a small number of core missions to help respond to the coronavirus (COVID-19) crisis, and to prepare for the recovery and post-crisis restoration of Victoria.

Departmental Secretaries have been appointed as Missions Leads by the Premier, who are responsible for planning and delivering the missions. Mission Leads engage with the Crisis Council of Cabinet (CCC) Coordinating Ministers and support the CCC as the structure's core decision-making forum.

A Mission Coordination Committee, chaired by the Secretary of DPC, was also established as the key officials' forum to help deliver the missions, reporting to the CCC. This mission structure has allowed the VPS to effectively focus activity, share resources and coordinate coronavirus (COVID-19) responses across departments.

From June 2020, the initial eight public service missions were consolidated into six key missions, to support a more focused effort on public health response and resilience, and to help deliver the deferred 2020/21 Victorian Budget. These six key missions are:

Mission	Lead Secretary	Description
Public health resilience	Secretary, Department of Health and Human Services	Leadership of the ongoing public health response to the coronavirus (COVID-19) pandemic and hospital and system reform
Economic management and preparation of the 2020/21 Victorian Budget	Secretary, Department of Treasury and Finance	Leadership for monitoring economic and business conditions, and for managing the Victorian Budget and financing including tax reform
Economic program delivery, supply, logistics and procurement	Secretary, Department of Jobs, Precincts and Regions	Leadership and delivery for the economic programs needed to support business and employment Leadership for the supply and transport of essential goods, and the timely procurement of goods and services and potentially premises
Restoration and reform of public services — people	Secretary, Department of Justice and Community Safety Secretary, Department of Health and Human Services Secretary, Department of Education and Training	Leadership for the recovery and reform of key government justice, education and human services
Restoration and reform of public services — economic (public sector)	Secretary, Department of Transport Secretary, Department of Environment, Land, Water and Planning	Leadership for the recovery and reform of key government economic services, including to support economic recovery by rapidly restarting and commissioning infrastructure projects
Economic recovery and growth	Secretary, Department of Jobs, Precincts and Regions CEO, Invest Victoria	Leadership to identify recovery and growth strategies and actions for Victoria to recover economically.

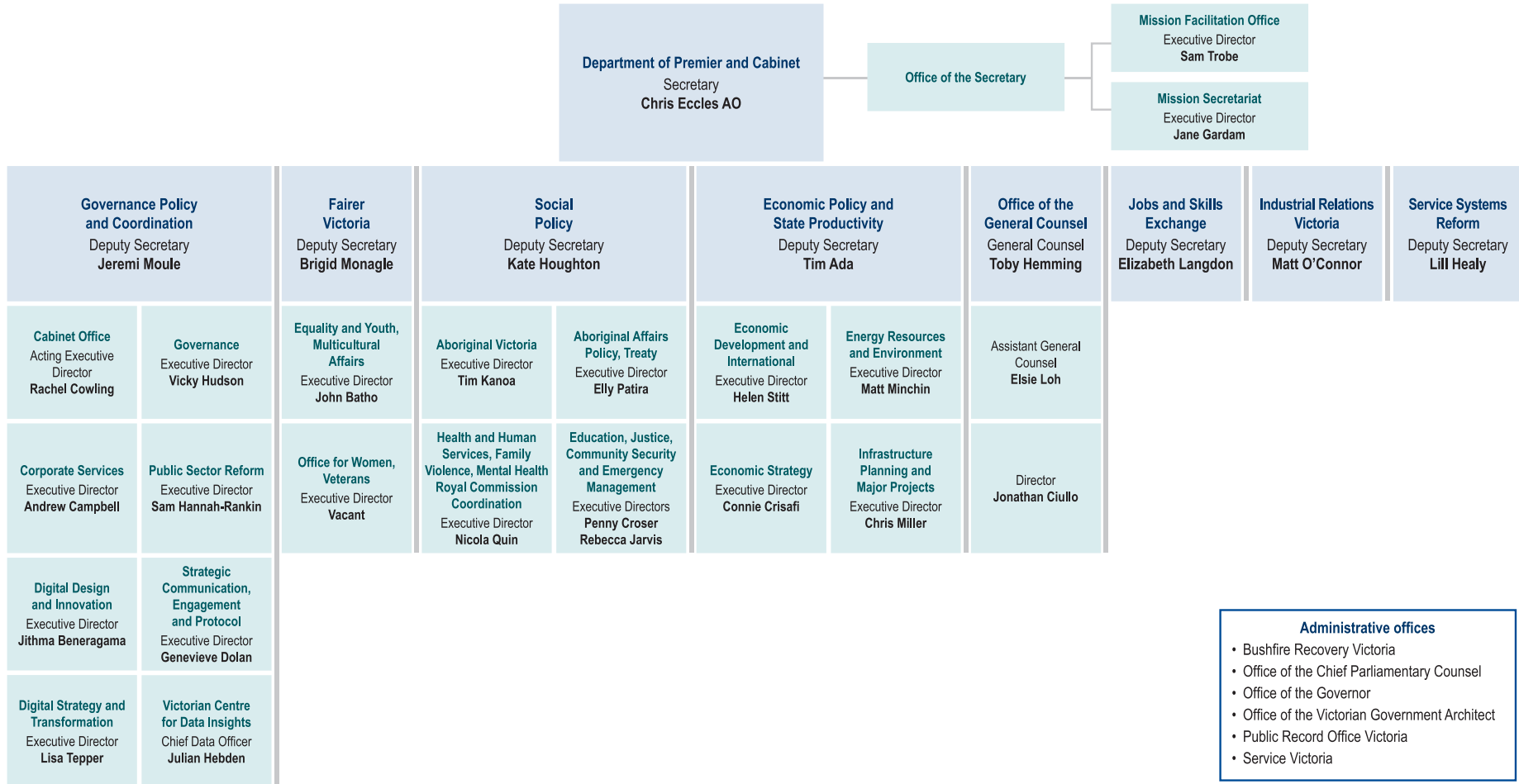
Two enabling programs of work were also established to guide the state's response to the coronavirus (COVID-19) pandemic, and to support the six missions:

Enabling program	Lead Secretary	Description
Critical risks and opportunities	Secretary, Department of Premier and Cabinet	Leadership to identify critical risks, vulnerabilities and post-event reform opportunities for the public sector
Behaviour change, social cohesion and communications	Secretary, Department of Premier and Cabinet	Leadership for the design and coordinated implementation of communication, community activation and engagement activities



# Organisational chart

DPC as at 30 June 2020



## Changes to the department over 2019–20

On 1 July 2019, following machinery of government changes, the portfolio agency Respect Victoria transferred to DPC from the Department of Health and Human Services.

On 8 January 2020, Bushfire Recovery Victoria was established as a new permanent administrative office within DPC. Bushfire Recovery Victoria's focus is on the needs of Victorian communities following the devastating Victorian bushfires and is working closely with residents to ensure rehabilitation projects are both locally driven and delivered.

Machinery of government changes effective 1 May 2020 saw the following independent offices, and public sector integrity functions transfer from DPC to the Department of Justice and Community Safety: Independent Broad-based Anti-corruption Commission; Local Government Inspectorate; Office of the Public Interest Monitor; Office of the Victorian Information Commissioner; Victorian Inspectorate; and the Victorian Ombudsman.

Also, on 1 May 2020, the policy and coordination functions of Infrastructure Victoria and the Parliamentary Budget Officer were transferred from DPC to the Department of Treasury and Finance together with the coordination functions for the Victorian Auditor-General's Office.

## Our groups

DPC consists of eight groups:

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

### Economic Policy and State Productivity

The Economic Policy and State Productivity group works to support the government to achieve its objectives related to economic recovery and development, fiscal sustainability, regional and local government outcomes, international engagement, infrastructure, planning and priority precincts, transport, energy, agriculture, resources and the environment. The group works in collaboration with relevant departments and agencies to ensure a coordinated whole of government approach to policy and projects in these areas.

### Fairer Victoria

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

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

## **Governance Policy and Coordination**

The Governance Policy and Coordination group is responsible for overseeing Cabinet management, digital design and innovation, public sector governance, performance and reform, cybersecurity, government shared services, strategic communications, engagement and protocol, the Victorian Centre for Data Insights and DPC's corporate services.

The group is also primarily responsible for supporting the Minister for Government Services.

## **Industrial Relations Victoria**

Industrial Relations Victoria is the government's lead agency for managing public sector industrial relations matters, advising on private sector industrial relations matters and enforcing workplace legislation. It works across government to develop regulatory and other solutions to meet the government's industrial relations policy aims and oversees public sector enterprise bargaining. It also implements, and ensures compliance with, laws governing long service leave, child employment and independent contractors in transport and forestry.

Industrial Relations Victoria works closely with industry and unions to promote positive industrial relations and to improve the working standards and conditions in Victorian workplaces. It develops government responses and submissions to major workplace relations reviews and inquiries, and regularly lobbies the Commonwealth for improvements to national workplace relations laws.

## **Jobs and Skills Exchange**

The Jobs and Skills Exchange group is responsible for supporting a more agile, flexible and modern public service by providing a whole of government approach to workforce mobility.

During the year, the group's initial, primary focus was on the VPS to enable an agile, responsive and high-performing workforce.

## **Office of the General Counsel**

The Office of the General Counsel (OGC) is responsible for providing legal and policy advice to the Premier, DPC's ministers, the DPC Secretary and the department. OGC advises on the full range of legal issues government faces, including in the areas of administrative, constitutional and corporate law. OGC's policy focus is on issues in the Premier's, the Special Minister of State's (until 23 March) and the Minister for Government Services (from 22 June) portfolios, principally in relation to Victoria's integrity system (until 23 March) and electoral system. OGC also supports DPC in developing legislative and regulatory proposals.

## **Service Systems Reform**

The Service Systems Reform group is responsible for overseeing a program of whole of government policy development and reforms that aim to improve social and economic outcomes, particularly for those Victorians who experience entrenched disadvantage.

The group's work has a focus on how government can support and enable place-based approaches and people who use social and justice services. As part of a cross-government virtual team, the group also supports the Victorian Secretaries' Board Service Delivery Reform subgroup. It coordinates and guides conversations with communities about how government can better design its services and support communities to build on their strengths to achieve better social and economic outcomes.

## **Social Policy**

The Social Policy group works to provide better social outcomes for all Victorians by supporting the government to achieve its strategic objectives related to Aboriginal affairs, education, justice, family violence, health and human services, and community security and emergency management. Within Social Policy, a team leads the government's preparation for treaty and negotiation of its framework in partnership with the First Peoples' Assembly of Victoria. Aboriginal Victoria also forms part of Social Policy, playing a central role in advancing the Aboriginal self-determination agenda and protecting cultural heritage.

## DPC's senior executives

### Secretary

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

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

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

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

### Deputy Secretary, Economic Policy and State Productivity

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

Previously, Tim was Deputy Secretary of Jobs and Innovation in the Department of Jobs, Precincts and Regions, responsible for the strategic development of key industry sectors, including manufacturing, life sciences and international education and the delivery of telecommunications and employment programs.

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

### Deputy Secretary, Fairer Victoria

**Brigid Monagle** was appointed Deputy Secretary of Fairer Victoria in March 2019 and oversees the Equality, Veterans, Multicultural Affairs, Women's and Youth portfolios.

Brigid has previously worked as an executive director in DPC, leading advice in the areas of Aboriginal affairs policy, including treaty and

self-determination, health policy and reform, and inter-governmental strategy.

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

### Deputy Secretary, Governance Policy and Coordination

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

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

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

### Deputy Secretary, Industrial Relations Victoria

**Matt O'Connor** was appointed Deputy Secretary, Industrial Relations Victoria in April 2015.

Matt has worked in the Victorian Government since 2003. He has overseen the development of industrial relations legislative and policy reforms, including wage theft, labour hire, long service leave and public sector employment protections. Matt has steered the Victorian Government's public sector industrial relations strategy for several years and, more recently, played a pivotal role in the successful conclusion of agreements covering public transport. He has led the government's initiation of various legal proceedings in the Fair Work Commission to protect the supply of essential services.

Matt provides strategic input on a range of whole of government industrial relations matters. He has also represented the Victorian Government in consultations with the Commonwealth Government on federal industrial relations legislative proposals, including the *Fair Work Act 2009*.

## Deputy Secretary, Jobs and Skills Exchange

**Elizabeth Langdon** was appointed Deputy Secretary for the Jobs and Skills Exchange in June 2019. Before this, Elizabeth was Deputy Commissioner of the Victorian Public Service Commission, following a period as Acting Victorian Public Sector Commissioner.

Elizabeth joined the VPS in 2005, working in DPC, the Department of Health, and the Department of Health and Human Services, where she held the position of Deputy Secretary, People, Capability and Oversight. Elizabeth has also worked at the Harvard School of Public Health, the Sydney Organising Committee for the Olympic Games (SOCOG), Melbourne University Private and the United Nations in both Geneva and New York. Elizabeth has a Bachelor of Arts from the University of Melbourne, a Master of Politics from Université Pierre Mendès France, and is an Australia and New Zealand School of Government Executive Fellow.

## General Counsel

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

Toby has significant experience in the Victorian public sector, having held senior positions in organisations including the County Court of Victoria, the Victorian Managed Insurance Authority and the Emergency Services Telecommunications Authority.

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

## Deputy Secretary, Service Systems Reform

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

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

## Deputy Secretary, Social Policy

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

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

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

## Administrative offices

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

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

### Bushfire Recovery Victoria

Bushfire Recovery Victoria (BRV) was established in January 2020 as a permanent and dedicated recovery agency. BRV is responsible for working directly with local communities affected by the devastating Victorian bushfires, advising the Victorian Government, leading recovery planning and coordinating efforts. BRV is wholly focused on the needs of Victorian communities, working closely with locals to ensure rehabilitation and recovery projects are both driven and delivered locally.



## Office of the Chief Parliamentary Counsel

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

## Office of the Governor

The Office of the Governor provides support to the Governor of Victoria and her spouse in carrying out all aspects of their official duties for the benefit of the Victorian community and maintains Government House and grounds as a unique heritage community asset. The Governor's role includes constitutional and ceremonial duties, community and international engagement as well as official municipal and regional visits.

## Office of the Victorian Government Architect

The Office of the Victorian Government Architect (OVGA) provides leadership and independent advice to government about architecture and urban design. OVGA puts quality of design at the centre of all conversations about the shape, nature and function of our cities, buildings and landscapes. OVGA advocates for an approach founded in a deep understanding and respect for people and place. OVGA aims to ensure Victoria is a place that our community is proud to call home.

## Public Record Office Victoria

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

## Service Victoria

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

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

## Other entities

DPC supports the Victorian Public Sector Commission and the following special bodies and public entities in performing their functions and responsibilities.

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

## Special bodies

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

- Electoral Boundaries Commission
- Victorian Electoral Commission
- Victorian Independent Remuneration Tribunal.

## Public entities

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

- Labour Hire Authority
- Portable Long Service Authority
- Queen Victoria Women's Centre Trust
- Respect Victoria
- Shrine of Remembrance
- Victorian Aboriginal Heritage Council
- Victorian Multicultural Commission
- Victorian Veterans Council
- VITS LanguageLoop.

# Five-year financial summary

## Key financial indicators from 2015–16 to 2019–20

	2019–20	2018–19	2017–18	2016–17	2015–16
	\$'000 (1)	\$'000 (2)	\$'000 (3)	\$'000 (4)	\$'000 (5)
<b>Departmental controlled activities</b>					
Income from government	726,920	720,119	520,002	479,130	360,104
Total income from transactions	818,062	760,318	580,778	518,324	396,903
Total expenses from transactions	(825,276)	(750,323)	(573,028)	(496,796)	(371,506)
Net result from transactions	(7,214)	9,995	7,750	21,528	25,397
Net result for the period	(7,666)	8,583	7,966	22,195	24,946
Net cash flow from operating activities	17,883	35,134	15,980	33,375	20,720
Total assets	866,022	876,813	847,231	813,404	634,521
Total liabilities	116,514	116,711	90,268	77,749	62,796

The above table shows a summary of key financial indicators for DPC.

Notes:

- (1) The increase in DPC's 2019–20 income and expenditure is mainly due to bushfire recovery activities and responses to the coronavirus (COVID-19) pandemic. DPC's assets decreased due to reductions in financial assets, from the use of funding received in prior financial years, and from machinery of government decisions where functions were transferred from DPC.
- (2) The increase in DPC's 2018–19 income and expenditure is mainly due to new government initiatives delivered during the year, including Pick My Project, Multicultural Community Infrastructure Programs and the Victorian Jobs and Investment Fund. Separately, there was increased income and expenditure due to the 2018 State Election. Assets increased due to investments in modernising DPC's office spaces and further investments in Service Victoria's digital services platform. DPC's liabilities increased as a result of higher payables and employee liabilities due to growth and machinery of government transfers into the department.
- (3) The increase in income from transactions and an increase in expenses from transactions in 2017–18 relate to new government initiatives carried out during the year. Separately, the increase in total assets is mainly due to building Service Victoria's digital services platform.
- (4) The full year impact of significant new initiatives affected DPC's operations in 2016–17. Asset balances were affected by asset revaluations during the year.
- (5) Machinery of government transfers affected DPC's operations and balances in 2015–16. Asset balances were affected by asset revaluations during the year.

## Section 2: Our performance

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# Progress towards achieving departmental objectives

This section reports on the outcomes the Department of Premier and Cabinet (DPC) achieved during the year against key initiatives and departmental objectives.

This section also reports on DPC's actions to address the urgent needs resulting from the Victorian bushfires and the coronavirus (COVID-19) pandemic.

## Departmental output changes during 2019–20

Machinery of government changes from 1 May 2020 resulted in the transfer of certain public entities and their associated outputs.

- Integrity bodies became the responsibility of the Attorney-General, with the Public sector integrity output transferring from DPC to the Department of Justice and Community Safety (DJCS): Independent Broad-based Anti-corruption Commission, Local Government Inspectorate, Office of the Public Interest Monitor, Office of the Victorian Information Commissioner, Victorian Inspectorate and the Victorian Ombudsman.
- Responsibility for Infrastructure Victoria and associated output transferred from DPC to the Department of Treasury and Finance (DTF).

## Departmental objectives, indicators and linked outputs

DPC's medium-term objectives, associated indicators and linked outputs as set out in the 2019/20 Victorian Budget Paper No. 3 — Service Delivery are shown below.

Objectives	Indicators	Outputs
Strong policy outcomes	DPC's policy advice and its support for Cabinet, committee members and the Executive Council are valued and inform decision-making  Quality infrastructure drives economic growth activity in Victoria  The development and effective use of technology supports productivity and competitiveness	Government-wide leadership, reform and implementation
		Strategic advice and government support
		Digital government and communications
		Office of the Victorian Government Architect
		Industrial relations
Engaged citizens	Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria	Aboriginal policy, strengthening Aboriginal cultural heritage and communities
		Multicultural affairs policy and programs
		Support to veterans in Victoria
		LGBTIQ equality policy and programs
		Women's policy
		Youth
Professional public administration	A values-driven, high-integrity public service characterised by employees who collaborate across government and in partnership with the community and other sectors, and who use evidence to support decisions that drive the progress of Victoria socially and economically	Advice and support to the Governor
		Chief Parliamentary Counsel services
		Management of Victoria's public records
		Public sector integrity
		Public administration advice and support
		State electoral roll and electoral events

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



## Strong policy outcomes — key initiatives

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

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

### Supporting the government's response to the Victorian bushfires

In 2019–20, DPC 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 the January 2020 bushfires.

DPC played an active role in coordinating emergency assistance measures and worked collaboratively with partner agencies to help activate and implement relief and recovery measures for the Victorian bushfires including establishing Bushfire Recovery Victoria.

DPC has continued to engage with the Commonwealth to ensure community relief and recovery needs are met through Disaster Recovery Funding Arrangements.

Bushfire Recovery Victoria has overseen the whole of government delivery of key recovery initiatives including:

- the clean-up of buildings destroyed or damaged by the bushfires free of charge for property owners, with more than 1,300 structures cleared out
- providing emergency and short-term accommodation for individuals and families whose primary place of residence became uninhabitable due to the fires
- financial assistance through releasing over \$17 million to more than 2,600 small businesses in \$10,000 small business grants and over \$23 million in \$75,000 primary producer grants
- creating more than 600 local jobs to support recovery activities such as clean-up and short-term accommodation
- helping to establish nine Community Recovery Committees to support fire-affected communities and supporting them to develop their own recovery objectives.

### Supporting the government's response to the coronavirus (COVID-19) pandemic

DPC played a key role in supporting government decision-making in response to the coronavirus (COVID-19) pandemic. This included supporting government decision-making at National Cabinet and the Crisis Council of Cabinet by working across government to coordinate advice on policies to help manage the coronavirus (COVID-19) response. DPC, along with the Department of Health and Human Services (DHHS) and DTF, provided support to develop a national partnership agreement on coronavirus (COVID-19) to formalise the Commonwealth commitment to the response and bringing together the private and public hospital systems to work as one.

DPC has also worked with the Department of Education and Training (DET) and DHHS to support the viability of and continue to provide education services during the pandemic, including early childhood education and care, kindergartens, schools and TAFEs. This has included ensuring that vulnerable children and young people, as well as the children of key workforces, have been able to access schools and early childhood services throughout the pandemic.

### Establishing the COVID-19 Aboriginal Community Taskforce

The Joint COVID-19 Aboriginal Community Taskforce has been established to support a comprehensive, coordinated and culturally safe response to coronavirus (COVID-19) impacts on Aboriginal Victorians. It identifies emerging issues, risks, gaps and opportunities for Aboriginal communities and sectors as a result of the coronavirus (COVID-19) pandemic.

Through providing experience and local and sector insight, taskforce members have been

integral in identifying coronavirus (COVID-19) impacts and developing culturally appropriate responses within Aboriginal communities.

The taskforce has helped coordinate both proactive and emergency responses to the ongoing impacts of coronavirus (COVID-19) on Victoria's Aboriginal communities. These responses include a \$23 million whole of government Aboriginal-specific coronavirus (COVID-19) funding package, including a \$10 million coronavirus (COVID-19) Aboriginal Community Response and Recovery Fund, providing support for Aboriginal school students during the pandemic, culturally effective coronavirus (COVID-19) communications, securing food supplies to a number of Aboriginal communities during the pandemic and ensuring culturally safe contact tracing.

### **Building safer and more resilient Victorian communities**

DPC has continued to progress and implement key legislative reforms seeking to build safer and more resilient communities including fire services reform and emergency management planning reforms.

DPC 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.

DPC, in partnership with Emergency Management Victoria, continues to work with other jurisdictions through the Australia–New Zealand Emergency Management Committee to strengthen disaster resilience by providing strategic leadership on emergency management policy and related capability and capacity development activities including implementing the National Disaster Risk Reduction Framework.

In 2019–20, DPC supported Victorian and national counterterrorism reforms through the Council of Australian Governments, the Australia–New Zealand Counter-Terrorism Committee and work to implement the recommendations of the Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers.

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

In 2019–20, DPC supported the release of the Youth Justice Strategic Plan 2020–2030, which sets out a path to reduce youth offending, boost workforce support and safety, and deliver positive outcomes for young people. DPC also continued to support the government to modernise Victoria's youth justice system via the new youth justice centre in Cherry Creek. This included providing strategic advice on a revised design that will deliver a more specialised facility, better promote staff safety and support rehabilitation of young people in the youth justice system.

### **Supporting the Victorian Government's engagement with the Royal Commission into Victoria's Mental Health System**

DPC continues to support the government's engagement with the Royal Commission into Victoria's Mental Health System in partnership with DHHS and Mental Health Reform Victoria.

The royal commission released its interim report in November 2019, which contained nine recommendations to government. The final report will be delivered to government in February 2021.

DPC has continued to lead engagement with the Commonwealth, including through supporting development of the National Mental Health and Wellbeing Pandemic Response Plan. The plan was endorsed by National Cabinet in May 2020 and identifies 10 priorities to guide and inform decision-making, and to ensure that responses are consistent and connected to a national mental health system. In addition, DPC has led work with the Commonwealth to ensure a joined-up approach to funding for suicide prevention activities in Victoria.

### **Reform and oversight of the recommendations made by the Royal Commission into Family Violence**

DPC continues to coordinate and oversee implementation of the government's family violence reform agenda. As at 30 June 2020, 154 Royal Commission into Family Violence recommendations have been implemented, with 73 recommendations remaining in progress. DPC continued to report to the Victorian Secretaries'

Board's Subcommittee on Family Violence Reform about key reform projects and on the progress of the royal commission's 227 recommendations before the coronavirus (COVID-19) related governance changes. DPC continues to chair an interdepartmental committee on family violence reform, supporting the subcommittee in its role in providing oversight across the reform. DPC's strong governance lead in family violence was particularly important during the initial stages of Victoria's coronavirus (COVID-19) pandemic response, enabling cross-government collaboration through the interdepartmental committee on key family violence response activities and emerging issues.

Nearly four years into a 10-year plan to rebuild the family violence system, the implementation of more than two-thirds of the recommendations demonstrates the progress towards the reform of the family violence system; however, there remains more work to do to deliver on desired outcomes and to learn from the progress to date.

### **Release of the Family Violence Data Collection Framework**

DPC led the development and release of the Family Violence Data Collection Framework, responding to the Royal Commission into Family Violence finding that limited data about the experience of Victorians affected by family violence contributes to poor outcomes.

The framework includes:

- a common set of family violence and demographic data items
- definitions and standards
- advice on reporting practices that will make information on family violence more useful.

The framework provides a consistent approach for people working in the sector to collect information, including from the following priority communities: Aboriginal communities, LGBTIQ communities, people with disabilities, multicultural communities, children, young people and older people.

### **Supporting inclusion for all Victorians**

The government is committed to building a state that is inclusive for all Victorians and celebrates the diversity and resilience of our LGBTIQ community. In June 2020, the government began

public consultation with the LGBTIQ community and organisations that support LGBTIQ people on the first whole of government LGBTIQ Strategy. The LGBTIQ Strategy will be guided by the expert advice of the LGBTIQ Taskforce and its working groups and will provide the government with a road map and direction on LGBTIQ equality for years to come.

### **Providing economic advice on current and future economic challenges and opportunities**

In 2019–20, DPC continued to work closely with DTF and other departments to support the government's economic growth objectives. This included advising on taxation, fiscal strategy, workplace safety, local government, regulation, private-sector industrial relations, consumer and gambling policy and transport policy and infrastructure delivery. DPC also supported the Premier in the annual Budget process and coordinated the undertaking of the Base and Efficiency Reviews across all departments.

Since the onset of the coronavirus (COVID-19) pandemic, DPC has actively supported Victorian Government departments to identify and develop measures to assist businesses and individuals.

### **Supporting industry capability, capacity and growth**

In 2019–20, DPC supported the Premier and relevant departments to:

- develop policies and programs to enhance and support industry development, as a key driver of Victoria's economic performance
- respond to the economic impacts of significant events including the drought, the Victorian bushfires and the coronavirus (COVID-19) pandemic
- position Victoria for longer term recovery through targeted policy advice and administration of the Victorian Jobs and Investment Fund.

In 2019–20, the Victorian Jobs and Investment Fund helped to secure new film projects for Victoria and new private sector investments in regional and metropolitan areas, and supported numerous bushfire recovery projects in affected regional areas.

### **Supporting the rollout of three-year-old kindergarten**

During 2019–20, DPC worked to support DET to prepare for the first stage of implementing funded three-year-old kindergarten, beginning in six local government areas in 2020. This has included supporting government consideration of key workforce, infrastructure and change management approaches to deliver on the commitment to provide 15 hours of high-quality funded kindergarten programs to all three-year-old Victorians over the next 10 years.

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

Throughout 2019–20, DPC, together with DHHS and DTF, continued to advance Victoria's interests through negotiating the new National Health Reform Agreement, which came into effect on 1 July 2020.

### **Supporting coordination of Victoria's public health strategy**

In August 2019, the Victorian Government released the third Public Health and Wellbeing Plan, the overarching strategy to achieve our vision of all Victorians enjoying the highest attainable standards of health, wellbeing and participation at every age. Throughout 2019–20, DPC has helped coordinate this strategy across government to ensure that a whole of government approach is taken to tackling some of our most complex public health challenges.

### **Leading Victoria's international engagement**

DPC partnered with several organisations to develop Asia-focused capabilities within the state, including:

- collaborating with Asia Society Australia to utilise its expertise and extensive networks to enhance Victoria's connections to, engagement with and knowledge of Asia
- continuing to work with the Australia India Institute to deliver a program that supports the objectives of Victoria's India Strategy, including by building knowledge, understanding and connections between Victoria and India

- working with the Australia and New Zealand School of Government to initiate the Victoria India Government Exchange Program, including leading a delegation of senior Victorian public service (VPS) executives to Karnataka state in November 2019 to strengthen government-to-government links, and share knowledge and best practice.

### **Supporting delivery of the government's infrastructure program**

DPC continued its work in 2019–20 with the Department of Transport (DoT) and the Major Transport Infrastructure Authority on many of the major transport projects in construction, including the Level Crossing Removal Project, Metro Tunnel Project, West Gate Tunnel Project, North East Link Project and multiple road upgrades. The Victorian Government has 119 major road and rail projects being constructed or planned for at an investment of \$70 billion and the creation of more than 15,000 jobs.

DPC has also been a key participant in establishing and supporting the operation of the Suburban Rail Loop Authority in progressing the Suburban Rail Loop project.

### **Cybersecurity strategy for better detection, prevention and response to cyber attacks**

Throughout 2019–20, DPC has led implementation of the government's Cyber Security Strategy 2016–2020 to improve the cyber resilience and governance in government and major infrastructure and service providers. This work included:

- supporting more than 240 organisations on more than 1,000 cyber incidents through the Victorian Government Cyber Incident Response Service
- research and communication to increase insight into the level of cyber incidents affecting government and critical infrastructure
- developing an integrated and federated Security Operations Centre model and implementation plan
- finalising implementation of cyber emergency governance arrangements (including creating a cybersecurity group that ultimately reports to the State Crisis and Resilience Committee)

- improving procurement mechanisms to allow government to more easily access private sector cyber services
- publishing cyber incident management guidance for Victorian public sector organisations.

### **Prioritising open and efficient IT spend and improving government digital processes**

DPC continued to prioritise open information, efficient digital services, strong modern systems and technology and increased staff capability.

In 2019–20, DPC has:

- continued to support transparent government ICT project spend through coordinating and publishing the Victorian Government ICT dashboard (which shows the status of government ICT projects with a total value of \$1 million or more)
- worked with all parts of government to improve the success rate of IT-enabled business projects through delivering capability uplift programs
- completed a review and made recommendations on how data is collected, managed and used as part of legislative and regulatory performance reporting
- developed the Victorian Centre for Data Insights (VCDI) Strategy, which sets out a plan for how VCDI will help VPS agencies derive value and insights from data
- developed the Ethical Analytics Toolkit to provide ethical guidance to teams conducting analytics projects across the VPS.

### **Coordinating service system reform**

The Service Systems Reform group is coordinating a whole of government initiative to build the Victorian Government’s knowledge and understanding of place-based approaches and improve our ability to partner with communities to tackle complex challenges at the local level. In its first 12 months, the Working Together in Place initiative has established a strong reputation across government and with external stakeholders for modelling the changes needed within government.

The project has:

- delivered a policy framework, outlining the potential for greater place-based and place-focused work within the government and a policy agenda to design responses to the known barriers and opportunities
- established seven Collaboration Sites to demonstrate new ways of working by collaborating with Regional Executives across government to support community change and aspiration
- implemented a new model for whole of government collaboration and learning, working in partnership across six departments
- identified four key reform areas to improve how government partners with communities through place-based initiatives: Structures and accountability; Funding and resourcing; Information and evidence; and Culture, capability and leadership
- developed an active learning capability across the whole of government team that will enable place-based reforms to be tested, monitored and adapted to maximise impact
- established partnerships with the Commonwealth and local governments to work together on place-based change and to share learning and evidence.

The initiative was put on hold in April 2020 to allow project resources to be diverted to support the coronavirus (COVID-19) response. It is anticipated that a restart of Working Together In Place will play an important role in Victoria’s recovery by demonstrating how place-based approaches can be used to effectively work with communities to ensure that the social and economic recovery from coronavirus (COVID-19) is both effectively coordinated and tailored to local needs and circumstances — and that actions are designed and led locally by communities.

### **Designing and establishing new ways of working with communities**

In 2019–20, the Public Sector Innovation branch contributed to critical DPC work areas, including supporting the launch of the Jobs and Skills Exchange, responding to the coronavirus (COVID-19) pandemic and supporting the VPS to move to a remote working model.



In July 2019, key members of the Public Sector Innovation team formed the core of the new Jobs and Skills Exchange initiative. Over four months, Public Sector Innovation team members helped launch the Jobs and Skills Exchange's job-matching platform and established the working model for the new initiative.

The Behavioural Insights Unit fosters innovation by supporting the VPS to understand and apply behavioural interventions. In 2019–20, the DPC Behavioural Insights Unit delivered 10 behavioural insights workshops attended by staff from across the VPS and supported 45 behavioural projects from across the VPS. With the onset of the coronavirus (COVID-19) pandemic, the Behavioural Insights Unit provided behavioural science-informed advice to VPS departments on their communication with Victorians, surveyed the VPS on their experiences with remote working and supported DHHS with embedded specialists across a range of policy areas.

Throughout 2019–20, the Innovation Network's combination of online learning materials, peer communities and learning events addressed demand and anticipated future needs. The Innovation Network supported the VPS's transition to a remote working model. The Innovation Network quickly launched a Remote Working Hub in March 2020, seamlessly transitioning to remote delivery of its learning events. The Innovation Network membership continued to perform strongly throughout the year, growing from 9,500 to almost 18,000 accounts, demonstrating the demand for the network's training materials and events.

In March 2020, Public Sector Innovation branch's Innovation Network team staged the second annual VPS Innovation Immersion event. The event again brought together more than 500 participants from across the public service to attend practical workshops and keynote speeches to build innovation skills across the VPS.

The trial of the Agile Delivery Office also concluded in 2019–20, and its functions were absorbed back into the core responsibility of the Public Sector Innovation branch. During its time as a discrete operating unit, the Agile Delivery Office provided agile coaching and customised

advice to 44 project teams and delivered training and support to 588 members of the VPS.

The Public Sector Innovation Fund has committed its \$11 million allocation and is now closed to new funding applications. In line with a recent independent impact review, the fund is continuing to achieve significant success in its objective to drive innovation across the VPS by partnering with departments and agencies.

In 2019–20, the Public Sector Innovation Fund continued to manage its portfolio of grant projects, notably including funding to help establish the Jobs and Skills Exchange and ongoing participation in the design and delivery of the CivVic Labs government start-up accelerator.

CivVic Labs completed its first and second rounds during 2019–20. To date, 21 start-ups have worked on solutions to 10 challenges from departments and agencies. Interim evaluations indicate that CivVic Labs is helping government challenge owners develop more innovative solutions and enabling start-ups to better work with government and grow their businesses. A third round of six new government challenges was launched in April 2020.

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

In 2019–20, the VCDI partnered with departments and agencies across government to help deliver better policies, programs, services and outcomes for Victorians through improved use of data and advanced analytics. VCDI's team of technologists, data management experts and analysts devoted significant focus to helping with response and recovery efforts for the coronavirus (COVID-19) pandemic and the Victorian bushfires.

Many other cross-VPS collaborations also saw VCDI provide technical and strategic advice to improve health, social, economic and environmental outcomes for Victorians while reducing waste, delivering savings and building data expertise across the VPS in keeping with the goals of the VCDI Strategy.

### **Service Victoria**

During 2019–20, Service Victoria attracted 1.04 million visits to the online service platform, an 84 per cent growth rate on last year's customer

numbers, while maintaining the high satisfaction rate of 96 per cent. The time savings for customers to complete their transactions using Service Victoria was valued at more than \$4.5 million.

An additional 17 transactions are using the platform, including applications for digital end-to-end new Working with Children Checks and miner's rights. Digital capabilities, such as identity verification and authentication, are supporting a range of WorkSafe licences and residential tenancy bonds. The mobile app can now be used to share a fishing licence with a fisheries officer and for kangaroo harvesters to scan their tags. New features were released to remove some of the final roadblocks to fully online services such as online identity verification at a Level of Assurance 2, and five new business systems were delivered to enable end-to-end digital administration.

### **Promoting affordable, reliable and secure energy**

In 2019–20, DPC supported the Premier, government departments (including the Department of Environment, Land, Water and Planning (DELWP) and the Department of Jobs, Precincts and Regions (DJPR)), and government entities in delivering on government energy commitments, including:

- overhauling the waste and resource recovery sector through the \$300 million Recycling Victoria package
- protecting forests and threatened species for future generations through establishing the Victorian Forestry Plan, which details the phaseout of logging in Victoria's native forests by 2030
- lifting the moratorium on onshore gas exploration to support an orderly restart of the industry and developing a Bill to enshrine Victoria's fracking ban in the constitution
- legislating an increased Victorian renewable energy target of 50 per cent by 2030

- releasing the Latrobe Valley Regional Rehabilitation Strategy and establishing the independent Mine Land Rehabilitation Authority to support the transition to safe, stable and sustainable post-mining landforms in Victoria.

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

The OVGA was involved in the following key initiatives and projects in 2019–20.

**Future Homes Competition** — Delivering on an election commitment to work with Victoria's architects to prepare exemplar plans for apartment buildings, OVGA worked collaboratively with DELWP to conduct industry and stakeholder consultation in developing the Future Homes design competition for better apartment buildings in established suburbs. Endorsed by the Australian Institute of Architects, Stage One of the competition was successfully launched on 12 March. On 30 March, Minister for Housing Richard Wynne added an incentive, announcing a commitment to construct a demonstration project funded by DHHS and delivered in partnership with DELWP and OVGA. Eight design teams, shortlisted by a multidisciplinary jury, have begun the Stage Two design refinement phase of the competition.

**Federation Square Review** — In collaboration with DJPR, OVGA led Stream 1: Public Purpose and Built Form Review of Federation Square. Convening a panel of architectural, urban design and other relevant experts, OVGA led the research, analysis and drafting of a report: Federation Square — Principles for Change. The report includes guiding principles, recommended strategies and priority initiatives to inform future enhancement of the square and its surrounds. OVGA's work included in-depth consultation with the community, tenants and stakeholders to establish a valuable long-term vision. Collaboration with Stream 2: Financial Base and Governance Investigations enabled inclusion of the panel's recommendation for processes for good design governance.

**Infrastructure portfolio** — OVGA’s collaboration with Rail Projects Victoria, Level Crossing Removal Projects, North East Link Project, Major Road Projects Victoria and the West Gate Tunnel Project has continued OVGA’s focus on maintaining quality design throughout all project stages.

OVGA provides expert advice to help guide the design development of these projects and their integration with the places and communities they impact, ensuring the long-term legacy of these city-shaping projects will be delivered. OVGA advocates for multidisciplinary, iterative and collaborative processes that have evolved key aspects of the scope and technical requirements of these major infrastructure projects to support vibrant and engaging additions to our city and its public realm.

OVGA’s contribution to design quality is evident in recently completed projects such as the Reservoir and Carrum train stations. OVGA has collaborated with DoT to develop the Movement and Place Framework, aiming to better align movement functions with the places they serve. Collaborative engagements include developing a range of transport business cases and ‘future thinking’ about a place-based approach to gateway precincts in Melbourne.

**Housing** — OVGA’s independent expertise is embedded in the evaluation of the Public Housing Renewal Program, which includes the current redevelopment of public housing properties and estates in Brighton, Prahran and Flemington. Our role has been extended to include a review of public and affordable housing projects as part of the economic stimulus program. OVGA is also supporting DELWP to develop streamlined planning mechanisms for public housing land in Braybrook.

**Priority precincts** — OVGA collaborated with DJPR in providing strategic oversight and design expertise to shape the Sunshine Priority Precinct Roadmap and Footscray Priority Precinct Opportunity Statement. This role builds on the strong cultural heritage and character of these precincts and their surrounds to inform future precinct planning, built form and public realm quality for these emerging economic and social hubs. Recently OVGA has entered into an agreement with the Suburban Rail Loop Authority to help develop principles to achieve a good legacy of ‘places’ in this city-shaping project.

**Design review** — OVGA’s Victorian Design Review Panel provides independent and authoritative advice to government through structured design review. The panel has reviewed more than 400 significant projects across Victoria. This multidisciplinary panel of built environment experts has been critical in broadening the reach of OVGA design advice, particularly in regional Victoria. In 2019–20, the panel reviewed a broad range of projects and strategic design propositions including individual civic buildings, tourism and major transport infrastructure projects, educational buildings, design guidelines and master plans for priority precincts.

### **Promoting fair and equitable workplaces**

In 2019–20, DPC’s Industrial Relations Victoria (IRV) group provided leadership and support on public sector bargaining matters, including approving 26 final agreements for public sector departments and agencies. IRV successfully completed significant projects for the benefit of workers and workplaces, including the Inquiry into the Victorian On-Demand Workforce and the passage of the *Wage Theft Act 2020*.

The advent of the coronavirus (COVID-19) pandemic required new initiatives to support Victorian employers and their workforces. IRV has advised government on industrial relations legislative and policy matters during the pandemic, establishing a framework of protections and arrangements for the public sector and participating in consultations with the private sector to manage the dissemination and implementation of public health directions.

Examples of how DPC has promoted fair and equitable workplaces through IRV in 2019–20 include the following.

#### **In the private sector, DPC:**

- developed and supported the passage of Australia’s first specific wage theft laws, which will result in a new statutory authority, Wage Inspectorate Victoria
- delivered the Inquiry and Report into the Victorian On-Demand Workforce, which involved an investigation into the conditions of workers in the ‘gig economy’

- worked with DJPR to develop the Fair Jobs Code
  - supported the government's policy responses to coronavirus (COVID-19) directed towards supporting workers and businesses in the private sector
  - supported passage and managed the implementation of the *Long Service Benefits Portability Act 2018* to provide portable long service benefits in the contract cleaning, security and community services industries
  - developed and supported passage and implementation of the *Owner Drivers and Forestry Contractors Amendment Act 2019* to help owner-drivers and forestry contractors
  - led the government's participation in Fair Work Commission cases, including the Annual Wage Review and test cases in support of award variations proposed for paid pandemic leave in the health and community sectors
  - prepared submissions to numerous Commonwealth Government reviews and inquiries
  - advised on addressing the superannuation gap for women and the development of the *Gender Equality Act 2020*
  - supported the Equal Workplaces Advisory Council
  - supported the Transport Industry Council and the Forestry Industry Council, including developing the Tip Truck Code of Conduct.
- In the public sector, DPC:**
- implemented the revised Wages Policy and the Enterprise Bargaining Framework, which focus on the government's operational and public sector priorities to deliver real benefits for all Victorians
  - developed and implemented Guidance Notes and the Industrial Relations Framework for managing the effects of the coronavirus (COVID-19) pandemic in the Victorian public sector
  - renegotiated the Victorian Public Service Enterprise Agreement, covering 51 public service employers and approximately 50,000 employees
  - oversaw the renegotiation of enterprise agreements for public transport workers, paramedics and sworn police officers
  - implemented the Women in Construction Strategy to support attraction, recruitment and retention of women in building and construction
  - provided industrial relations support and advice for the government's building and infrastructure projects
  - began a review of casual and fixed-term employment in the public service.
- With Wage Inspectorate Victoria, DPC:**
- ensured protection of children working in Victoria by administering child employment laws, including assessing and issuing 9,425 child employment permits and undertaking 1,172 child employment investigations
  - finalised 105 investigations into breaches of long service leave laws and recovered \$379,623 in outstanding long service leave entitlements for employees
  - answered 11,139 long service leave and child employment queries through the Inspectorate's Information Line and responded to more than 1,600 email queries from the public
  - began establishing the Inspectorate as a statutory body to enforce the wage theft laws once they come into effect on 1 July 2021
  - assumed new regulatory responsibilities under the *Owner Drivers and Forestry Contractors Act 2005*.

## Progress towards achieving the objective

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

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

Unit of measure	2016–17	2017–18	2018–19	2019–20
Number of briefs supporting Cabinet and Cabinet committee decision-making	1,273	1,283	699	1,136
Policy services satisfaction rating	88%	90%	92%	86%
Policy services timeliness rating	80%	95%	97%	97%

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

Unit of measure	2016–17	2017–18	2018–19	2019–20
Strategic advice on significant public and private sector projects from project inception and procurement to design and delivery (by OVGA)	85	90	83	108
Stakeholder satisfaction with the quality of advice on significant public and private sector projects (with OVGA)	83%	86%	80%	80%

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

Unit of measure	2016–17	2017–18	2018–19	2019–20
Victorian Government entities using the Standard User Experience Framework	nm	11	24	30
Average monthly analysis reports generated to guide government decision-making	nm	42.5	75	65
Average number of monthly visits to www.vic.gov.au	285,590	317,612	356,362	1,067,943

Note: nm — new measure

Further details on DPC's 2019–20 performance against its output performance measures are covered on pages 49–66.

## Engaged citizens — key initiatives

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

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

### The Victorian Aboriginal Affairs Framework 2018–2023

Throughout 2019–20, DPC has continued to progress whole of government self-determination reforms in line with the Victorian Aboriginal Affairs Framework 2018–2023 (VAAF). The VAAF is the government's overarching framework for working with Aboriginal Victorians, organisations and the wider community to drive action so all Victorian Aboriginal people, families and communities are healthy, safe, resilient, thriving and living culturally rich lives.

In August 2019, DPC launched the Victorian Government Self-Determination Reform Framework to guide public service action to implement the VAAF, particularly the VAAF's four self-determination enablers.

Some of the reforms being progressed by DPC include:

- establishment of, in partnership with DJCS, the Stolen Generations Redress Scheme to address the trauma and suffering caused by the forced removal of Aboriginal children from their families and communities
- supporting establishment of a truth and justice process to reckon with past and ongoing injustices perpetrated against Aboriginal Victorians, an historic commitment called for by the Aboriginal community
- progressing the Aboriginal Funding Reform Project to explore ways to move towards pooled, outcomes-based funding for Aboriginal organisations to support greater self-determination and flexibility over funding expenditure.

DPC also developed the annual Victorian Government Aboriginal Affairs Report (VGAAR), which measures whole of government progress against the VAAF and fulfils a Victorian Budget Paper No. 3 commitment for DPC. The first VGAAR under the new VAAF was tabled in

parliament in November 2019 and the second annual report will be tabled in late 2020. In addition to measuring progress against the 111 measures, the second report will also include specific information on whole of government progress to enable self-determination. DPC has also been developing an online data dashboard to ensure VGAAR data is more transparent and accessible to the Aboriginal community and organisations.

### Advancing treaty with Aboriginal Victorians

Throughout 2019–20, DPC has continued to lead the government's work to advance the treaty process in Victoria. This work has accelerated since establishing the First Peoples' Assembly of Victoria in late 2019. The Assembly represents Aboriginal Victorians in the current phase of the treaty process and is working with the government to establish elements necessary to support future treaty negotiations. DPC's work to advance the treaty in 2019–20 has included:

- supporting the Victorian Treaty Advancement Commission to establish the First Peoples' Assembly, including successfully holding a statewide election for Aboriginal Victorians
- preparing the government to engage with the Assembly in treaty discussions, including coordinating whole of government participation in advice and decision-making on treaty
- starting discussions with the Assembly to develop and agree on the treaty elements required under the *Advancing the Treaty Process with Aboriginal Victorians Act 2018* — a Treaty Authority, treaty negotiation framework, self-determination fund and dispute resolution process
- continuing the treaty communications strategy to build understanding between Aboriginal and non-Aboriginal Victorians and increase public support and engagement for the treaty.



## **World Heritage Listing: Budj Bim Cultural Landscape**

DPC, in partnership with the Gunditj Mirring Traditional Owners Aboriginal Corporation and the Commonwealth Department of the Environment and Energy, completed the nomination dossier for Budj Bim Cultural Landscape to be included on the World Heritage List. In July 2019 Budj Bim became the first Australian World Heritage property inscribed on the list exclusively for its Aboriginal cultural heritage values.

Budj Bim includes evidence of one of the world's largest and oldest aquaculture systems. Gunditjmara people have used the hydrological systems of the Budj Bim lava flow for the systematic trapping and farming of eels for more than 6,600 years.

DPC worked with the Australian Government to support 12 Gunditjmara Traditional Owners to travel to Azerbaijan for the listing.

Budj Bim experienced a significant increase in visitors immediately following the World Heritage announcement. Accordingly, DPC secured \$5 million over four years as part of the 2019–20 Victorian Budget to deliver additional tourism infrastructure at Budj Bim to ensure the area can sustainably accommodate the increased tourism. The additional infrastructure will include new walking paths, signage and multimedia displays, habitats for native bird life and a jetty for visitors to participate in cultural tourism experiences at Tae Rak (Lake Condah).

DPC will continue to work with Gunditj Mirring in delivering the tourism infrastructure at Budj Bim and in supporting the Australian Government to meet its requirements under the World Heritage Convention.

## **Delivering the Victorian African Communities Action Plan**

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

In 2019–20, the government has worked alongside African communities and an implementation committee to progress initiatives under the Victorian African Communities Action Plan. This has included:

- funding homework clubs and engaging school community liaison officers to better support students from African backgrounds
- developing and beginning the implementation of leadership development programs to develop the capability of up-and-coming and more established African community leaders
- carrying out the application phase of the Community Innovation Grants to support creative project ideas to effectively engage and support African communities.

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

DPC has further strengthened its policy advice and program offerings in multicultural affairs and social cohesion through delivering a range of initiatives focusing on anti-racism and community cohesion. In May 2020, an \$11.3 million Multicultural Affairs COVID-19 Response Package was announced to provide a range of support to multicultural communities to help them navigate the coronavirus (COVID-19) pandemic. This included DPC providing funding to directly support community organisations to engage with their communities, build digital capabilities, enhance communication with multicultural communities and support at-risk individuals and groups within the multicultural sector.

In 2019–20, DPC worked to improve community education, awareness and access to rights and reporting avenues in relation to experiences of racism and discrimination, including through partnering with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism project. The project seeks to improve reporting of racist incidents. In addition, DPC funded research through the Scanlon Foundation to strengthen evidence and better understand community-based attitudes towards racism. DPC also partnered with the Melbourne Press Club to establish an inaugural Quill award to address racism in the media.



## Supporting multicultural and multifaith community groups

Grant programs offer multicultural communities an opportunity to express, share and practise their beliefs and traditions with the wider Victorian community. In 2019–20, DPC continued to offer support to multicultural Victorians through several grant programs:

- The Multicultural Festivals and Events program showcases Victoria's cultural diversity and allows multicultural communities to celebrate, preserve and share traditions through festivals, events and performances. In 2019–20, DPC supported 837 festivals and events with an allocated budget of \$2.23 million. Due to coronavirus (COVID-19) restrictions, around 270 funded festivals and events scheduled to take place between 1 January 2020 to 30 June 2020 were cancelled or postponed. DPC supported organisations to reschedule festivals and events, or to deliver their events in an online format to enable Victorians to continue to celebrate our state's vibrant cultural diversity.
- The Multicultural Community Infrastructure Fund program helps Victoria's culturally diverse communities to feel connected with their traditional culture and identity as they participate in and contribute to society. The fund achieves this by helping build, restore and enhance facilities where multicultural communities gather.
- The Multicultural Senior Citizens Organisational Support program ran from 2016–17 to 2018–19 and provided \$6.8 million in funding to 840 multicultural seniors' organisations across Victoria to support their activities and needs.

## Supporting asylum seekers and refugees

In 2019–20, DPC continued to support asylum seekers, refugees and established culturally diverse communities via the Strategic Partnerships Program, which delivers community-designed solutions in 11 defined geographical areas (four metropolitan and seven regional). Each partnership comprises a lead agency and several partner agencies.

To complement the program, a network of 11 strategic engagement coordinators have been employed — one in each area. The coordinators work to identify service gaps and opportunities to deliver improvements to place-based support services for diverse communities. Under the Multicultural Affairs COVID-19 Response Package, \$440,000 in extra funding was provided to the coordinators for projects that improve digital outreach to refugees and new migrants during the pandemic.

## Providing translation services

In 2019–20, DPC continued work to improve multicultural communities' access to interpreting services. DPC supported the interpreter workforce with training and professional development through the Interpreter Scholarship Program with RMIT University and the Professional Development Program with Monash University.

As part of the \$11.3 million Multicultural Affairs COVID-19 Response Package, \$1 million was dedicated towards improving access to translated materials during the coronavirus (COVID-19) pandemic.

## Supporting Victoria's veterans

This year an important focus has been on planning for the historic 75th anniversary of the end of the Second World War. Due to coronavirus (COVID-19) restrictions, DPC developed an extensive program of activities to enable Victorians to recognise this important anniversary at home. Key cultural institutions and organisations representing ex-service members were engaged to deliver a virtual program, and 32 projects were funded across Victoria including events, exhibitions and activities to recognise the anniversary in August 2020.

In 2019–20, DPC distributed \$2.13 million in grant funding to 148 projects for veterans' welfare and capital works and on projects to commemorate veterans service, to educate Victorians on the service and sacrifice of veterans and to encourage community support of significant events such as ANZAC Day and Remembrance Day. The Veteran Capital Works Grants program supports building and facility improvements for organisations.

Additional funding of \$1.55 million was distributed to RSL Victoria and Melbourne Legacy to ensure veterans receive vital support during the coronavirus (COVID-19) pandemic. RSL Victoria was provided with a \$100,000 grant of which \$80,000 will be paid in 2020–21, to establish a veteran's call centre to provide a central point to connect veterans and their families with government services and support from ex-service organisations.

In October 2019, DPC supported the government to launch the Veteran Employment Network for veterans working in the public sector and the Veteran Mentor Program to match veterans interested in working in the public sector with veteran public sector employees. DPC engaged with people who had expressed an interest in veteran employment programs through delivering veteran employment workshops and transition seminars. New tools were developed to help guide veterans on applying for roles in the public sector.

DPC continues to support the Shrine of Remembrance to commemorate the service and sacrifice of veterans, including through virtual commemorative services held on ANZAC Day and the 75th anniversary of Victory in Europe Day for the Second World War.

Support was provided to the Vietnam Veterans Association of Victoria for welfare and commemorative activities, school visits, the development of new teaching and learning resources and for the National Vietnam Veterans Museum.

Victoria's war heritage was supported through the grants program, the War Heritage Collections Training program and an audit of Avenues of Honour.

In 2019–20, DPC continued its support of the Victorian Veterans Council to assist the council to meet its objectives.

### **Delivering inclusive events and festivals**

Beginning in 2018–19, the Pride Events and Festivals Fund is investing \$3.2 million over five years to help deliver inclusive events and opportunities for LGBTIQ Victorians and communities to connect, engage, celebrate diversity and promote inclusion. Grants provided

in 2019–20 supported 52 events, including the Minus18 Queer Formal 2019, which brought together 500 LGBTIQ young people to connect, make friends and celebrate. Funding was also provided to the Melbourne Queer Film Festival to strengthen the organisation's philanthropic, patron and donor programs and to further develop its connection, engagement and reach across regional Victoria.

### **Progressing full inclusion for LGBTIQ Victorians**

Key initiatives delivered by DPC in 2019–20 to support the wellbeing, inclusion and participation of LGBTIQ Victorians include:

- allocating additional funding to La Trobe University to develop tailored resources to support survivors of harmful LGBT conversion practices
- building capacity and leadership capabilities through the LGBTIQ Leadership Program
- progressing Victorian Government election commitments by engaging communities in the development of Melbourne Pride 2021 and starting to develop improved wellbeing and mental health supports and the LGBTIQ homelessness grants program to improve the safety and inclusion of LGBTIQ Victorians.

### **Support for LGBTIQ Victorians during the coronavirus (COVID-19) pandemic**

More than \$1 million was provided to LGBTIQ organisations to target the needs of LGBTIQ Victorians during the coronavirus (COVID-19) pandemic. The funding has helped organisations to meet increased demand for services and to provide support to LGBTIQ Victorians by building connectedness and countering the impacts of social isolation within the LGBTIQ community. Organisations that have received funding include Switchboard Victoria, Drummond Street Services, Thorne Harbour Health, JOY 94.9 FM, Pride Cup and Celebrate Ageing.

### **Progressing gender equality**

In 2019–20, DPC continued its work on creating a more gender equal Victoria, through the continued implementation of Safe and Strong, Victoria's first gender equality strategy. The Office for Women worked closely with funded partners to adapt to a coronavirus (COVID-19) environment.

As at 30 June 2020, gender equality progress includes:

- Passing the *Gender Equality Act 2020*, which was enacted on 25 February 2020 and will commence in March 2021. The legislation, the first of its kind in Australia, aims to improve gender equality across Victoria's public sector, universities and local councils with 50 or more employees, and to get better results for the Victorian community through improved policies, programs and services. The Commission for Gender Equality in the Public Sector will also be established to support entities to meet their obligations and drive real progress towards workplace gender equality.
- Releasing Victoria's first ever Gender Equality Baseline Report. This baseline allows the Victorian Government to measure progress on key gender equality priorities — including women's economic security, leadership and participation in decision making and addressing gendered norms, stereotypes and expectations. It provides the first ever baseline position of gender equality in Victoria in 2019.
- Supporting the delivery of a range of women's economic security programs. Brotherhood of St Laurence Stepping Stones program supported 298 women to build the skills to start their own small business, SisterWorks scaled up operations and supported 783 migrant and refugee women to access employment, and Women's Information Referral Exchange developed an evidence based toolkit to support women's financial literacy.
- Continuing to address sexist advertising by reinvesting in the Gender Equity in Advertising project with Women's Health Victoria. This project is the first coordinated effort in Australia to promote gender equality and address the gendered drivers of violence within an advertising setting. The project aims to create a more gender equal advertising sector by targeting the industry, through the development of sector training pilots. The project also increases awareness of the harms of sexist advertising, through a website and campaign, and through partnerships with the Australian Association of National Advertisers and the Commonwealth Government will seek stricter parameters around sexist advertising in Australia.
- DPC supported the Queen Victoria Women's Centre Trust to engage more than 12,000 women across Victoria in a series of talks, events and workshops held at the Queen Victoria Women's Centre, including events on International Women's Day. The Trust also partnered with organisations including Multicultural Arts Victoria, the Melbourne Writers Festival and the Feminist Writers Festival to drive the development of new women's cultural activities.
- Supporting a range of activities highlighting women's achievements and supporting women into leadership roles, including the induction of 32 women to the 2020 Victorian Honour Roll of Women, as well as the provision of 62 scholarships for Victorian women to participate in the Australian Institute of Company Director's Board Leadership programs.
- Delivering the 'Together We Care' social media campaign, which highlighted the immense unpaid and paid care work performed by women, in the context of COVID-19, as a basis to challenge assumptions about the way we live, work and care, and promote greater equality. The campaign featured a number of case studies, spotlighting and celebrating frontline workers, women juggling paid and unpaid work with teaching responsibilities, and men undertaking care work. Over a period of two weeks in May 2020, the campaign was delivered on the Minister for Women and Women Victoria social channels and reached almost 95,000 people.

### **Preventing family violence and all forms of violence against women**

In 2019–20, DPC continued to implement the Free from Violence: First Action Plan 2018–2021, which was launched in January 2018. The action plan highlights 33 key actions to deliver on the 10-year Free from Violence Strategy, which was launched in 2017.

As at June 2020 progress against Free from Violence includes:

- Continued roll out of the Free from Violence Local Government Grants Program across 35 local government councils. An evaluation by Australia's National Research Organisation for Women's Safety of progress towards outcomes found that: participating councils have demonstrated increased capacity to be leaders in primary prevention; there has been growth in the number and expertise of the prevention workforce; and high-quality prevention programs are being delivered.
- Delivery of a range of initiatives through the Aboriginal Innovation Fund, led by the community and community leaders, which have shown increased community awareness and knowledge of services, support and culture; improved understanding of healthy and respectful relationships in Aboriginal families and community; and increased confidence and leadership of Aboriginal people in the design and delivery of primary prevention projects.
- New and further research into the intersectional drivers of family violence and what works to prevent it, including new evidence-based guidance for promoting bystander action, for engaging men and boys in prevention of violence against women and for preventing family violence against LGBTIQ communities.
- A stronger, more capable specialist prevention sector, through roll out of capacity building support in 12 women's health services and dedicated training provided to practitioners. Prevention workers built their knowledge and skills and were able to connect with other prevention workers through communities of practice, conferences and networking events.
- A joint commitment by the Victorian Government and the City of Melbourne to build a family violence memorial in the heart of Melbourne to honour the lives of victims and survivors of family violence, and provide a place for healing, remembering and reflection. A Working Group was established in late 2019, made up of representatives from the City of Melbourne, the Victorian Government and the Victims Survivors' Advisory Council (VSAC). As part of its work to recommend a

design concept, the Working Group consulted with several stakeholders including, VSAC, Traditional Owner groups and Aboriginal Family Violence organisations.

### **Supporting the Family Violence Reform Implementation Monitor**

On 1 August 2019, former Victorian Corrections Commissioner Jan Shuard PSM was appointed as the new Family Violence Reform Implementation Monitor to monitor and review how effectively the government and its agencies are implementing the family violence reform recommendations. Informed by consultations with more than 50 individuals, agencies and organisations, the Monitor's third report was tabled in parliament on 18 February 2020. The report detailed implementation over the 12 months to 1 November 2019 and identified areas of progress, as well as where greater attention would benefit the effective reform of family violence services. On 1 June 2020, Ms Shuard called for submissions from the family violence and broader service sector to supplement consultations and other monitoring activity to inform her fourth report.

### **Giving youth a voice in the design of policies, programs and services**

#### **Victorian Youth Congress**

In 2019, 19 diverse young people from across Victoria were appointed to the second Victorian Youth Congress to provide advice and feedback to the Minister for Youth on issues of importance to young people. The 2019 Victorian Youth Congress identified political and civic engagement of Victoria's young people as their priority area of focus.

### **Engaging and supporting vulnerable and at-risk young people**

#### **Community support groups**

DPC funds six community support groups (CSGs) to support young people from diverse backgrounds. CSGs are place-based and community-led initiatives that work with multicultural communities across Melbourne. The CSGs have assisted communities with more than 10,000 case management requests in 2019–20 and have been instrumental in supporting communities through the coronavirus (COVID-19) pandemic.

### **Le Mana Pasifika Project**

In 2019–20, the Le Mana (Empower) Pasifika Project worked in eight Melbourne schools providing individual and group support to Pasifika young people with the aim of increasing their educational engagement and community involvement. Two Youth Governance Groups consisting of 28 Pasifika young people ensured that the voices of young people drove the design of program activities. Project activities included a homework club, sporting activities and facilitated discussions on mental health and strengthening cultural identity.

The Le Mana Pasifika Project adapted its delivery model in response to the coronavirus (COVID-19) pandemic, with supports delivered online and via phone. Since March 2020, individual phone support provided to Pasifika young people increased by 250 per cent.

### **Empowering communities to lead change through place-based approaches**

The Working Together in Place initiative aims to identify how government can work differently to address entrenched disadvantage in Victorian communities. Work to date has highlighted the need for more flexible, multidisciplinary and outcome-focused ways of working across government.

The initiative recognises that providing services alone does not enable communities to strengthen and overcome complex challenges. Place-based approaches put the knowledge, resources, capabilities and priorities of local communities at the centre. Importantly, decision-making is shared between the community and government, and all stakeholders work collectively towards the shared goal to achieve real change. In this way, place-based approaches support preventative, cost-effective responses to complex challenges by leveraging a community's strengths, building resilience and targeting investment on what works locally.

In implementing the initiative, DPC is working with diverse communities across Victoria and external experts, drawing on a broad range of evidence to test and demonstrate reforms required to more effectively support and enable communities to achieve locally identified outcomes.

## Progress towards achieving the objective

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

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

Unit of measure	2016–17	2017–18	2018–19	2019–20
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage and treaty readiness	22	20	17	16
Participation of Aboriginal people in Local Aboriginal Networks	2,297	2,336	2,507	2,705
Consultations with culturally and linguistically diverse communities	62	110	92	128
Victorian population engaged by multicultural and social cohesion initiatives	nm	76%	67%	n/a
Attendance at the Cultural Diversity Week flagship event, Victoria's Multicultural Festival	55,000	35,000	50,000	n/a
Community engagement: Shrine ceremonial activities, public and student education programs, tours and general visitation	nm	1,200,000	1,110,807	885,648
Number of veterans employed in the Victorian public sector	nm	nm	nm	573
Number of people engaged with LGBTIQ equality projects and consultations	13,828	9,871	6,000	21,149
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	286,572	306,300	288,254	257,705
Participation by young people in programs that support young people to be involved in decision-making in their community	2,569	4,222	3,044	2,068
Participants (youth) reporting development of transferrable skills that support education, training and vocational opportunities	95%	97%	96%	93%
Number of women participating in funded programs, projects and events	4,463	10,376	1,980	6,816
Percentage of women in new appointments to paid public boards	nm	52%	53%	53%

Note: nm — new measure

Further details on DPC's 2019–20 performance against its output performance measures are covered on pages 49–66.



## Professional public administration — key initiatives

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

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

### Office of the Governor initiatives

In addition to constitutional and ceremonial duties, the Governor hosted a wide range of events in 2019–20, making Government House and its grounds available in new ways for events, community programs and groups that might not have previously had the opportunity to visit it.

The Governor and her spouse, Mr Anthony Howard, continued an extensive international engagement program on behalf of the government. In early 2020, the Governor and Mr Howard had a particular focus on community engagement in the aftermath of the Victorian bushfires. The coronavirus (COVID-19) related physical distancing directions from March 2020 resulted in the Governor continuing a full program in virtual form. The Office of the Governor continues to modernise its business systems, work that will continue into 2020–21.

### Implementing security upgrades for government buildings

In 2019–20, the Office of the Governor continued a significant program of projects, including security and conservation upgrade works. This program of works will be completed in 2020–21.

### Chief Parliamentary Counsel services

In 2019–20, the Office of the Chief Parliamentary Counsel (OCPC) drafted a range of legislation to implement major government policy initiatives and reforms across a wide range of law.

OCPC drafted the large and complex *COVID-19 Omnibus (Emergency Measures) Act 2020* in an extremely compressed timeframe as part of the government's response to the coronavirus (COVID-19) pandemic.

The *Local Government Act 2020* was the most significant reform to Victoria's local government

legislation in more than 30 years. Other legislation to implement significant policy initiatives included the *North East Link Act 2020*, the *Transport Legislation Amendment Act 2019*, the *Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020*, the *Workplace Safety Legislation (Workplace Manslaughter and Other Matters) Act 2019*, the *Wage Theft Act 2020* and the *Crimes Mental Impairment and Unfitness to be Tried Amendment Bill 2020*.

OCPC drafted important environmental legislation such as the *Water and Catchment Legislation Amendment Act 2019* and the *Great Ocean Road and Environs Protection Act 2020*, the *Parks and Crown Land Legislation Amendment Bill 2019* and the *Flora and Fauna Guarantee Amendment Act 2019*.

Over the 2019–20 period, 169 statutory rules were made. This involved a large number of remakes of sunseting regulations such as the *Fisheries Regulations 2019* and the *Children's Services Regulations 2020*. Regulations were made to support amendments made by the *Fire Rescue Victoria Act*, and the *Residential Tenancies Regulations 2019* were made to support reforms in the residential tenancies law. Several statutory rules were also made to implement changes required by the coronavirus (COVID-19) pandemic.

Throughout 2019–20, OCPC continued providing drafting services to parliament to facilitate the passage of Victorian Government legislation, the preparation of House amendments and the introduction of Private Members' Bills.

The demand from opposition and independent Members of Parliament (MPs) for drafting services for House Amendments continues to be a challenge. Reflecting the anticipated rise in non-election years and minor party representation in the new parliament, the number of House



Amendments for 2019–20 was 88, against a target of 60.

An amount of \$250,000 was provided in the 2019/20 Victorian Budget to undertake initial scoping and business requirements and to develop a detailed business case for a replacement Integrated Legislative Database.

The database provides community access to current and historical Victorian legislation. OCPC worked closely with the Single Digital Presence team in DPC to build a new legislation website using updated technology and enhanced reliability, support and security. The new website was launched on 27 February 2020.

### **Securing public records by accessing a customised storage facility**

During 2019–20, Public Record Office Victoria was able to increase its storage capacity for maps by another 15,000 flat maps. The planning for the transfer of 10,000 linear metres of general storage capacity to a State Library Victoria storage facility in Ballarat has been completed.

The transfer, initially planned for the last quarter of 2019–20, was delayed because of the coronavirus (COVID-19) pandemic. This is now expected to occur in the last quarter of 2020–21. The total expenditure for 2019–20 was \$0.352 million (\$0.500 million budget).

### **Establishing and leading the government's Independent Remuneration Tribunal and compliance officer function**

The Victorian Independent Remuneration Tribunal (Tribunal) was established in March 2019 to support independent and impartial decision-making about MP salaries and allowances and remuneration bands for executives employed in the VPS and prescribed public entities. The Tribunal completed its first Determination for MP salaries and allowances in September 2019 and made an annual adjustment Determination in June 2020. The Tribunal issued its first set of guidelines that govern the use of MP work-related parliamentary allowances. The guidelines were updated in late 2019, and the Tribunal began a major review of the guidelines in early 2020, with the release of an issues paper and stakeholder consultation.

In July 2019, the Tribunal assumed responsibility for administering the Public Entity Executive Remuneration Policy, which details the government's approach to executive remuneration for executives in specified entities. In 2019–20, the Tribunal determined the total remuneration packages for 36 chief executive officers of specified public entities.

The Tribunal made its first Determination of remuneration bands for executives employed in public service bodies in May 2020. It also began the process for making the first Determination of remuneration bands for executives employed in prescribed public entities in late 2019, undertaking significant stakeholder consultation with public entity board chairs and executives.

The Office of Compliance Officer, attached to the Tribunal, was also established in 2019 to hear and determine appeals from MPs in relation to use of parliamentary allowances and the separation payment. During 2019–20, the Compliance Officer heard one appeal being the first appeal made by an MP, and published a statement of findings in relation to that appeal.

The Tribunal and Compliance Officer are supported by a secretariat that sits within DPC.

### **Fostering innovation and new ways of working in the public sector**

#### **Human-centred design**

Human-centred design is an approach to problem solving that puts the people we are designing for at the heart of the process. By taking an empathic approach we can align government services with the needs and desires of people. By continually validating, refining and improving our work we can discover the root causes of complex problems, generate more ideas, exercise our creativity and arrive more quickly at fitting solutions.

In 2019–20, DPC's Digital, Design and Innovation branch produced the Human-Centred Design Playbook, an online practical learning guide for public servants who are designing, procuring or managing human-centred design projects. The playbook is targeted at VPS staff who are new to human-centred design practice to help them collaborate better with citizens, technologists and external design agencies. Since its launch early

in 2020, the website ([www.vic.gov.au/hcd](http://www.vic.gov.au/hcd)) has been visited 2,963 times and the playbook downloaded 245 times.

In 2019–20, Digital, Design and Innovation championed the human-centred design approach by providing advisory and technical assistance to 30 government entities. It also served an additional 417 people from across government through training, workshops and presentations at seminars and conferences.

## Modernising systems and processes to improve government productivity

### Single Digital Presence

Built for government, by government, Single Digital Presence (SDP) is a sustainable, scalable, secure and accessible publishing platform that reduces the cost and time to deliver high-quality digital presences for government agencies.

As a result, SDP has made it easier for Victorians to find, access, understand and use Victorian Government information.

In 2019–20, SDP completed the DPC business case and transitioned to operations. Over the life of the business case, SDP simplified the community experience of online government information by consolidating 79 websites. This was achieved by publishing content on [vic.gov.au](http://vic.gov.au) by default and joining up user journeys.

To support digital capability uplift in the VPS, SDP has trained more than 300 public servants to use the platform's content management system, and more than 600 VPS have attended a writing for the web training session.

### Victorian Government Digital Guides

Victorian Government Digital Guides uplift VPS capability in important and challenging areas of digital delivery. In 2019–20, DPC delivered two new guides, bringing the total number of guides to 22.

'Make your project open source' encourages the VPS to make projects 'open source', which means to publicly share intellectual property for software, design and content. Opening projects and making them available for sharing and re-use avoids duplication and drives innovation and collaboration across government. Open source projects also give back to the Victorian community.

'Protect privacy' helps VPS staff meet obligations under the *Privacy and Data Protection Act 2014* when delivering a digital service. Good privacy practices protect human rights, build trust and engagement with the community, prevent privacy and data breaches and reduce the time and cost of responding to privacy complaints.

DPC offers continued support to modernising departmental processes through the whole of government Application Programming Interface (API) Capability Program.

In September 2019, the Victorian Secretaries Board formalised the program to support all departments and Victoria Police to surface the valuable information stored in core business systems and make this available in a secure and reusable manner — not only within each department but also across government and in some cases to the general public.

The API capability program provides a range of modern technology products and professional services that have supported API integration and data-sharing initiatives across DPC, DHHS, DELWP, DJPR and DJCS.

By partnering with each department on their initiatives, DPC has been successful in promoting the re-use of existing government data to support service delivery to citizens and improving government productivity through reducing manual processing effort.

The API capability program was central to the creation and open publishing of the National API Design Standards (NAPIDS). In December 2019, the Council of Australian Governments endorsed NAPIDS as the common design standard for APIs. This allows all levels of government to develop independent or shared services more efficiently through secure data sharing and re-use across jurisdictions.

## Supporting our integrity agencies

### Integrity system and public information reforms

Reforms introduced by the *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* strengthened the public interest disclosure system and streamlined Victoria's integrity and accountability system.

The reforms began on 31 December 2019 and 1 January 2020 respectively. The 2019 Integrity Act:

- expanded the definition of 'improper conduct' under the *Public Interest Disclosure Act 2012*
- simplified confidentiality obligations under the public interest disclosure scheme
- streamlined oversight of the integrity agencies under the new Integrity and Oversight Committee
- provided greater independence for the Victorian Ombudsman, Independent Broad-based Anti-corruption Commission and Victorian Inspectorate in their budget processes (draft budgets will be determined in consultation with the Integrity and Oversight Committee and the annual appropriation will be specified in the Parliament Appropriation Bill)
- brought the Office of the Victorian Information Commissioner (OVIC) into the public interest disclosure regime. (OVIC can now investigate public interest disclosures referred to OVIC by the Independent Broad-based Anti-corruption Commission).

DPC supported implementation of the 2019 Integrity Act, including the making of the following regulations to give effect to the Act:

- Victorian Inspectorate Amendment Regulations 2019
- Independent Broad-based Anti-corruption Commission Amendment Regulations 2019
- Ombudsman Regulations 2019
- Public Interest Disclosures Regulations 2019
- Freedom of Information Amendment Regulations 2019
- Local Government (General) Amendment Regulations 2019.

The regulations prescribe forms for a witness summons and confidentiality notice.

DPC also liaised with the Information Commissioner on developing Professional Standards issued in accordance with Part IB of the *Freedom of Information Act 1982*. The Professional Standards prescribe how agencies must discharge their obligations under the Act.

On 1 May 2020, as part of machinery of government changes, the integrity agencies transferred to DJCS.

### **Driving and leading a new information culture and leading freedom of information activities**

During 2019–20, OVIC:

- developed resources for upholding information rights when responding to coronavirus (COVID-19)
- issued Professional Standards under Part IB of the Freedom of Information (FOI) Act on 2 December 2019
- delivered a suite of updated and new guidance materials on FOI in the form of practice notes and agency templates
- delivered a report on the state of FOI in Victoria to provide a five-year overview of FOI in Victoria from 2014 to 2019
- published a discussion paper and started consultation on a proactive and informal release of government-held information
- began the Monash University pilot study into FOI and information access culture in Victoria
- published a book, *Closer to the Machine*, with contributions from eight notable experts in the field aimed at explaining concepts in artificial intelligence to VPS staff
- published a Privacy Management Framework to provide organisations with guidance on the policies and procedures that promote good privacy practices within an organisation.

On 1 May 2020, as part of machinery of government changes, OVIC transferred to DJCS.

### **Implementing the Jobs and Skills Exchange to expand opportunities for VPS staff**

Since its launch in July 2019, the Jobs and Skills Exchange (JSE) has designed and implemented new approaches to enhancing workforce mobility and career development in the VPS. The JSE successfully delivered a jobs platform, other digital tools and a recruitment policy that provides greater visibility of and access to career opportunities for VPS employees. At the end of the JSE's first year of operations, over half of the VPS workforce have registered as JSE members

and more than 10,000 VPS jobs have been advertised. The JSE has begun the transition to a technology platform that provides an enhanced user interface and better user experience, particularly with respect to accessing holistic career development content.

The JSE has engaged widely across the VPS to develop policies and service offerings that promote diversity and inclusion as well as recruitment that focuses on the growth potential of existing VPS employees. JSE has undertaken research to better understand the barriers to mobility and how these can be addressed. Governance mechanisms have been established so that the input of departments and other key stakeholders can actively inform the JSE's priorities and growth.

Through analysis of job platform data and feedback from hiring managers, the JSE has a unique 'intelligence bank' about the specific needs and availability of skills and capabilities to deliver government priorities. The launch of Member Profiles has allowed the JSE to understand the skills and professional experience that exist across the VPS workforce, which will help to inform future reform in learning and development and to create professional cohorts. The strong uptake of Member Profiles indicates there is an appetite from the workforce to participate in new ways of sharing information about its skills and career ambitions.

In 2019–20, the JSE also supported employee mobility during delivery of a whole of government mobilisation program to support the Industrial Relations Framework for managing the coronavirus (COVID-19) pandemic. This work has established strong foundations to support future anticipation of and response to urgent and emerging workforce needs.

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

The Victorian Public Sector Commission's (VPSC) initiatives to enhance public sector integrity and governance capability this year included a restructured State of the Public Sector in Victoria

report that provides public sector organisations with an evidence base to continually improve the way they build, manage and lead the workforce. The focus in 2019–20 was on the following issues: building workforce capacity; strengthening senior leadership; workplace mental health and wellbeing; and a values-based culture. The VPSC placed particular emphasis on these priorities in the context of responding to the impacts of the coronavirus (COVID-19) pandemic on the VPS workforce and broader community.

The VPSC also developed a workforce capability framework, identifying five domains of capability that the public sector will need in its future workforce: meaningful outcomes, enabling delivery, authentic relationships, people leadership; and personal attributes. These capabilities provide a solid foundation for a wide range of workforce management and development activities including role design, recruitment, learning and development and workforce planning.

The VPSC recruited 92 people to the 2020 Victorian Government graduate program, adding new streams in data analytics and program delivery. Inclusive recruitment practices increased participation by Aboriginal and Torres Strait Islander people and people with disability.

Pre-employment screening was broadened, extending the VPS executive screening to cover non-executives too. The Victorian Leadership Academy established an induction program for executives that explains the integrity, governance and ethical standards required of leaders in senior public service roles. Thirty-nine people joined the first induction program, reinforcing the critical role that leaders play in modelling and upholding a values-based culture.

The VPSC provided HR guidance to help the public sector transition to remote management of the employee lifecycle during the coronavirus (COVID-19) pandemic. This included publishing a guide for remote recruitment and supporting development of a remote working checklist and advice about managing performance development plans remotely.

## High-performing DPC — key initiatives

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

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

### Developing a portfolio governance framework

In March 2020, the DPC Audit and Risk Management Committee endorsed the Portfolio Entities Risk and Financial Oversight Framework, which details the department's responsibilities in accordance with the Standing Directions for the monitoring, oversight and reporting of its Portfolio Entities.

This contributes to DPC as a high-performing department by ensuring clear accountability and transparency in relation to risk and resource management practices.

### DPC business continuity to respond to the coronavirus (COVID-19) pandemic

The DPC Business Continuity Plan and DPC Pandemic Plan were activated in March 2020 in response to the coronavirus (COVID-19) pandemic. DPC's business continuity response has continually adapted to respond to the directions of Victoria's Chief Health Officer and to provide support to both frontline staff and staff working remotely.

DPC's business continuity has been overseen by the Continuity Leadership Team. This team was expanded in March 2020 to include representatives from across DPC, and continues to meet weekly to provide direction, oversight and support to identify and resolve business continuity issues and progress initiatives.

With most DPC staff working remotely since 24 March, business continuity has focused on remote working initiatives and business system improvements, staff health and wellbeing initiatives, and staff redeployment to ensure high-priority work and essential regular work can be completed.

DPC's response has included:

- adjusting business processes so they can be undertaken virtually
- providing equipment to staff working remotely to ensure they can work safely
- deploying technical solutions and applications with guidance and advice to enable secure virtual collaboration and compliance with DPC information management and security standards.

The Continuity Leadership Team and DPC Board of Management continue to monitor and mitigate risks related to the large-scale impact of staff working remotely.

In May 2020, a supplement to the Business Continuity Plan was developed to address the key business continuity challenges DPC faced due to the impacts of coronavirus (COVID-19). The supplement identified key issues and actions required to support the continuation of DPC's three key focus areas:

- supporting the government in its response to coronavirus (COVID-19) including the work of National Cabinet, the Crisis Council of Cabinet and the Public Sector Administration Committee, and the progress of core missions and enabling programs
- progressing the core business of government including developing legislation, State Budget preparation, policy advice, statutory reporting requirements, contract management and financial and grants payments
- supporting staff welfare, ensuring their safety and wellbeing while remaining productive and effective in a changed and challenging work environment.



## **Delivering an integrated automated briefing and correspondence system**

DPC made significant progress in 2019–20 towards delivering an automated briefing and correspondence system to drive consistency and efficiency in managing briefings and correspondence. Extensive user experience discovery research was undertaken including an all-staff survey, interviews, co-design workshops and user testing sessions. A design panel, a design reference group and a technical advisory panel were established, with a prototype also developed and tested. A detailed business case has been prepared and, subject to funding, implementation will occur in 2020–21.

In collaboration with DJPR, DPC established an automated briefing and correspondence Community of Practice with representation from other departments including DoT, DJCS, DHHS, DET and DELWP. The Community of Practice is a collaborative forum, helping to ensure departments' automated briefing and correspondence systems are standards-based and interoperable, and can be integrated and enhanced as efficiently as possible.

## **Establishing the internal Program Management Office to drive efficient and effective delivery of technology projects**

In 2019–20, DPC created a dedicated Program Management Office (PMO) within corporate services, under the remit of the Chief Information Officer.

The PMO has reviewed baseline project and program standards and templates and established a clear framework to increase maturity over time and continue to drive efficient and effective delivery of technology projects. Initial work has included establishing clear status reporting for all DPC technology projects, enabling DPC to track progress and make data-informed decisions. The PMO has also provided strong support and delivery assurance to project managers and teams across DPC.

Building on this foundation, future work will include establishing an internal ICT governance and investment committee to oversee system prioritisation and funding.

## **Establishing an internal ICT governance and investment committee to oversee system prioritisation and funding**

This initiative, as part of the PMO, will now be delivered in 2020–21 due to other project-related priorities that emerged due to coronavirus (COVID-19) and DPC's transition to remote working.

## **Implementing integrated communications technology**

During 2019–20, progress in delivering DPC's integrated communications technology road map continued to be made, building on DPC's implementation of Microsoft 365 to deliver enhanced security, efficiencies and effectiveness. The rollout of Microsoft Teams from March 2020 was a critical technology enabler for cross-department collaboration and communication during DPC's remote working transition as part of the coronavirus (COVID-19) response.

## **Developing leaders and embedding a culture of flexibility and wellbeing**

### **Leadership**

Leadership development opportunities for executive and VPS staff are critical in supporting the vision of DPC to be recognised and respected leaders in whole of government policy and performance. In 2019–20, DPC continued to deliver several leadership development programs including the following:

- DPC continued with Leading Edge, a leadership development program designed specifically for VPS 6 managers that provides exposure to strategies, frameworks and tools to support the move from manager to leader. There were also opportunities for previous participants to reconnect as a VPS 6 manager cohort through alumni forums.
- More than 40 DPC VPS 4 and VPS 5 staff attended the Igniting Leadership Program, a leadership development program tailored for emerging DPC leaders to gain the insights, skills and confidence to raise individual and team performance and successfully deliver organisational goals.

- DPC supported directors, executive directors and deputy secretaries to participate in the Victorian Leadership Academy development programs. These programs provide intensive and collaborative development experiences designed to support new ways of thinking, leading and working.
- In partnership with DTF and the Essential Services Commission, more than 200 staff participated in a mentoring program established to support staff development, cultivate connections within the VPS and create a culture of developing others.

### Learning and development

DPC is committed to providing learning and development opportunities for its staff. Based on the Experience, Exposure, Education model of learning, DPC offers programs and resources to support individuals and teams to drive their own learning and development.

In 2019–20, DPC staff took up more than 1,800 places at development programs, events, workshops and digital offerings across a range of topics including strategic planning, diversity and inclusion, policy development, mental health, leadership and management development.

In August 2019, DPC again delivered the highly successful Empowering Women summit. For the third year in a row, this full-day event provided professional development opportunities to staff across DPC and the wider Victorian public sector. In 2019, the summit was designed to allow attendees to create their own personalised development program from 40 workshops and a rich plenary session with three keynote speakers that achieved a 98 per cent satisfaction rate. Nearly 1,400 Victorian public servants attended, with almost 200 DPC staff participating.

### Flexibility

DPC recognises that flexibility is an essential part of a diverse, adaptive and high-performing workforce. DPC provides a range of flexible working arrangements and continues to support and empower all staff to successfully manage work and life commitments. Since 24 March, in response to the coronavirus (COVID-19) pandemic, DPC has pivoted to remote working. This has seen the organisation adapt to new technologies and ways of communicating,

collaborating and managing teams. Support for staff and managers through this transition has included delivering a series of workshops and webinars on successfully managing flexible working arrangements.

### Enhancing mental health and wellbeing

The continued implementation of the VPS Mental Health and Wellbeing Charter has been a key focus for 2019–20. Initiatives in line with the charter have included:

- introducing a second cohort of volunteers to DPC's Peer Support Program in November 2019, as an additional avenue of support for employees
- continued promotion of positive wellbeing events and activities, Health and Safety Month, Mental Health Week and establishing an Executive Champion for Wellbeing
- the promotion and delivery of mandatory mental health and wellbeing training for executives, managers and staff. This program supports a culture where staff can feel confident and comfortable talking about mental health and wellbeing, to support a proactive approach to mental health. As at 30 June 2020, 95 per cent of staff had completed training.

For more information, refer to Appendix 4 under 'Occupational health and safety management'.

### Wellbeing support during the coronavirus (COVID-19) pandemic

In response to the evolving coronavirus (COVID-19) pandemic, DPC initially focused on supporting staff to safely transition to working from home arrangements. DPC developed and communicated a Remote Work Policy and Operating Guideline, including an occupational health and safety assessment adapted for the home environment. Appropriate equipment and ergonomics-at-home sessions have been provided to ensure staff are able to work safely from home over an extended period.

DPC also developed preventative action plans to reduce the likelihood of exposure to coronavirus (COVID-19) in the workplace and to ensure appropriate response plans in line with the directives of Victoria's Chief Health Officer.



A weekly mental health and wellbeing newsletter and dedicated intranet micro-site for staff was established to promote a range of wellbeing support resources, including activities to: maintain physical health, psychological wellbeing and connection with teams and colleagues; balance work and life commitments; manage stress; and lead through challenging times.

### **Delivering the DPC Diversity and Inclusion Strategy and action plans**

DPC is committed to promoting and embedding a diverse, inclusive and equitable workforce. In 2019–20, DPC continued to implement the Diversity and Inclusion Strategy 2019–2021 to ensure our culture and day-to-day practices are as inclusive as possible for all staff. The strategy includes a suite of diversity action plans that focus on Aboriginal employment; cultural, linguistic and religious diversity; people with disability; gender equity; and the LGBTIQ community. DPC is in its second year of supporting the VPS Enablers Network for people with disability. The network has grown to more than 500 members and held a key event in December 2019 with senior executives across the VPS to celebrate International Day of People with Disability.

### **Embedding a positive and productive workplace culture**

In May 2019, DPC achieved an 80 per cent response rate for the People Matter Survey. The response rate shows significant employee interest in sharing views and experiences and continuing to evolve DPC's culture and performance. A departmental 'pulse' survey was also run in December 2019 to supplement the 2019 People Matter results and to monitor key focus areas.

Priority areas of focus are psychological safety; communication of vision, direction and change; management across the department; the elimination of negative or inappropriate behaviours; and building a culture of respect.

During 2019–20, DPC has implemented departmental, group and branch-level initiatives to help address key issues identified in the survey while also maintaining positive results in other areas.

### **Implementing strategies to attract, develop and retain talented and diverse people**

DPC is an equal opportunity employer committed to a fair and merit-based approach to recruitment and selection while actively fostering and promoting diversity and inclusion. We welcome and encourage applicants from all backgrounds, ensuring all recruitment processes are accessible and, where required, reasonable adjustments are made.

DPC has implemented several reforms to strengthen and enhance our recruitment processes including using online selection forms, introducing pre-employment misconduct screening for all potential VPS employees, role-based risk assessments and enhancements to our conflict of interest policies and associated recruitment panel requirements. DPC leverages the Jobs and Skills Exchange as a key recruitment avenue.

### **Modernising and strengthening HR systems and processes**

In 2019–20, DPC implemented the first stage of the new Human Capital Management System to transform HR systems and processes. Named 'PeopleCentral', the platform helps manage the performance development process and includes a new learning management system.

PeopleCentral is easy to use and offers staff a range of features such as:

- a central location to view and enrol in training, complete e-learning modules, create and share learning resources, and record learning activities
- the ability for employees and managers to regularly capture performance and development progress with real-time performance development status updates.

A new DPC induction program, housed in the learning management system, includes four refreshed e-learning modules developed to help staff understand the operating context and expectations of working within DPC.

# Performance against output performance measures

The section provides information about DPC's performance against our output performance measures. It provides comparison with our output targets that were published in the Departmental Performance Statement section of the 2019/20 Victorian Budget Paper No. 3 — Service Delivery.

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

## Government-wide leadership, reform and implementation

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Whole of government emergency management forums, meetings and exercises facilitated	number	20	80	300%	✓
The 2019–20 actual is higher than the 2019–20 target due to the reorganisation of governance structures to enhance the government's response to the Victorian bushfires and the coronavirus (COVID-19) pandemic. Some forums and meetings that are normally scheduled did not meet, while other new structures met more frequently to deal with the government's response to the pandemic.					
Whole of government forums, meetings and advisory groups chaired	number	80	144	80%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased whole of government coordination associated with the Victorian bushfires and the coronavirus (COVID-19) pandemic.					
Data projects completed and delivered	number	10	20	100%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased demand for the VCDI's services. During the year, VCDI's data services were redirected to the Victorian bushfire recovery and coronavirus (COVID-19) pandemic response.					
Number of projects facilitated by the Behavioural Insights Unit	number	10	12	20%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased operational efficiencies.					
New investment resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	\$ million	150	39	–74%	■
The 2019–20 actual is lower than the 2019–20 target primarily due to lower than expected outputs as significant funding for the Victorian Jobs and Investment Fund has been prioritised to fund urgent bushfire recovery projects.					
Jobs resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	number	2,500	474	–81%	■
The 2019–20 actual is lower than the 2019–20 target primarily due to lower than expected outputs as significant funding for the Victorian Jobs and Investment Fund has been prioritised to fund urgent bushfire recovery projects.					
<b>Quality</b>					
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
Data projects delivered to agreed outputs	per cent	> 80	100	25%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased ability to identify and pursue projects that are likely to deliver value.					

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Cost</b>					
Total output cost	\$ million	103.5	168.4	62.7%	■
The 2019–20 actual is higher than the 2019–20 target primarily due to additional funding approved for bushfire recovery and coronavirus (COVID-19) related activities.					

Results legend

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

## Strategic advice and government support

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Number of briefs supporting Cabinet and Cabinet committee decision-making	number	1,200	1,136	–5%	■
The 2019–20 actual is lower than the 2019–20 target due to the government’s emergency response, which included substantial change to the Cabinet committee structure, with a focus on coronavirus (COVID-19) emergency matters.					
Establishment or renewal of ICT whole of government State Purchase Contracts	number	7	7	0%	✓
Victorian Government entities using the Standard User Experience Framework	number	20	30	50%	✓
The 2019–20 actual is higher than the 2019–20 target because presentations and pitches through the year subsequently generated more leads, enabling the sign up of more entities to the Standard User Experience Framework.					
Average monthly analysis reports generated to guide government decision-making	number	65	65	0%	✓
<b>Quality</b>					
Policy services satisfaction rating	per cent	90	86	–4%	○
<b>Timeliness</b>					
Timely delivery of state events and functions	per cent	100	100	0%	✓
Policy services timeliness rating	per cent	95	97	2%	✓
<b>Cost</b>					
Total output cost	\$ million	112.2	124.5	11.0%	■
The 2019–20 actual is higher than the 2019–20 target primarily due to new and additional funding approved since the 2019–20 budget for strategic advice and support for decision making and services in response to the coronavirus (COVID-19) pandemic.					

### Results legend

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

## Digital government and communications

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Average number of monthly visits to www.vic.gov.au	number	310,000	1,067,943	244%	✓
The 2019–20 actual is higher than the 2019–20 target due to significantly increased visitation to the www.vic.gov.au website for coronavirus (COVID-19) related information.					
<b>Quality</b>					
Overall satisfaction of customers transacting on the Service Victoria platform	per cent	95	96	1%	✓
<b>Cost</b>					
Total output cost	\$ million	52.9	52.8	–0.2%	✓

#### Results legend

✓ Performance target achieved or exceeded in a desirable way

## Office of the Victorian Government Architect

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Strategic advice on significant public and private sector projects from project inception and procurement to design and delivery	number	60	108	80%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased provision of formal infrastructure advice due to the stage the projects reached during the year.					
<b>Quality</b>					
Stakeholder satisfaction with the quality of advice on significant public and private sector projects	per cent	80	80	0%	✓
<b>Timeliness</b>					
Average number of business days to issue formal advice	days	10	9	–6%	✓
The 2019–20 actual is lower than the 2019–20 target due to compressed timeframes associated with time-sensitive state-significant public sector projects.					
<b>Cost</b>					
Total output cost	\$ million	1.2	1.2	0.0%	✓

Results legend

✓ Performance target achieved or exceeded in a desirable way

## Industrial relations

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Education and compliance inspections of providers/users conducted under the Labour Hire Licensing Scheme	number	800	1,050	31%	✓
The 2019–20 actual is higher than the 2019–20 target due to more targeted education and compliance activities resulting in greater participation in the Labour Hire Licensing Scheme.					
Employers informed on OHS obligations under both state and Commonwealth legislation and regulations	number	> 3,500	18,291	423%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased demand for communication from employees and employers.					
Labour hire licence applications finalised	number	1,300	3,271	152%	✓
The 2019–20 actual is higher than the 2019–20 target due to a larger than expected number of applications to the Labour Hire Licensing Scheme.					
Workers informed about OHS obligations under both state and Commonwealth legislation and regulations	number	> 40,000	47,500	19%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased demand for communication from employees and employers.					
Workers registered under the Portable Long Service Leave Scheme	number	75,000	114,137	52%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased proactive activity by the Portable Long Service Authority to register employers.					
Child employment investigations completed	number	170	172	1%	✓
<b>Quality</b>					
Public sector agreements renewed and approved within the current enterprise bargaining framework	per cent	100	100	0%	✓
Victoria represented in major industrial relations cases and inquiries	per cent	100	100	0%	✓
<b>Timeliness</b>					
Review and assessment of submitted public sector enterprise bargaining costings and proposed agreements completed and submitted for approval within four weeks	per cent	90	100	11%	✓
The 2019–20 actual is higher than the 2019–20 target due to the approval of all 27 public sector enterprise agreements in the enterprise bargaining framework within four weeks.					
Long service leave investigations commenced within 90 days of lodgement	per cent	15	100	567%	✓
The 2019–20 actual is higher than the 2019–20 target due to implementing new business processes based on regulatory best practice which have improved the timeliness and quality of investigative outcomes.					
<b>Cost</b>					
Total output cost	\$ million	16.0	22.0	37.5%	■
The 2019–20 actual is higher than the 2019–20 target primarily due to the reinstatement of a Treasurer's Advance, which was approved in 2018–19.					

### Results legend

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



## Aboriginal policy and strengthening Aboriginal cultural heritage and communities

This output supports the Victorian Government's commitment to advancing self-determination for Aboriginal Victorians and to improving long-term social and economic outcomes for Aboriginal Victorians. This includes the protection and management of Aboriginal cultural heritage; strengthening Aboriginal community organisations; progress towards treaty; broad community engagement; and work to reform government to enable self-determination.

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage and treaty readiness	number	20	16	–20%	■
The 2019–20 actual is lower than the 2019–20 target because four governance training workshops were ceased following an internal review, with funding redistributed for other activities across the Aboriginal Affairs portfolio.					
Average weekly hours of case management provided to members of the Stolen Generations	number	80	88	9%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased demand for Koorie Heritage Trust case management services.					
Delivery of an annual Premier's Gathering and a public report on outcomes for Aboriginal Victorians to be tabled in parliament	number	2	2	0%	✓
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	240	307	28%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased demand for services from Stolen Generations' survivors and their families.					
Victorian Aboriginal Heritage Council meetings conducted within legislative timeframes	number	6	6	0%	✓
Engagement of Victorian Traditional Owner groups on treaty, through support for country planning	number	4	3	–25%	■
The 2019–20 actual is lower than the 2019–20 target due to the recruitment of three of the four planned Traditional Owner engagement officers to support access to nation-building activities in areas without formal recognition of Traditional Owner groups.					
Removal of first mortgages on titles of property owned by Aboriginal community-controlled organisations	number	6	7	17%	✓
The 2019–20 actual is higher than the 2019–20 target due to an increase in first mortgages removed.					
<b>Quality</b>					
Funding payments for the Removal of First Mortgages initiative made in accordance with milestones	per cent	100	93	–7%	■
The 2019–20 actual is lower than the 2019–20 target because the final payments for two projects have been delayed due to unanticipated capital works issues and changes in project timing. DPC has worked closely with both organisations and these final milestone payments have been cancelled and will be reissued through new funding agreements.					
Funding payments for the Cultural Strengthening initiative made in accordance with milestones	per cent	100	100	0%	✓
Funding payments to Strengthen Cultural Heritage Protection and Management initiative made in accordance with milestones	per cent	100	100	0%	✓

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
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 of activities to support Traditional Owner self-determination in accordance with scheme design	per cent	100	100	0%	✓
Participation of Aboriginal people in Local Aboriginal Networks	number	2,800	2,705	–3%	○
<b>Timeliness</b>					
Assessments completed by Aboriginal Victoria within the legislative timeframe: cultural heritage management plans, cultural heritage permits, preliminary Aboriginal heritage tests	per cent	100	100	0%	✓
Elections held in accordance with timelines agreed with the Victorian Treaty Advancement Commission	per cent	100	100	0%	✓
Koorie Heritage Trust initiative grants acquitted within the timeframe specified in the funding agreements	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	53.3	55.7	4.5%	○

Results legend

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

## Multicultural affairs policy and programs

This output provides policy advice on Multicultural Affairs, settlement coordination for newly arrived migrants and refugees and delivers programs to support Victoria's whole of government approach to multiculturalism. It coordinates the monitoring of government departments' responsiveness to Victorians from culturally, linguistically and religiously diverse backgrounds.

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Consultations with culturally and linguistically diverse communities	number	90	128	42%	✓
The 2019–20 actual is higher than the 2019–20 target due to an increased number of consultations with culturally and linguistically diverse communities in response to community needs during the coronavirus (COVID-19) pandemic.					
Number of strategic and research partnerships that support portfolio outcomes	number	30	38	27%	✓
The 2019–20 actual is higher than the 2019–20 target due to an increased number of partnerships developed during the year as the government looks to collaborate more closely with leading multicultural sector organisations in response to the coronavirus (COVID-19) pandemic and to support family violence prevention.					
Victorian population engaged by multicultural and social cohesion initiatives	per cent	67	n/a	n/a	n/a
The 2019–20 actual has not been measured because the Victorian. And Proud of It. campaign did not continue in 2019–20.					
<b>Quality</b>					
Attendance at the Cultural Diversity Week flagship event, Victoria's Multicultural Festival	number	55,000	n/a	n/a	n/a
The 2019–20 actual has not been measured because the Victorian Multicultural Festival was not held due to the coronavirus (COVID-19) pandemic.					
Proportion of approved grant funding provided to organisations in regional/rural areas	per cent	20	13	–35%	■
The 2019–20 actual is lower than the 2019–20 target due to a smaller than expected application rate from regional and rural Victoria due to the coronavirus (COVID-19) pandemic.					
<b>Cost</b>					
Total output cost	\$ million	59.2	59.7	0.8%	○

### Results legend

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

## Support to veterans in Victoria

This output provides coordination of veteran-related issues at a state level, especially in relation to commemoration, education programs, grant programs, research and veteran welfare. This output supports the Shrine of Remembrance and the Victorian Veterans Council.

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Entries received: Premier's Spirit of Anzac Prize	number	250	308	23%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased marketing and therefore participation by schools in the program.					
Community engagement: Shrine ceremonial activities, public and student education programs, tours and general visitation	number	750,000	885,648	18%	✓
The 2019–20 actual is higher than the 2019–20 target despite closures to the Shrine in 2020. The Last Post service in November 2019 resulted in the increased attendance.					
Number of veterans employed in the Victorian public sector	number	540	573	6%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased promotion of the Victorian Government as an employer of choice and new programs developed to support veterans interested in public sector employment.					
Number of ex-service organisation training or information sessions delivered	number	4	5	25%	✓
The 2019–20 actual is higher than the 2019–20 target due to an identified need to hold an additional training and information session for an ex-service organisation in a regional location.					
<b>Quality</b>					
Commemorative and educative projects meet agreed project objectives	per cent	100	100	0%	✓
<b>Timeliness</b>					
Deliver an annual program of grants within agreed, published timelines	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	7.7	9.6	24.7%	■
The 2019–20 actual is higher than the 2019–20 target primarily due to the Treasurer's Advance provided for the ANZAC Appeal.					

### Results legend

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

## LGBTIQ equality policy and programs

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Number of people engaged with LGBTIQ equality projects and consultations	number	10,000	21,149	111%	✓
The 2019–20 actual is higher than the 2019–20 target due to the widespread communication of high-profile events, including the ChillOut Festival, held before the coronavirus (COVID-19) pandemic.					
Number of trans and gender diverse (TGD) organisations engaged through establishing a TGD Peer Support Program	number	10	40	300%	✓
The 2019–20 actual is higher than the 2019–20 target due to a higher than expected number of a broad range of TGD organisations engaged.					
<b>Quality</b>					
Proportion of LGBTIQ grant program recipients who met or exceeded agreed outcomes	per cent	85	96	13%	✓
The 2019–20 actual is higher than the 2019–20 target due to strong engagement between DPC and grant recipients to support delivery of projects.					
Payments for events made in accordance with DPC milestones	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	9.8	18.2	85.7%	■
The 2019–20 actual was higher than the 2019–20 target primarily due to a Treasurer's Advance payment that was approved for the Victorian Pride Centre.					

### Results legend

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

## Women's policy

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Number of meetings, forums and events held for Women and the Prevention of Family Violence consultation/engagement with key stakeholders	number	174	462	166%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased stakeholder engagement following the enactment of the Gender Equality Act, in addition to greater stakeholder consultations held remotely.					
Number of women participating in funded programs, projects and events	number	1,575	6,816	333%	✓
The 2019–20 actual is higher than the 2019–20 target due to delivering many programs digitally and therefore reaching a wider audience during the coronavirus (COVID-19) pandemic.					
Percentage of women in new appointments to paid public boards	per cent	50	53	6%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased advocacy and awareness in the gender pay gap resulting in more women appointed to paid public boards.					
<b>Quality</b>					
Women and the Prevention of Family Violence service agreements and contracts deliver agreed outcomes for preventing family violence and for the social and economic participation of women	per cent	100	98	–2%	○
<b>Timeliness</b>					
Timely delivery of policy analysis and papers prepared	per cent	100	100	0%	✓
Women and the Prevention of Family Violence projects and programs that support preventing family violence and the social and economic participation of women are delivered on time	per cent	100	82	–18%	■
The 2019–20 actual is lower than the 2019–20 target due to Victorian bushfire and coronavirus (COVID-19) impacts on stakeholders that delayed the start and completion of projects, which often meant changes in program delivery.					
<b>Cost</b>					
Total output cost	\$ million	26.3	25.4	–3.4%	✓

### Results legend

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



## Youth

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	number	240,000	257,705	7%	✓
The 2019–20 actual is higher than the 2019–20 target due to higher than anticipated attendance figures at 60 FReeZA community festivals attended by more than 58,000 people.					
Participation by young people in programs that support young people to be involved in decision-making in their community	number	2,300	2,068	–10%	■
The 2019–20 actual is lower than the 2019–20 target due to the postponement of Victorian Youth Week, which is a key contributor of young people's involvement in decision-making in their community.					
Number of Scout Hall capital projects completed	number	> 2	0	–100%	■
The 2019–20 actual is lower than the 2019–20 target because program commencement has been delayed, affecting the completion of works on the two sites.					
<b>Quality</b>					
Participants reporting development of transferrable skills that support education, training and vocational opportunities	per cent	75	93	24%	✓
The 2019–20 actual is higher than the 2019–20 target due to more young people participating in the Advance program reporting transferrable skills than estimated.					
<b>Timeliness</b>					
Percentage of programs delivered within agreed timeframes	per cent	90	97	8%	✓
The 2019–20 estimate is higher than the 2019–20 target due to DPC's strong engagement with funded providers across Youth portfolio programs to ensure delivery within agreed timeframes.					
<b>Cost</b>					
Total output cost	\$ million	27.4	29.1	6.2%	■
The 2019–20 actual is higher than the 2019–20 target primarily due to the release of funding from contingency for the Partnerships Addressing Disadvantage program.					

### Results legend

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

## Advice and support to the Governor

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Increase in the annual number of guests and visitors to Government House	per cent	5	-22	-540%	■
The 2019–20 actual is lower than the 2019–20 target because Stay at Home directions during the coronavirus (COVID-19) pandemic meant it was not possible to have visitors at Government House.					
<b>Quality</b>					
Maintenance of Government House in accordance with the asset management strategy	per cent	79	79	0%	✓
Standard, physical appearance of gardens and grounds are maintained in accordance with contract key performance indicators	per cent	85	85	0%	✓
<b>Timeliness</b>					
Support the Governor's community engagement activities by arranging all internal and external events in a timely manner	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	16.8	16.3	-3.0%	✓

### Results legend

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

## Chief Parliamentary Counsel services

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Formal advice provided on legislation	number	465	534	15%	✓
The 2019–20 actual is higher than the 2019–20 target due to approximately 12 Bills having multiple sets of drafting instructions requiring an increased amount of formal advice.					
Number of Acts and statutory rules published electronically and in hard copy without error	per cent	96	99	3%	✓
Statutory rules made and Bills prepared and introduced into parliament	number	220	250	14%	✓
The 2019–20 actual is higher than the 2019–20 target due to a significantly higher number of statutory rules made during the year.					
Number of sets of House Amendments drafted for MPs	number	60	88	47%	✓
The 2019–20 actual is higher than the 2019–20 target due to the significant number of House amendments made for a small number of Bills.					
<b>Quality</b>					
Number of Bills and statutory rules drafted or settled that meet the required standard	per cent	97	99	2%	✓
<b>Timeliness</b>					
Bills and statutory rules drafted or settled within the required timeframe	per cent	97	99	2%	✓
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	77	–20%	■
The 2019–20 actual is lower than the 2019–20 target due to the large number of versions published in the November to December period, many of which were also highly complex and involved significant changes.					
<b>Cost</b>					
Total output cost	\$ million	7.4	7.2	–2.7%	✓

### Results legend

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

## Management of Victoria's public records

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

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Collection usage: utilisation of physical and digital records held by Public Record Office Victoria	number	2,900,000	5,443,122	88%	✓
The 2019–20 actual is higher than the 2019–20 target due to increased online traffic, with the main increase due to searches of divorce records and general increases during coronavirus (COVID-19) Stay at Home orders.					
<b>Quality</b>					
Satisfaction with services provided by Public Record Office Victoria to government agencies and to the public	per cent	90	92	2%	✓
<b>Timeliness</b>					
Provision of services within published timeframes	per cent	95	91	–4%	○
<b>Cost</b>					
Total output cost	\$ million	17.2	17.6	2.3%	○

#### Results legend

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

## Public administration advice and support

This output, through the Victorian Public Sector Commission, provides advice and support on issues relevant to public administration, governance, service delivery and workforce matters; 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; and conducts related reviews and makes recommendations to public sector body heads.

Performance measure	Unit	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
Percentage of new executives participating in the VPSC induction program	per cent	78	78	0%	✓
<b>Quality</b>					
Percentage of agencies that interacted with VPSC and that indicated VPSC advice and support assisted them to improve integrity capability	per cent	85	85	0%	✓
Overall participant satisfaction with the Victorian Leadership Academy	per cent	80	85	6%	✓
The 2019–20 actual is higher than the 2019–20 target due to higher levels of overall satisfaction from program participants.					
Overall satisfaction with engagement, consultation and responsiveness from the VPSC GRADS team	per cent	85	90	6%	✓
The 2019–20 actual is higher than the 2019–20 target due to higher levels of satisfaction with engagement, consultation and responsiveness from the VPSC GRADS team.					
Stakeholder satisfaction with the quality of advice from the Remuneration Tribunal on determinations	per cent	80	85	6%	✓
The 2019–20 actual is higher than the 2019–20 target due to strong stakeholder feedback about advice on public sector executive remuneration.					
<b>Timeliness</b>					
Proportion of data collection and reporting activities completed within target timeframes	per cent	100	100	0%	✓
Advice from the Remuneration Tribunal provided within 15 working days of receipt of submission	per cent	90	92	2%	✓
<b>Cost</b>					
Total output cost	\$ million	10.1	9.9	-2.0%	✓

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## State electoral roll and electoral events

This output, through the Victorian Electoral Commission, 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	2019–20 target	2019–20 actual	Variance	Result
<b>Quantity</b>					
State elections, municipal and statutory elections, by-elections, polls and electoral representation reviews	number	22	23	5%	✓
<b>Quality</b>					
Legal challenges to Victorian Electoral Commission conduct upheld	number	0	0	0%	✓
<b>Timeliness</b>					
Changes to electors' details or additions to the Victorian Electoral Register are processed within set timeframes	per cent	95	100	5%	✓
The 2019–20 actual is higher than the 2019–20 target due to strong resource planning and activities actioned within set timeframes.					
<b>Cost</b>					
Total output cost	\$ million	43.7	38.5	–11.9%	✓
The 2019–20 actual is under the 2019–20 target due to the delay in electoral activity due to the coronavirus (COVID-19) pandemic.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way



# Section 3: Financial statements for the year ended 30 June 2020

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# Comprehensive operating statement

## for the financial year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
<b>Continuing operations</b>			
<b>Income from transactions</b>			
Output appropriations	2.1	688,451	624,532
Special appropriations	2.1	38,469	95,587
Grants	2.1	86,495	28,279
Other income	2.1	4,647	11,920
<b>Total income from transactions</b>		<b>818,062</b>	<b>760,318</b>
<b>Expenses from transactions</b>			
Grant expenses	3.1	344,325	353,108
Employee expenses	3.1	253,441	223,288
Capital asset charge	3.1	11,015	8,863
Depreciation and amortisation	5.3	21,542	13,158
Interest expense		672	70
Other operating expenses	3.1	194,281	151,836
<b>Total expenses from transactions</b>		<b>825,276</b>	<b>750,323</b>
<b>Net result from transactions (net operating balance)</b>		<b>(7,214)</b>	<b>9,995</b>
<b>Other economic flows included in net result</b>			
Net gain on non-financial assets	8.1	191	127
Other gains/(losses) on other economic flows	8.1	(643)	(1,539)
<b>Total other economic flows included in net result</b>		<b>(452)</b>	<b>(1,412)</b>
<b>Comprehensive result</b>		<b>(7,666)</b>	<b>8,583</b>

The accompanying notes form part of these financial statements.

# Balance sheet

## as at 30 June 2020

	Notes	2020 \$'000	2019 \$'000
<b>Assets</b>			
<b>Financial assets</b>			
Cash and deposits	7.2.1	48,674	64,311
Receivables	6.1	115,048	122,676
<b>Total financial assets</b>		<b>163,722</b>	<b>186,987</b>
<b>Non-financial assets</b>			
Property, plant and equipment	5.1	649,711	639,511
Intangible assets	5.2	39,058	37,600
Other non-financial assets	6.3	13,531	12,715
<b>Total non-financial assets</b>		<b>702,300</b>	<b>689,826</b>
<b>Total assets</b>		<b>866,022</b>	<b>876,813</b>
<b>Liabilities</b>			
Payables	6.2	57,086	68,962
Borrowings	7.1	4,567	3,700
Employee benefits	6.4	52,341	43,658
Other provisions		2,520	391
<b>Total liabilities</b>		<b>116,514</b>	<b>116,711</b>
<b>Net assets</b>		<b>749,508</b>	<b>760,102</b>
<b>Equity</b>			
Accumulated surplus		135,967	144,626
Physical asset revaluation surplus		361,723	361,723
Contributed capital		251,818	253,753
<b>Total equity</b>		<b>749,508</b>	<b>760,102</b>
<b>Net worth</b>		<b>749,508</b>	<b>760,102</b>

The accompanying notes form part of these financial statements.

# Cash flow statement

## for the financial year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
<b>Cash flows from/(used in) operating activities</b>			
Receipts from government		806,373	751,394
Receipts from other entities		4,304	5,807
Goods and services tax recovered from the Australian Taxation Office		25,283	23,512
Interest received		45	171
<b>Total receipts</b>		<b>836,005</b>	<b>780,885</b>
Payments to suppliers and employees		(463,665)	(383,718)
Payments of grants expenses		(342,770)	(353,100)
Capital asset charge payments		(11,015)	(8,863)
Interest and other costs of finance paid		(672)	(70)
<b>Total payments</b>		<b>(818,122)</b>	<b>(745,751)</b>
<b>Net cash flows from/(used in) operating activities</b>	7.2.2	<b>17,883</b>	<b>35,134</b>
<b>Cash flows from/(used in) investing activities</b>			
Purchase of non-financial assets		(25,952)	(28,833)
<b>Total payments</b>		<b>(25,952)</b>	<b>(28,833)</b>
<b>Net cash flows used in investing activities</b>		<b>(25,952)</b>	<b>(28,833)</b>
<b>Cash flows from/(used in) financing activities</b>			
Appropriation for capital expenditure purposes		–	1,620
Special appropriations	2.2.2	6,479	5,036
Cash transferred in — machinery of government changes		–	4,752
Proceeds from disposal of motor vehicles		1,109	1,209
<b>Total receipts</b>		<b>7,588</b>	<b>12,617</b>
Cash transferred out — machinery of government changes	8.6	(230)	(7,075)
Cash transferred out — derecognise section 53(1)(b) entity		(1,001)	–
Capital grants to portfolio agencies		(7,163)	(5,379)
Repayment of leases		(6,762)	(2,096)
<b>Total payments</b>		<b>(15,156)</b>	<b>(14,550)</b>
<b>Net cash flows from/(used in) financing activities</b>		<b>(7,568)</b>	<b>(1,933)</b>
<b>Net increase in cash and cash equivalents</b>		<b>(15,637)</b>	<b>4,368</b>
Cash and cash equivalents at beginning of financial year		64,311	59,943
<b>Cash and equivalents at end of financial year</b>	7.2.1	<b>48,674</b>	<b>64,311</b>

The accompanying notes form part of these financial statements.

## Statement of changes in equity for the financial year ended 30 June 2020

	Notes	Physical asset revaluation surplus \$'000	Contributed capital \$'000	Accumulated surplus \$'000	Total \$'000
<b>Balance at 1 July 2018</b>		<b>361,723</b>	<b>259,197</b>	<b>136,043</b>	<b>756,963</b>
Net result for the year		–	–	8,583	8,583
Annual appropriations — capital	2.2.1	–	1,620	–	1,620
Special appropriations — capital	2.2.2	–	5,036	–	5,036
Machinery of government transfers		–	(6,721)	–	(6,721)
Derecognise section 53(1)(b) entity		–	–	–	–
Capital distributions to portfolio agencies		–	(5,379)	–	(5,379)
<b>Balance at 30 June 2019</b>		<b>361,723</b>	<b>253,753</b>	<b>144,626</b>	<b>760,102</b>
Net result for the year		–	–	(7,666)	(7,666)
Annual appropriations — capital	2.2.1	–	–	–	–
Special appropriations — capital	2.2.2	–	6,479	–	6,479
Machinery of government transfers	8.6	–	(1,296)	–	(1,296)
Derecognise section 53(1)(b) entity		–	45	(993)	(948)
Capital distributions to portfolio agencies		–	(7,163)	–	(7,163)
<b>Balance at 30 June 2020</b>		<b>361,723</b>	<b>251,818</b>	<b>135,967</b>	<b>749,508</b>

The accompanying notes form part of these financial statements.



# Notes to the financial statements

## for the financial year ended 30 June 2020

### 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 preparing 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 those 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 as an individual reporting entity and include all the controlled activities of the department, including the grants provided to the department's portfolio entities. The results of the portfolio entities are not consolidated in the department's financial statements because they prepare their own financial reports. The department's portfolio results (including the portfolio entities) are included in Appendix 1, Budget portfolio outcomes of this annual report, which does not form part of the financial statements and is not subject to audit by the Victorian Auditor-General's Office.

The following entities have been consolidated into the department's financial statements pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the *Financial Management Act 1994*. These entities are not controlled by the department.

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.

**The Office of the Victorian Information Commissioner** was established under the *Freedom of Information Amendment (Freedom of Information Commissioner) Act 2017*, included until 1 May 2020.

**The Victorian Multicultural Commission**

was established under the *Multicultural Victoria Act 2011*.

**The Victorian Veterans Council** is an independent statutory body established under the *Veterans Act 2005*.

**The Victorian Independent Remuneration**

**Tribunal** was established on 20 March 2019 under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2020*.

**Respect Victoria** was established on 5 September 2018 under the Prevention of Family Violence Bill 2018.

The comparatives for 2019 include the Labour Hire Authority, which was a section 53(1)(b) inclusion only in 2019, and do not include Respect Victoria which was transferred into the department as a result of an administrative restructure effective from 1 July 2019.

The 2020 derecognition of the opening balance impact of the Labour Hire Authority in 'Statement of changes in equity', 'Cash flow statement' and 'Reconciliation of movements in carrying amount of property, plant and equipment' note (Note 5.1.1) are separately reported as a line item in those notes.

The administered activities of the department and for the above controlled entities are separately disclosed in Note 8.8 Administered items. The department remains accountable for administered items but does not recognise these in its financial statements.

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

**Compliance information**

These general-purpose financial statements have been prepared on a going concern basis in accordance with the Financial Management Act and applicable AASs including interpretations issued by the Australian Accounting Standards Board (AASB). 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 paragraphs in AASs 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 recognition and measurement basis used, and are relevant to an understanding of the financial statements, are provided throughout the notes to the financial statements.

## Note 2. Funding of our services

### Introduction

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

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

### Structure of this section

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

### Key accounting recognition and measurement criteria

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

### 2.1 Income that funds the delivery of services

	Notes	2020 \$'000	2019 \$'000
Output appropriations	2.2.1	688,451	624,532
Special appropriations	2.2.2	38,469	95,587
<b>Total appropriations</b>		<b>726,920</b>	<b>720,119</b>
General purpose grants		4,735	6,388
Specific purpose grants for on-passing		81,215	21,532
Other specific purpose grants		545	359
<b>Total grants</b>		<b>86,495</b>	<b>28,279</b>
<b>Other income</b>		<b>4,647</b>	<b>11,920</b>
<b>Total income from transactions</b>		<b>818,062</b>	<b>760,318</b>

### Appropriations

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

The department receives the following forms of appropriation:

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

## Grants

The department has determined that all grant income is recognised as income of not-for-profit entities in accordance with AASB 1058, except for grants that are reciprocal in nature (i.e. equal value is given back by the recipient of the grant to the provider) and are enforceable with sufficiently specific performance obligations. These are accounted for as revenue from contracts with customers in accordance with AASB 15.

The impact of initially applying AASB 1058 on the department's grant revenue is described in Note 8.10. Due to the modified retrospective transition method chosen in applying AASB 1058, 2019 comparative information has not been restated to reflect the new requirements. The adoption of AASB 1058 did not have an impact on the Comprehensive operating statement or the Cash flow statement for the financial year.

Income from grants for the development and construction of the Service Victoria systems are recognised progressively as the asset is constructed. This aligns with the department's obligation to construct the asset. The progressive percentage costs incurred is used to recognise income because this closely reflects the revenue earned by the department in constructing the asset. As the asset remains within the department this revenue is recognised under AASB 1058 rules.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when the department has an unconditional right to receive cash that usually coincides with the department raising invoices.

Income received for specific purpose grants for on-passing is recognised simultaneously because the funds are immediately on passed to the relevant recipient entities on behalf of the Commonwealth Government.

## Other income

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

- **Trust fund income:** Trust fund income mostly includes fees collected from the Aboriginal Cultural Heritage Register and income from other external parties. In 2019–20, the department has also obtained substantial grants through Emergency Management Victoria for bushfire recovery efforts.
- **Sponsorship income:** Sponsorship income includes receipts from external parties for the Australia Day Fund and Cultural Diversity Week.
- **Resources received free of charge:** Contributions of resources received free of charge or for nominal consideration are recognised at fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use.

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

## Previous accounting policy for the period ending 30 June 2019 relating to grant income

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

- **General purpose grants** are mainly not subject to conditions regarding their use.
- **Specific purpose grants** for on-passing are grants received by the department to be passed on to another institution (e.g. local government or a private non-profit institution).

Other specific purpose grants during the current financial year include funds received from the Commonwealth for the Multicultural Affairs and Social Cohesion programs.

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

### 2.2.1 Summary of annual appropriations

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

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

	Appropriations Act			Financial Management Act			Total Parliamentary authority	Total appropriations applied	Variance <sup>(iv)</sup>
	Annual appropriation	Net transfers between departments – administrative restructure	Advance from Treasurer	Section 29 <sup>(i)</sup>	Section 30 <sup>(ii)</sup>	Section 32 <sup>(iii)</sup>			
<b>2020 controlled</b>									
Output appropriations	609,049	(17,130)	118,164	1,557	(7,011)	5,000	709,629	688,451	21,178
Additions to net assets	1,389	–	–	–	7,011	–	8,400	–	8,400
<b>2020 total</b>	<b>610,438</b>	<b>(17,130)</b>	<b>118,164</b>	<b>1,557</b>	<b>–</b>	<b>5,000</b>	<b>718,029</b>	<b>688,451</b>	<b>29,578</b>
<b>2019 controlled</b>									
Output appropriations	608,252	(39,228)	105,857	1,342	550	1,792	678,565	624,532	54,033
Additions to net assets	7,596	–	2,015	–	(550)	–	9,061	1,620	7,441
<b>2019 total</b>	<b>615,848</b>	<b>(39,228)</b>	<b>107,872</b>	<b>1,342</b>	<b>–</b>	<b>1,792</b>	<b>687,626</b>	<b>626,152</b>	<b>61,474</b>

Notes:

- (i) The department is permitted under section 29 of the Financial Management Act to have certain income annotated to the annual appropriation. The income that forms part of a section 29 agreement is recognised by the department and the receipts paid into the Consolidated Fund as an administered item. At the point of income recognition, section 29 provides for an equivalent amount to be added to the annual appropriation.
- (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 appropriations from the prior year to be applied against outputs in the current year.
- (iv) Variances in output appropriations primarily related to transfer of appropriations by the department to other departments as part of machinery of government changes and no additional capital drawdown since the department's capital spend is sourced from existing depreciation equivalent funding.

## 2.2.2 Summary of special appropriations

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

Authority	Purpose	Appropriations applied	
		2020 \$'000	2019 \$'000
<b>Controlled</b>			
<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	483	408
<i>Ombudsman Act, No. 8414 of 1973</i>	Salary and allowances payable to the Ombudsman	401	523
<i>Electoral Act, No. 23 of 2002<sup>(i)</sup></i>	Operating costs incurred by the Victorian Electoral Commission	37,535	89,620
<b>Total controlled</b>		<b>38,469</b>	<b>90,551</b>
<b>Administered</b>			
<i>Electoral Act, No. 23 of 2002</i>	Electoral entitlements	12,135	29,052
<b>Total Administered</b>		<b>12,135</b>	<b>29,052</b>
<b>Capital</b>			
<i>Electoral Act, No. 23 of 2002<sup>(i)</sup></i>	Capital costs incurred by the Victorian Electoral Commission	6,479	5,036
<b>Total capital</b>		<b>6,479</b>	<b>5,036</b>

Note:

- (i) In the 2019 published financial statements, capital appropriations of \$5.04 million was classified as part of the Victorian Electoral Commission's normal operational funding. This capital portion has been separately disclosed in this note for 2019 comparatives.

## 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 are disclosed in Note 2 and in this section.

### Structure of this section

3.1 Expenses incurred in the delivery of services

### Key accounting recognition and measurement criteria

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

Certain expense items such as employee expenses, grant expenses and the capital asset charge that have specific recognition criteria are further described in Note 3.1.

### 3.1 Expenses incurred in the delivery of services

	2020 \$'000	2019 \$'000
Specific purpose grants for on-passing	224,185	230,760
Grant payments for other specific purposes	120,140	122,348
<b>Grant expenses</b>	<b>344,325</b>	<b>353,108</b>
Salaries and wages, annual leave and long service leave	234,498	206,144
Defined contribution superannuation expenses	18,578	16,706
Defined benefit superannuation expense	365	438
<b>Employee expenses</b>	<b>253,441</b>	<b>223,288</b>
<b>Capital asset charge</b>	<b>11,015</b>	<b>8,863</b>
Purchases of services and supplies	138,997	92,966
Information technology expenses	18,385	25,458
Marketing and promotion	27,930	10,832
Operating lease payments	–	13,857
Short-term lease expenses	425	–
Low-value assets	181	–
Lease outgoings	8,363	8,723
<b>Other operating expenses</b>	<b>194,281</b>	<b>151,836</b>

### Employee expenses

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

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



### **Grant expenses**

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

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 2019–20 can be viewed at [www.dpc.vic.gov.au](http://www.dpc.vic.gov.au). This grants payments information on the department's intranet page is not subject to audit by the Victorian Auditor-General's Office.

### **Capital asset charge**

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

### **Other operating expenses**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as an expense in the reporting period in which they are incurred.

Operating lease payments up until 30 June 2019 (including contingent rentals) are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset.

From 1 July 2019, the following lease payments are recognised as an expense on a paid or payable basis:

- short-term leases — leases with a term less than 12 months
- low-value leases — leases where the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

## Note 4. Output information

### Introduction

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

### Structure of this section

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

### 4.1 Departmental outputs

A description of the departmental outputs during the financial year ended 30 June 2020 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 the department's outputs in 2019–20:

Transfer of public sector integrity entities to the Department of Justice and Community Safety (DJCS), and Infrastructure Victoria to DTF from 1 May 2020. These transactions are reflected in professional public administration and strong policy outcomes outputs respectively up to 30 April 2020.

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

	Strong policy outcomes		Engaged citizens		Professional public administration		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Income from transactions</b>								
Output appropriations	461,099	324,800	193,476	180,617	33,876	119,115	688,451	624,532
Special appropriations	567	–	–	–	37,902	95,587	38,469	95,587
Grants income	81,572	26,004	4,655	1,864	268	411	86,495	28,279
Other income	732	2,813	2,579	2,270	1,336	6,837	4,647	11,920
<b>Total income from transactions</b>	<b>543,970</b>	<b>353,617</b>	<b>200,710</b>	<b>184,751</b>	<b>73,382</b>	<b>221,950</b>	<b>818,062</b>	<b>760,318</b>
<b>Expenses from transactions</b>								
Grants expenses	181,372	76,390	141,271	105,484	21,682	171,234	344,325	353,108
Employee benefits	184,604	162,185	43,012	34,938	25,825	26,165	253,441	223,288
Capital asset charge	2,076	457	433	434	8,506	7,972	11,015	8,863
Depreciation and amortisation	15,721	7,295	453	566	5,368	5,297	21,542	13,158
Interest expense	594	60	18	–	60	10	672	70
Other operating expenses	157,324	105,418	26,265	32,797	10,692	13,621	194,281	151,836
<b>Total expenses from transactions</b>	<b>541,691</b>	<b>351,805</b>	<b>211,452</b>	<b>174,219</b>	<b>72,133</b>	<b>224,299</b>	<b>825,276</b>	<b>750,323</b>
<b>Net result from transactions (net operating balance)</b>	<b>2,279</b>	<b>1,812</b>	<b>(10,742)</b>	<b>10,532</b>	<b>1,249</b>	<b>(2,349)</b>	<b>(7,214)</b>	<b>9,995</b>
<b>Other economic flows included in net result</b>								
Net gain/(loss) on non-financial assets	134	53	2	156	55	(82)	191	127
Other gains/(losses) from other economic flows	(405)	(1,060)	(81)	(241)	(157)	(238)	(643)	(1,539)
<b>Total other economic flows included in net result</b>	<b>(271)</b>	<b>(1,007)</b>	<b>(79)</b>	<b>(85)</b>	<b>(102)</b>	<b>(320)</b>	<b>(452)</b>	<b>(1,412)</b>
<b>Comprehensive result</b>	<b>2,008</b>	<b>805</b>	<b>(10,821)</b>	<b>10,447</b>	<b>1,147</b>	<b>(2,669)</b>	<b>(7,666)</b>	<b>8,583</b>

## 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 the delivery of output activities discussed in section 4 of this report.

### Structure of this section

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

### *Key accounting recognition and measurement criteria*

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

The cost of leasehold improvements is capitalised and depreciated over 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.

Leases recognised as right-of-use assets are initially measured at cost. This represents the present value of expected future payments resulting from the lease contract.

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 based on 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	
	2020	2019	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land <sup>(i)</sup>	193,900	193,900	–	–	193,900	193,900
Buildings (including heritage buildings) <sup>(i)</sup>	108,464	104,802	(13,653)	(8,986)	94,811	95,816
Leasehold improvements	10,295	9,766	(4,199)	(7,376)	6,096	2,390
Building construction in progress	30,126	22,651	–	–	30,126	22,651
Office equipment and computer equipment	16,188	15,985	(14,919)	(14,744)	1,269	1,241
Plant and equipment works in progress	1,590	1,529	–	–	1,590	1,529
Motor vehicles	–	100	–	(100)	–	–
Motor vehicles under finance lease	5,013	4,669	(1,539)	(1,199)	3,474	3,470
Public records <sup>(ii)</sup>	311,591	311,591	–	–	311,591	311,591
Other heritage assets <sup>(ii)</sup>	7,069	7,066	(215)	(143)	6,854	6,923
<b>Net carrying amount</b>	<b>684,236</b>	<b>672,059</b>	<b>(34,525)</b>	<b>(32,548)</b>	<b>649,711</b>	<b>639,511</b>

Notes:

- (i) Land and buildings at both Government House and the Public Record Office Victoria were valued 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 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. They are reported at fair value. For valuation purposes, the market approach is used for specialised land, although this 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

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

### Right-of-use assets acquired by lessees (under AASB 16 Leases from 1 July 2019)

The department recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received
- any initial direct costs incurred
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The department subsequently depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liabilities.

The following table is a subset of buildings and vehicles included in Note 5.1 by right-of-use assets.

#### 5.1(a) Reconciliation of movement in carrying amount of right-of-use assets: buildings and vehicles

	Buildings	Motor vehicles under finance lease
	2020	2020
	\$'000	\$'000
<b>Opening balance — 1 July 2019<sup>(i)</sup></b>	64,124	3,470
Additions	1,437	1,787
Disposals	–	(427)
Other administrative arrangements <sup>(ii)</sup>	(59,950)	(91)
Derecognise section 53(1)(b) entity	–	(205)
Depreciation	(4,552)	(1,060)
<b>Closing balance — 30 June 2020</b>	<b>1,059</b>	<b>3,474</b>

Notes:

- (i) This balance represents the initial recognition of right-of-use assets recorded on the balance sheet on 1 July 2019 along with the transfer from finance lease assets (recognised under AASB 117 at 30 June 2019) to right-of-use assets (recognised under AASB 16 at 1 July 2019).
- (ii) On 1 November 2019, the department transferred the right-of-use assets to the DTF Shared Service Provider. Details of the transfer are included in Note 8.6 Restructuring of administrative arrangements.

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

	Land at fair value	Buildings (including heritage buildings)	Leasehold improvements	Construction in progress	Office equipment 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
<b>2020</b>										
<b>Carrying amount as at start of the year</b>	<b>193,900</b>	<b>95,816</b>	<b>2,390</b>	<b>22,651</b>	<b>1,241</b>	<b>1,529</b>	<b>3,470</b>	<b>311,591</b>	<b>6,923</b>	<b>639,511</b>
Recognition of right-of-use assets on initial application of AASB 16	–	64,124	–	–	–	–	–	–	–	64,124
<b>Adjusted balance as at start of the year</b>	<b>193,900</b>	<b>159,940</b>	<b>2,390</b>	<b>22,651</b>	<b>1,241</b>	<b>1,529</b>	<b>3,470</b>	<b>311,591</b>	<b>6,923</b>	<b>703,635</b>
Additions	–	1,499	835	15,162	464	61	1,787	–	2	19,810
Disposals	–	–	–	–	(7)	–	(427)	–	–	(434)
Derecognise section 53(1)(b) entity	–	–	–	–	–	–	(205)	–	–	(205)
Transfers between classes	–	2,360	5,327	(7,687)	–	–	–	–	–	–
Net transfers free of charge	–	–	–	–	–	–	–	–	–	–
Other administrative arrangements	–	(59,950)	(1,521)	–	(5)	–	(91)	–	–	(61,567)
Depreciation/amortisation expense	–	(9,038)	(935)	–	(424)	–	(1,060)	–	(71)	(11,528)
<b>Carrying amount at end of 2020</b>	<b>193,900</b>	<b>94,811</b>	<b>6,096</b>	<b>30,126</b>	<b>1,269</b>	<b>1,590</b>	<b>3,474</b>	<b>311,591</b>	<b>6,854</b>	<b>649,711</b>
<b>2019</b>										
<b>Carrying amount as at start of the year</b>	<b>193,900</b>	<b>98,645</b>	<b>1,708</b>	<b>5,712</b>	<b>1,199</b>	<b>1,529</b>	<b>3,163</b>	<b>304,757</b>	<b>6,993</b>	<b>617,606</b>
Additions	–	1,648	1,461	15,877	453	–	2,771	–	–	22,210
Disposals	–	–	(194)	–	–	–	(1,423)	–	–	(1,617)
Transfers between classes	–	–	–	–	–	–	–	–	–	–
Net transfers free of charge	–	–	–	–	–	–	–	6,834	–	6,834
Other administrative arrangements	–	–	–	1,062	(12)	–	(8)	–	–	1,042
Depreciation/amortisation expense	–	(4,477)	(585)	–	(399)	–	(1,033)	–	(70)	(6,564)
<b>Carrying amount at end of 2019</b>	<b>193,900</b>	<b>95,816</b>	<b>2,390</b>	<b>22,651</b>	<b>1,241</b>	<b>1,529</b>	<b>3,470</b>	<b>311,591</b>	<b>6,923</b>	<b>639,511</b>



## 5.2 Intangible assets

### *Key accounting recognition and measurement criteria*

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

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

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

Intangible produced assets with finite useful lives are amortised on a straight-line basis over their useful lives.

Intangible assets with indefinite useful lives (and intangible assets not yet available for use) are tested for impairment annually or whenever 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.

	2020 \$'000	2019 \$'000
<b>Opening balance of gross carrying amount</b>	<b>50,307</b>	<b>17,866</b>
Additions	12,382	32,441
<b>Closing balance of gross carrying amount</b>	<b>62,689</b>	<b>50,307</b>
<b>Opening balance of accumulated amortisation</b>	<b>(22,923)</b>	<b>(16,329)</b>
Amortisation of intangible assets charged	(10,014)	(6,594)
<b>Closing balance of accumulated amortisation</b>	<b>(32,937)</b>	<b>(22,923)</b>
<b>Intangibles under development</b>	<b>9,306</b>	<b>10,216</b>
<b>Net book value at end of financial year</b>	<b>39,058</b>	<b>37,600</b>

### 5.3 Depreciation and amortisation

	2020 \$'000	2019 \$'000
Buildings (including heritage buildings)	9,038	4,477
Leasehold improvements	935	585
Office equipment and computer equipment	424	399
Motor vehicles under finance lease	1,060	1,033
Other heritage assets	71	70
Intangible assets	10,014	6,594
<b>Total depreciation and amortisation</b>	<b>21,542</b>	<b>13,158</b>

The increase in intangible assets amortisation is due to the amortisation of Service Victoria's digital services platform.

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

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

#### Useful life of assets

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

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

Note:

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

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where the department obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciates the right-of-use asset over its useful life.

#### 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 DTF.

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).

There have been no transfers between levels during the period.

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 a revaluation is required. If a valuation is required, then the department will engage with VGV to value those asset classes. However, every five years the department's assets will be valued by professional valuers engaged through VGV. The last such valuation was conducted in June 2017.

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

The reconciliation of all movements of Level 3 fair value assets is shown in Table 5.1.

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

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

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

The community service obligations adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that it is equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement. Relevant valuation factors include what is physically possible, legally permissible and financially feasible. As cost and such adjustments of community service obligations 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.

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

#### **Office equipment and computer equipment**

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

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

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

#### **Public records and other heritage assets**

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

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

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

## Note 6. Other assets and liabilities

### Introduction

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

### Structure of this section

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

### *Key accounting recognition and measurement criteria*

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

The department currently holds financial instruments that are recorded in the financial statements where the carrying amounts approximate to fair value, due to their short-term nature or with the expectation that they will be paid in full by the end of the 2020–21 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 when the commitments fall due.

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

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

**Deferred capital grant revenue** is recognised progressively when the underlying asset is constructed because this is when the department satisfies its obligations under the asset construction contract. The progressive percentage costs incurred in constructing the asset is used to recognise income because this closely reflects the progress completion of the asset. The department will defer the recognition of a portion of the grant received as a liability for the outstanding obligations. There were no deferrals in 2019–20 or the comparative year.

## 6.1 Receivables

	2020 \$'000	2019 \$'000
<b>Contractual</b>		
Receivables	90,872	32,966
<b>Statutory</b>		
Amounts owing from the Victorian Government <sup>(i)</sup>	17,257	84,967
GST recoverable	6,919	4,743
<b>Total receivables</b>	<b>115,048</b>	<b>122,676</b>
<i>Represented by:</i>		
Current receivables	105,844	115,351
Non-current receivables	9,204	7,325

Note:

- (i) Represents the balance of available appropriations relating to providing outputs as well as funds available for capital purchases, for which payments had not been disbursed at the balance date, and accordingly had not been drawn from the Consolidated Fund. This includes the timing impact of a grant received from Emergency Management Victoria that relates to Bushfire Recovery Victoria. The receivable was still outstanding as of 30 June 2020 and reflected in the contractual receivables amount above. As such, the payments for expenditure that had occurred up to 30 June 2020 were paid from the Consolidated Fund. This has reduced the statutory receivable from the Victorian Government. To manage this, the department has organised a section 37 advance from the public account to manage the temporary reduction in the Consolidated Fund.

The decrease from 30 June 2019 is also as a result of machinery of government transfers of agencies — Infrastructure Victoria to DTF and the Victorian Inspectorate, Independent Broad-based Anti-corruption Commission and Victorian Ombudsman to DJCS, which no longer forms part of department's statutory receivable at 30 June 2020 (see Note 6.2).

### 6.1.1 Ageing analysis of contractual receivables

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

## 6.2 Payables

	2020 \$'000	2019 \$'000
<b>Contractual</b>		
Supplies and services	52,614	45,055
<b>Statutory</b>		
Amounts payable to other government agencies	4,472	23,907
<b>Total payables</b>	<b>57,086</b>	<b>68,962</b>
<i>Represented by:</i>		
Current payables	57,086	68,962

### 6.3 Other non-financial assets

	2020	2019
	\$'000	\$'000
Prepayments	13,403	12,424
Other	128	291
<b>Total other non-financial assets</b>	<b>13,531</b>	<b>12,715</b>

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

### 6.4 Employee benefits

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

Provision is made for benefits payable to employees in respect of annual leave and long service leave for services rendered up to the reporting date.

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 periods. As sick leave is non-vesting, an expense is recognised in the Comprehensive operating statement when sick leave is taken.

**Unconditional long service leave** 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 long service leave liability are 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 long service leave** 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 long service leave is measured at present value.

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

**Employment on-costs** such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits.



	2020 \$'000	2019 \$'000
<b>Current provisions</b>		
Annual leave	19,469	14,993
Long service leave	18,567	17,106
Provision for on-costs	5,101	4,238
<b>Total current provisions for employee benefits</b>	<b>43,137</b>	<b>36,337</b>
<b>Non-current provisions</b>		
Long service leave	8,281	6,587
Provision for on-costs	923	734
<b>Total non-current provisions for employee benefits</b>	<b>9,204</b>	<b>7,321</b>
<b>Total provisions for employee benefits</b>	<b>52,341</b>	<b>43,658</b>

The department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to this to its employees. Instead, DTF 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 sources of financing activities of the department during the financial year.

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

### Structure of this section

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

### 7.1 Borrowings

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

**Borrowings** are classified as financial instruments.

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

Leases recognised under the AASB16 lease accounting standard are initially measured at the present value of the lease payments unpaid at the commencement date, discounted using an interest rate implicit in the lease if that rate is readily determinable or at the department's incremental borrowing rate.

**Interest expenses** include costs incurred in connection with the borrowing of funds or the notional interest cost in leases recognised under the AASB16 lease accounting standard. Interest expenses are recognised in the period in which they are incurred.

	2020	2019
	\$'000	\$'000
<b>Current borrowings</b>		
Lease liabilities	2,334	1,946
<b>Total current borrowings</b>	<b>2,334</b>	<b>1,946</b>
<b>Non-current borrowings</b>		
Lease liabilities	2,233	1,754
<b>Total non-current borrowings</b>	<b>2,233</b>	<b>1,754</b>
<b>Total borrowings</b>	<b>4,567</b>	<b>3,700</b>

The department leases various properties, equipment and motor vehicles. The lease contracts are typically made for fixed periods of 1–10 years, with an option to renew the lease after that date.

### 7.1(a) Right-of-use assets resulting from leases

In October 2019, the department agreed to centralised accommodation management services with the DTF Shared Service Provider. The effect of this transfer is disclosed in Note 8.6. From November 2019, accommodation costs have been recognised as an expense (Note 3.1 Other operating expenses) and the commitment recognised in Note 7.4. Right-of-use assets are presented in Note 5.1(a).

### 7.1(b) Amounts recognised in the Comprehensive operating statement relating to leases

The following amounts are recognised in the Comprehensive operating statement relating to leases:

	2020
	\$'000
Interest expense on lease liabilities	670
Expenses relating to short-term leases	425
Expenses relating to leases of low-value assets	181
<b>Total amount recognised in the Comprehensive operating statement</b>	<b>1,276</b>

### 7.1(c) Amounts recognised in the Cash flow statement relating to leases

The following amounts are recognised in the 'Cash flow statement for the financial year ending 30 June 2020' relating to leases.

	2020
	\$'000
Total cash outflow for leases	(8,038)

### Leases

From 1 July 2019, the department considers whether contracts contain leases. A lease is defined as a contract that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. To apply this definition the department assesses whether the contract meets the following three key evaluations:

- whether the contract contains an identified asset that is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the department and for which the supplier does not have substantive substitution rights
- whether the department has the right to obtain substantially all of the economic benefits from using the identified asset throughout the period of use, considering its rights within the defined scope of the contract, and the department has the right to direct the use of the identified asset throughout the period of use
- whether the department has the right to make decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to all contracts from 1 July 2019.

### Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

### Recognition and measurement of leases (under AASB 16 from 1 July 2019)

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or at the department's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate on the commencement date
- amounts expected to be payable under a residual value guarantee
- payments arising from purchase and termination options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

#### *Short-term leases and leases of low-value assets*

The department has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss when the expenditure is incurred.

#### *Presentation of right-of-use assets and lease liabilities*

The department presents right-of-use assets as 'Property plant and equipment' unless they meet the definition of investment property, in which case they are disclosed as 'Investment property' in the balance sheet. Lease liabilities are presented as 'Borrowings' in the balance sheet.

#### *Recognition and measurement of leases (under AASB 117 until 30 June 2019)*

In the comparative period, leases of property, plant and equipment were classified as either finance leases or operating leases.

The department determined whether an arrangement was or contained a lease based on the substance of the arrangement and required an assessment of whether fulfilment of the arrangement is dependent on the use of the specific asset(s) and the arrangement conveyed a right to use the asset(s).

Leases of property, plant and equipment where the department as a lessee had substantially all of the risks and rewards of ownership were classified as finance leases.

Finance leases were initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease.

The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease.

Minimum finance lease payments were apportioned between the reduction of the outstanding lease liability and the periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the consolidated comprehensive operating statement.

Contingent rentals associated with finance leases were recognised as an expense in the period in which they were incurred.

Assets held under other leases were classified as operating leases and were not recognised in the department's balance sheet. Operating lease payments were recognised as an operating expense in the Statement of comprehensive income on a straight-line basis over the lease term.

## 7.2 Cash balances and cash flow information

### 7.2.1 Cash balances

	2020 \$'000	2019 \$'000
Cash on hand	1	1
Cash at bank	48,673	64,310
<b>Balance as per cash flow statement</b>	<b>48,674</b>	<b>64,311</b>

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

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

	2020 \$'000	2019 \$'000
<b>Net result for the period</b>	<b>(7,666)</b>	<b>8,583</b>
<b>Non-cash movements</b>		
Depreciation and amortisation	21,542	13,158
(Gain) on disposal of non-financial assets	(191)	(127)
Net transfers free of charge	–	(6,836)
<b>Total non-cash movements</b>	<b>21,351</b>	<b>6,195</b>
<b>Movements in assets and liabilities (net of restructuring)</b>		
(Increase)/decrease in receivables	7,174	2,414
(Increase)/decrease in other non-financial assets	(307)	(5,141)
Increase/(decrease) in payables	(11,587)	16,637
Increase/(decrease) in employee benefits	8,918	6,446
<b>Total movements in assets and liabilities</b>	<b>4,198</b>	<b>20,356</b>
<b>Net cash flows from/(used in) operating activities</b>	<b>17,883</b>	<b>35,134</b>

## 7.3 Financial instruments and financial risk management

### *Key accounting recognition and measurement criteria*

#### *Introduction*

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

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

#### *Categories of financial assets*

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

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

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

#### *Categories of financial liabilities*

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

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

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

#### *Derecognition of financial assets*

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

#### *Derecognition of financial liabilities*

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

#### *Offsetting financial instruments*

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

## Categories of financial assets and liabilities

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

	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
2020	\$'000	\$'000	\$'000
<b>Contractual financial assets</b>			
Cash and deposits	48,674	–	48,674
Receivables	90,872	–	90,872
<b>Total contractual financial assets in 2020</b>	<b>139,546</b>	<b>–</b>	<b>139,546</b>
<b>Financial liabilities</b>			
Payables	–	52,614	52,614
Lease liabilities	–	4,567	4,567
<b>Total contractual financial liabilities in 2020</b>	<b>–</b>	<b>57,181</b>	<b>57,181</b>

	Receivables and cash	Liabilities at amortised cost	Total
2019	\$'000	\$'000	\$'000
<b>Contractual financial assets</b>			
Cash and deposits	64,311	–	64,311
Receivables	32,966	–	32,966
<b>Total contractual financial assets in 2019</b>	<b>97,277</b>	<b>–</b>	<b>97,277</b>
<b>Financial liabilities</b>			
Payables	–	45,055	45,055
Lease liabilities	–	3,700	3,700
<b>Total contractual financial liabilities in 2019</b>	<b>–</b>	<b>48,755</b>	<b>48,755</b>

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

### Credit risk

Credit risk refers to the possibility that a debtor will default on 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.

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

### Liquidity risk

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



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

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

#### **Market risk**

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

#### **Interest rate risk**

The department's exposure to interest rate risk is insignificant and arises primarily through 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 inclusive of GST. Where it is considered appropriate and provides relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

Nominal amounts	Less than 1 year \$'000	1–5 years \$'000	5+ years \$'000	Total \$'000
<b>2020</b>				
Capital commitments <sup>(i)</sup>	12,111	–	–	12,111
Outsourcing commitments	1,938	66	–	2,004
Short-term occupancy agreement commitments (no GST) <sup>(ii)</sup>	17,129	5,803	–	22,932
Other commitments	38,751	23,440	1,188	63,379
<b>Total commitments (inclusive of GST)</b>	<b>69,929</b>	<b>29,309</b>	<b>1,188</b>	<b>100,426</b>
Less GST recoverable	(6,357)	(2,665)	(108)	(9,130)
<b>Total commitments (exclusive of GST) in 2020</b>	<b>63,572</b>	<b>26,644</b>	<b>1,080</b>	<b>91,296</b>
<b>2019</b>				
Capital commitments	7,498	–	–	7,498
Outsourcing commitments	1,714	–	–	1,714
Operating lease commitments	12,514	11,403	7,221	31,138
Other commitments	21,620	15,468	–	37,088
<b>Total commitments (inclusive of GST)</b>	<b>43,346</b>	<b>26,871</b>	<b>7,221</b>	<b>77,438</b>
Less GST recoverable	(3,940)	(2,443)	(656)	(7,040)
<b>Total commitments (exclusive of GST) in 2019</b>	<b>39,406</b>	<b>24,428</b>	<b>6,565</b>	<b>70,398</b>

The department also has grant payment commitments. These commitments are unquantifiable since the final grant payment is based on the achievement of performance milestones that may or may not be met and will affect the payment of those grants.

Notes:

- (i) The capital commitments include obligations relating to Bushfire Recovery Victoria. Subsequent to the balance date Bushfire Recovery Victoria was transferred to DJCS with effect from 1 July 2020.
- (ii) The department has an occupancy agreement, ending on 31 October 2021, with the DTF Shared Service Provider for office accommodation and other related services, including management fee, maintenance, electricity and other. A significant judgement was made that the occupancy agreement is a service contract (rather than a 'lease' as defined in AASB 16 Leases). The cost for the accommodation and other related services are expensed (Note 3.1 — see 'Other operating expenses') based on agreed payments in the occupancy agreement.

## 7.5 Trust account balances

	2020			2019		
	Opening balance as at 1 July 2019	Increase/ (decrease) in funds	Closing balance as at 30 June 2020	Opening balance as at 1 July 2018	Increase/ (decrease) in funds	Closing balance as at 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash and cash equivalents and investments</b>						
<b>Controlled trusts</b>						
Australia Day Committee Victoria Trust	101	(98)	3	57	43	101
Victorian Veterans Fund	528	229	757	256	272	528
Departmental Trust Account	9,345	(4,059)	5,286	12,992	(3,647)	9,345
Treasury Trust	41,020	(10,380)	30,640	42,866	(1,846)	41,020
Victorian Pride Centre <sup>(i)</sup>	6,776	(6,776)	–	–	6,776	6,776
Vehicle Lease Trust	882	175	1,057	539	343	882
Information Victoria Working Account	915	(99)	816	1,002	(86)	915
ANZAC Day Trust	18	(1)	17	17	1	18
Aboriginal Cultural Heritage Fund	2,396	(515)	1,881	874	1,522	2,396
Intergovernmental Trust <sup>(ii)</sup>	2,329	5,887	8,216	1,339	990	2,329
<b>Total controlled trusts</b>	<b>64,310</b>	<b>(15,637)</b>	<b>48,673</b>	<b>59,942</b>	<b>4,368</b>	<b>64,310</b>

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

## Notes:

- (i) This relates to funds belonging to the Victorian Pride Centre Consortium. Upon completion of project milestones these funds were released to the consortium.
- (ii) The Intergovernmental Trust was established during 2017–18 under section 19 of the Financial Management Act to record projects managed through inter-departmental fund transfers.

## Note 8. Other disclosures

### Introduction

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

It also provides information on administered items.

### 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 Changes in accounting policies, other accounting policies and Australian Accounting Standards issued but not yet effective
- 8.11 Subsequent events

### 8.1 Other economic flows

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

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

<b>Other economic flows</b>	<b>2020</b>	<b>2019</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Net gain on non-financial assets</b>		
Gain on disposal of leased motor vehicles	191	127
<b>Total net gain on non-financial assets</b>	<b>191</b>	<b>127</b>
<b>Other gains/(losses) on other economic flows</b>		
Gain/(loss) on revaluation of recreational leave liability	(32)	(69)
Gain/(loss) on revaluation of long service leave liability	(611)	(1,470)
<b>Total other gains/(losses) on other economic flows</b>	<b>(643)</b>	<b>(1,539)</b>

## 8.2 Responsible persons

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

### Names

The persons who held the positions of Minister and of Accountable Officer in the department (from 1 July 2019 to 30 June 2020 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
Gavin Jennings MLC	Special Minister of State (until 23 March 2020) Minister for Aboriginal Affairs (until 23 March 2020)
Martin Foley MP	Minister for Equality
The Hon Richard Wynne MP	Minister for Multicultural Affairs (until 23 March 2020)
Robin Scott MP	Minister for Veterans (until 15 June 2020)
Tim Pallas MP	Minister for Industrial Relations
Gabrielle Williams MP	Minister for Youth (until 23 March 2020) Minister for Women Minister for Aboriginal Affairs (from 23 March 2020)
The Hon Shaun Leane MP	Minister for Veterans (from 22 June 2020)
The Hon Ros Spence MP	Minister for Multicultural Affairs (from 23 March 2020) Minister for Youth (from 23 March 2020)
The Hon Danny Pearson MP	Minister for Government Services (from 22 June 2020)
Chris Eccles AO	Secretary

The persons who acted in the positions of Minister and of Accountable Officer in the department (from 1 July 2019 to 30 June 2020) were:

Name of Minister or Accountable Officer	Relevant office	Persons who acted in the positions
The Hon Daniel Andrews MP	Office of the Premier	The Hon Lisa Neville MP The Hon James Merlino MP The Hon Jacinta Allan MP
Gavin Jennings MLC	Office of the Special Minister of State	Tim Pallas MP The Hon James Merlino MP
Gavin Jennings MLC	Office of the Minister for Aboriginal Affairs	Tim Pallas MP The Hon James Merlino MP
Martin Foley MP	Office of the Minister for Equality	The Hon Luke Donnellan MP Gavin Jennings MLC
The Hon Richard Wynne MP	Office of the Minister for Multicultural Affairs	The Hon Lily D'Ambrosio MP Martin Foley MP The Hon Lisa Neville MP
Robin Scott MP	Office of the Minister for Veterans	Tim Pallas MP The Hon Daniel Andrews MP
Tim Pallas MP	Office of the Minister for Industrial Relations	Robin Scott MP The Hon Daniel Andrews MP
Gabrielle Williams MP	Office of the Minister for Youth	The Hon Luke Donnellan MP Martin Foley MP The Hon Jenny Mikakos MP
Gabrielle Williams MP	Office of the Minister for Women	The Hon Jenny Mikakos MP The Hon Lily D'Ambrosio MP
Chris Eccles AO	Office of the Secretary	Jeremi Moule Kate Houghton Tim Ada

## Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing the department during the reporting period was in the range of \$690,000–\$699,999 (2019: \$660,000–\$669,999).

### 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.

	2020	2019
Remuneration of executive officers	\$'000	\$'000
Short-term employee benefits	27,477	24,093
Post-employment benefits	3,794	2,254
Other long-term benefits	1,592	2,484
Termination benefits	155	147
<b>Total remuneration</b>	<b>33,018</b>	<b>28,979</b>
<b>Total number of executives<sup>(i)</sup></b>	<b>170</b>	<b>154</b>
<b>Total annualised employee equivalents<sup>(ii)</sup></b>	<b>125.1</b>	<b>119.7</b>

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, Victorian Multicultural Commission, Victorian Independent Remuneration Tribunal, Victorian Veterans Council and Respect Victoria include:

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

### Significant transactions with government-related entities

The department received funding from the Consolidated Fund totalling \$726.9 million (2019: \$720.1 million).

### Key management personnel

The department's key management personnel from 1 July 2019 to 30 June 2020 include:

#### *The Premier*

The Hon Daniel Andrews MP

#### *Portfolio ministers*

The Hon James Merlino MP

Gavin Jennings MLC

Martin Foley MP

The Hon Richard Wynne MP

Robin Scott MP

Tim Pallas MP

Gabrielle Williams MP

The Hon Shaun Leane MP

The Hon Ros Spence MP

The Hon Danny Pearson MP

#### *Secretary*

Chris Eccles AO

#### *Deputy Secretaries*

Timothy Ada

Jeremi Moule

Kate Houghton

Brigid Monagle

Matthew O'Connor

Lill Healy

Elizabeth Langdon

#### Other members of the executive team

Toby Hemming — General Counsel

Andrew Campbell — Executive Director, Corporate Services

#### Administrative offices

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:

- Justine Heazlewood — The Keeper of Public Records of Public Record Office Victoria
- Joanne de Morton — Chief Executive Officer of Service Victoria
- Lee Miezis — Chief Executive Officer of Bushfire Recovery Victoria (from 20 January 2020).

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

	Department, administration offices and section 53 entities	
	2020	2019
	\$'000	\$'000
<b>Compensation of key management personnel</b>		
Short-term employee benefits	4,437	3,711
Post-employment benefits	475	243
Other long-term benefits	674	433
<b>Total</b>	<b>5,586</b>	<b>4,387</b>

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

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

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

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

#### 8.5 Remuneration of auditors

	2020	2019
	\$'000	\$'000
<b>Victorian Auditor-General's Office</b>		
Audit of the annual financial statements	141	137
<b>Total remuneration of auditors</b>	<b>141</b>	<b>137</b>



## 8.6 Restructuring of administrative arrangements

### Transfers out of the department

In March 2020, the government issued an administrative order restructuring some of its activities via machinery of government changes. As part of the machinery of government restructure, the department (the transferor) relinquished the following areas, taking effect on 1 May 2020:

- Office of the Public Interest Monitor to DJCS (the transferee)
- Office of the Victorian Information Commissioner to DJCS (the transferee)

An order made under section 11 of the Public Administration Act, designated by the Premier, relinquished the Local Government Inspectorate to DJCS (the transferee), taking effect on 1 May 2020.

The following transfers from the department (the transferor) were based on the declaration pursuant to section 28(1) of the Public Administration Act, designated by the Secretary of the department, taking effect on 1 May 2020:

- Office of the General Counsel staff for provision and advice on integrity matters to DJCS (the transferee)
- policy and coordination functions for Infrastructure Victoria and the Parliamentary Budget Officer (PBO) and coordination functions for the Victorian Auditor General's Office to DTF (the transferee).

In addition, following the department's agreement to centralise accommodation management services with DTF, the right-of-use asset and lease liability recognised for the accommodation leases were transferred to DTF effective from 1 November as a transfer through equity, in accordance with the requirements of Financial Reporting Direction 119A Transfers through contributed capital.

Due to machinery of government changes, the portfolio department for the Victorian Inspectorate, Independent Broad-based Anti-corruption Commission and Victorian Ombudsman was transferred to DJCS and Infrastructure Victoria to DTF, taking effect on 1 May 2020.

### Transfers into the department

The department (as transferee) also assumed responsibility for Respect Victoria from the Department of Health and Human Services (the transferor), taking effect on 1 July 2019.

Restructuring of administrative arrangements during the year are as follows.

	Transfer out						Transfer in	
	Office of the Public Interest Monitor	Local Government Inspectorate	Office of the Victorian Information Commissioner	OGC staff for provision and advice on integrity matters	Victorian Auditor-General's Office relationship (Cabinet Office)	Centralised Accommodation Management	Respect Victoria	Total net transfer
2020	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>								
Cash and deposits	(38)	(17)	(175)	–	–	–	–	(230)
Receivables	(129)	(222)	(1,673)	(111)	(58)	–	63	(2,130)
Property, plant and equipment	(67)	(185)	(1,365)	–	–	(59,950)	–	(61,567)
Prepayments	–	–	–	–	–	–	750	750
<b>Total assets</b>	<b>(234)</b>	<b>(424)</b>	<b>(3,213)</b>	<b>(111)</b>	<b>(58)</b>	<b>(59,950)</b>	<b>813</b>	<b>(63,177)</b>
<b>Liabilities</b>								
Borrowings	62	–	29	–	–	59,660	–	59,751
Provisions	129	222	1,673	111	58	–	(63)	2,130
<b>Total liabilities</b>	<b>191</b>	<b>222</b>	<b>1,702</b>	<b>111</b>	<b>58</b>	<b>59,660</b>	<b>(63)</b>	<b>61,881</b>
<b>Net assets transferred<sup>(i)</sup></b>	<b>(43)</b>	<b>(202)</b>	<b>(1,511)</b>	<b>–</b>	<b>–</b>	<b>(290)</b>	<b>750</b>	<b>(1,296)</b>

Note:

- (i) The net asset transfers were treated as a transfer of contributed capital provided 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, 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 liabilities**

#### *Non-quantifiable contingent liabilities — Victorian bushfires*

During the period December 2019 to February 2020, Victoria experienced significant loss and damage to homes, farms, properties, community assets, roads and other infrastructure as a result of several large bushfires across parts of Victoria, including East Gippsland and North East Victoria.

To minimise the environmental, social and economic impact of the Victorian bushfires, a State-coordinated clean-up program was activated in January 2020 with a single contractor, Grocon Constructors Pty Ltd. The Victorian Government has agreed to demolish, remove and safely dispose of all applicable buildings destroyed or damaged beyond repair, regardless of insurance arrangements and is contributing towards the cost of the clean-up.

The costs of the clean-up will be jointly shared with the Commonwealth Government under the Commonwealth-State Disaster Recovery Funding Arrangements.

At this stage it is impractical to accurately quantify the financial effects of these contingent liabilities.

These bushfire recovery activities were conducted by Bushfire Recovery Victoria, which was an administrative office of the department until 30 June 2020. On 1 July 2020, Bushfire Recovery Victoria was transferred to DJCS as part of a machinery of government decision.

### **Contingent assets**

There were no contingent assets during the reporting period (2019: nil).

## 8.8 Administered items

### Key accounting recognition and measurement criteria

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

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 include disposal of vehicles under finance leases, the Public Service Commuter Club and other Treasury and departmental trusts.

	2020	2019
	\$'000	\$'000
<b>Administered (non-controlled) items</b>		
<b>Administered income from transactions</b>		
Appropriations <sup>(i)</sup>	12,135	29,052
Grants	11,618	–
Provision of services	45	74
Other income	731	562
<b>Total administered income from transactions</b>	<b>24,529</b>	<b>29,688</b>
<b>Administered expenses from transactions</b>		
Supplies and services	–	12
Grants and other transfers <sup>(i)</sup>	12,135	29,052
Payments into the Consolidated Fund	12,385	759
<b>Total administered expenses from transactions</b>	<b>24,520</b>	<b>29,823</b>
<b>Total administered comprehensive result</b>	<b>9</b>	<b>(135)</b>
<b>Administered financial assets</b>		
Cash <sup>(ii)</sup>	24,839	16,490
Other receivables	261	432
<b>Total administered financial assets</b>	<b>25,100</b>	<b>16,922</b>
<b>Total assets</b>	<b>25,100</b>	<b>16,922</b>
<b>Administered liabilities</b>		
Amounts payable to other government agencies <sup>(ii)</sup>	25,220	17,051
<b>Payables</b>	<b>–</b>	<b>–</b>
<b>Total liabilities</b>	<b>25,220</b>	<b>17,051</b>
<b>Administered net assets</b>	<b>(120)</b>	<b>(129)</b>

Notes:

(i) This includes pass-through of administered special appropriation provided for the Victorian Electoral Commission.

(ii) This includes funds in trust for the portfolio agencies held in the department's public account.

**Administered trust account balances**

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

	2020			2019		
	Opening balance as at 1 July 2019 <sup>(i)</sup>	Increase/ (decrease) in funds	Closing balance as at 30 June 2020	Opening balance as at 1 July 2018	Increase/ (decrease) in funds	Closing balance as at 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash and cash equivalents and investments</b>						
<b>Administered trusts</b>						
Vehicle Lease Trust	11	(15)	(4)	10	1	11
Public Service Commuter Club	(560)	203	(357)	(510)	(50)	(560)
Departmental and Treasury trust accounts <sup>(ii)</sup>	17,039	(10,384)	6,655	18,164	(1,125)	17,039
Labour Hire Authority Trust <sup>(iii)</sup>	–	16,125	16,125	–	–	–
Intergovernmental Trust	–	2,420	2,420	–	–	–
<b>Total administered trusts</b>	<b>16,490</b>	<b>8,349</b>	<b>24,839</b>	<b>17,664</b>	<b>(1,174)</b>	<b>16,490</b>

Notes:

- (i) Opening balances have been realigned into relevant trust funds for better presentation.
- (ii) The decrease is mainly due to transfer out of the Victorian Ombudsman and the Independent Broad-based Anti-corruption Commission to DJCS as a result of the machinery of government transfers.
- (iii) This is a specific purpose trust account established under section 19 of the Financial Management Act.

## 8.9 Third-party funds under management

The department is responsible for transactions and balances relating to trust funds held on behalf of third parties external to 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.

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

	2020 \$'000	2019 \$'000
Cash at bank	1,038	1,052
<b>Total funds under management</b>	<b>1,038</b>	<b>1,052</b>
<b>Balance brought forward</b>	<b>1,052</b>	<b>1,058</b>
Interest earned	16	25
<b>Total receipts</b>	<b>16</b>	<b>25</b>
Scholarships/prizes paid	(30)	(31)
<b>Total payments</b>	<b>(30)</b>	<b>(31)</b>
<b>Balance carried forward</b>	<b>1,038</b>	<b>1,052</b>

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

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

	2020 \$'000	2019 \$'000
Cash at bank	1,017	1,022
<b>Total funds under management</b>	<b>1,017</b>	<b>1,022</b>
<b>Balance brought forward</b>	<b>1,022</b>	<b>1,028</b>
Interest earned	16	25
<b>Total receipts</b>	<b>16</b>	<b>25</b>
Scholarships/prizes paid	(21)	(31)
<b>Total payments</b>	<b>(21)</b>	<b>(31)</b>
<b>Balance carried forward</b>	<b>1,017</b>	<b>1,022</b>

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

### War Widows and Widowed Mothers Association Scholarship Fund

	2020 \$'000	2019 \$'000
Cash at bank	87	86
<b>Total funds under management</b>	<b>87</b>	<b>86</b>
<b>Balance brought forward</b>	<b>86</b>	<b>84</b>
Interest earned	1	2
<b>Total receipts</b>	<b>1</b>	<b>2</b>
<b>Balance carried forward</b>	<b>87</b>	<b>86</b>

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

### The Victorian Blinded Soldiers' Welfare Patriotic Fund

	2020 \$'000	2019 \$'000
Cash at bank	163	161
<b>Total funds under management</b>	<b>163</b>	<b>161</b>
<b>Balance brought forward</b>	<b>161</b>	<b>157</b>
Interest earned	2	4
<b>Total receipts</b>	<b>2</b>	<b>4</b>
<b>Balance carried forward</b>	<b>163</b>	<b>161</b>

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

### The EDA Patriotic Fund

	2020 \$'000	2019 \$'000
Cash at bank	24	34
<b>Total funds under management</b>	<b>24</b>	<b>34</b>
<b>Balance brought forward</b>	<b>34</b>	<b>34</b>
Interest earned	–	1
<b>Total receipts</b>	<b>–</b>	<b>1</b>
Scholarships/prizes paid	(10)	(1)
<b>Total payments</b>	<b>(10)</b>	<b>(1)</b>
<b>Balance carried forward</b>	<b>24</b>	<b>34</b>

This fund was established in 2013–14 to provide an annual prize of \$500 for the Victorian Veteran Community Story Writing and Art Competition (discontinued in 2018), and to provide scholarships for Victorian students.

#### Australian United Ex-Services Association Patriotic Fund

	2020	2019
	\$'000	\$'000
Cash at bank	348	343
<b>Total funds under management</b>	<b>348</b>	<b>343</b>
<b>Balance brought forward</b>	<b>343</b>	<b>335</b>
Interest earned	5	8
<b>Total receipts</b>	<b>5</b>	<b>8</b>
<b>Balance carried forward</b>	<b>348</b>	<b>343</b>

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



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

### Changes in accounting policies

#### Leases

This note explains the effect of adopting AASB 16 (Leases) on the department's financial statements.

The department has applied AASB 16 with a date of initial application of 1 July 2019.

The department has elected to apply AASB 16 using the modified retrospective approach, as per the transitional provisions of AASB 16 for all leases for which the department is the lessee. The cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented is not restated and is reported under AASB 117 and related interpretations.

Previously, the department determined at contract inception whether an arrangement is or contains a lease under AASB 117 and Interpretation 4 *Determining whether an arrangement contains a Lease*. Under AASB 16, the department assesses whether a contract is or contains a lease based on the definition of a lease as explained in Note 7.1.

As a lessee, the department previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the department. Under AASB 16, the department recognises right-of-use assets and lease liabilities for all leases except where an exemption is availed in respect of short-term and low-value leases.

On adoption of AASB 16, the department recognised lease liabilities in relation to leases that had previously been classified as operating leases under the principles of AASB 117. These liabilities were measured at the present value of the remaining lease payments, discounted using the department's incremental borrowing rate as of 1 July 2019. On transition, right-of-use assets are measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet at 30 June 2019.

The department has elected to apply the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117:

- applied a single discount rate to a portfolio of leases with similar characteristics
- adjusted the right-of-use assets by the amount of AASB 137 onerous contracts provision immediately before the date of initial application, as an alternative to an impairment review
- applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term
- excluded initial direct costs from measuring the right-of-use asset at the date of initial application
- used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

For leases that were classified as finance leases under AASB 117, the carrying amount of the right-of-use asset and lease liability at 1 July 2019 are determined as the carrying amount of the lease asset and lease liability under AASB 117 immediately before that date.

#### Impacts on financial statements

On transition to AASB 16, the department recognised \$63.8 million of right-of-use assets and \$63.8 million of lease liabilities. These right-of-use assets and liabilities were subsequently transferred to DTF effective 1 November 2019 as a transfer through equity.

#### Revenue from contracts with customers

The department has nil impact from transitional application of AASB 15.

### **Income of not-for-profit entities**

In accordance with Financial Reporting Direction 122 requirements, the department has applied the transitional provision of AASB 1058, under a modified retrospective method with the cumulative effect of initially applying this standard against the opening retained earnings at 1 July 2019. Under this transition method, the department applied this standard retrospectively only to contracts and transactions that were not completed contracts at the date of initial application.

Comparative information has not been restated.

Note 2.1 (see under 'Grants') and Note 6.2 Payables include details about the transitional application of AASB 1058 and how the standard has been applied to revenue transactions.

The adoption of AASB 1058 did not have an impact on Other comprehensive income or the Cash flow statement for the financial year.

### **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 issued but not yet effective**

Certain new and revised accounting standards have been issued but are not effective for the 2019–20 reporting period. These accounting standards have not been applied to the department's financial statements. The State is reviewing its existing policies and assessing the potential implications of these accounting standards, which includes:

- **AASB 2018-7 Amendments to Australian Accounting Standards — Definition of Material**

This AAS principally amends AASB 101 (Presentation of Financial Statements) and AASB 108 (Accounting Policies, Changes in Accounting Estimates and Errors). It applies to reporting periods beginning on or after 1 January 2020 with earlier application permitted. The department has not earlier adopted the standard.

The amendments refine and clarify the definition of material in AASB 101 and its application by improving the wording and aligning the definition across AASs and other publications. The amendments also include some supporting requirements in AASB 101 in the definition to give it more prominence and clarify the explanation accompanying the definition of material.

The standard is not expected to have a significant impact on the public sector.

- AASB 2020-1 Amendments to Australian Accounting Standards — Classification of Liabilities as Current or Non-Current

This AAS amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however, the AASB has recently issued ED 301 Classification of Liabilities as Current or Non-Current — Deferral of Effective Date with the intention to defer the application by one year to periods beginning on or after 1 January 2023. The department will not early adopt the standard.

The standard is not expected to have a significant impact on the public sector.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on the department's reporting. In general, these amended standards include editorial and reference changes that are expected to have insignificant impacts on public sector reporting and include:

- AASB 2018-6 Amendments to Australian Accounting Standards — Definition of a Business
- AASB 2019-1 Amendments to Australian Accounting Standards — References to the Conceptual Framework
- AASB 2019-3 Amendments to Australian Accounting Standards — Interest Rate Benchmark Reform
- AASB 2019-5 Amendments to Australian Accounting Standards — Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia
- AASB 2019-4 Amendments to Australian Accounting Standards — Disclosure in Special Purpose Financial Statements of Not-for-Profit Private Sector Entities on Compliance with Recognition and Measurement Requirements
- AASB 1060 General Purpose Financial Statements — Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Appendix C)
- AASB 17 Insurance Contracts
- AASB 1060 General Purpose Financial Statements — Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Appendix C).

### **8.11 Subsequent events**

No significant events have occurred since 30 June 2020 that will have a material impact on the information disclosed in the financial statements.

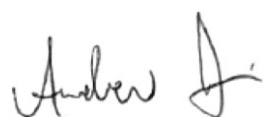
## Accountable Officer's and Chief Financial Officer's declaration

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

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2020 and financial position of the department at 30 June 2020.

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

We authorise the attached financial statements for issue on 16 September 2020.



**Andrew Davis**  
Chief Financial Officer  
Department of Premier and Cabinet  
  
Melbourne  
16 September 2020



**Chris Eccles AO**  
Secretary  
Department of Premier and Cabinet  
  
Melbourne  
16 September 2020

# Independent audit report for the year ended 30 June 2020



## Independent Auditor's Report

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

<b>Opinion</b>	<p>I have audited the financial report of the Department of Premier and Cabinet (the Department) which comprises the:</p> <ul style="list-style-type: none"><li>• balance sheet as at 30 June 2020</li><li>• comprehensive operating statement for the year then ended</li><li>• statement of changes in equity for the year then ended</li><li>• cash flow statement for the year then ended</li><li>• notes to the financial statements, including significant accounting policies</li><li>• Accountable Officer's and Chief Financial Officer's declaration.</li></ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Department as at 30 June 2020 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
<b>Basis for opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Key audit matters</b>	<p>I report key audit matters for those entities that are significant to the financial performance and position of the state. Key audit matters are those matters that, in my professional judgement, were of significance in my audit of your financial report of the current period. I have determined that there are no key audit matters to communicate in this report.</p>
<b>Secretary's responsibilities for the financial report</b>	<p>The Secretary of the Department is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Secretary is responsible for assessing the Department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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

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

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

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

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

MELBOURNE  
18 September 2020



Andrew Greaves  
Auditor-General

## Section 4: Appendices

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# Disclosure index

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

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# Appendix 1: Budget portfolio outcomes

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

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

The budget portfolio outcomes statements have been prepared on a consolidated basis and include all general government entities within the portfolio. Consistent with the budget papers, financial transactions and balances are classified into either 'controlled' or 'administered'.

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

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

- Independent Broad-based Anti-corruption Commission<sup>(i)</sup>
- Infrastructure Victoria<sup>(1)</sup>
- Labour Hire Authority
- Portable Long Service Authority
- Shrine of Remembrance Trustees
- Victorian Electoral Commission
- Victorian Inspectorate<sup>(i)</sup>
- Victorian Ombudsman<sup>(i)</sup>
- Victorian Public Sector Commission.

#### Note:

- (1) These entities were transferred out of DPC's portfolio from May 2020 as part of machinery of government changes. Therefore, only 10 months of transactions (July 2019 to April 2020) are reported in these budget portfolio outcomes statements.

The receiving departments will record two months of transactions for the remainder of 2019–20.

The receiving departments are:

- the Department of Justice and Community Safety, which has received the Independent Broad-based Anti-corruption Commission, the Victorian Inspectorate and the Victorian Ombudsman
- DTF, which has received Infrastructure Victoria.

## Comprehensive operating statement for the year ended 30 June 2020

	2019–20 actual \$m	2019–20 budget \$m	Variation \$m
<b>Controlled</b>			
<b>Income from transactions</b>			
Output appropriations <sup>(1)</sup>	688.3	609.7	78.6
Special appropriations	38.5	44.7	(6.2)
Interest	0.1	–	0.1
Sale of goods and services <sup>(2)</sup>	71.4	5.3	66.1
Grants <sup>(3)</sup>	82.5	5.3	77.2
Resources received free of charge	0.9	–	0.9
Other income	2.7	1.4	1.3
<b>Total income from transactions</b>	<b>884.4</b>	<b>666.4</b>	<b>218.0</b>
<b>Expenses from transactions</b>			
Employee benefits <sup>(4)</sup>	338.9	286.9	(52.0)
Depreciation	33.3	42.8	9.5
Interest expense	1.5	4.7	3.2
Grants expense <sup>(5)</sup>	231.3	117.6	(113.7)
Capital asset charge	11.4	11.6	0.2
Other expenses <sup>(6)</sup>	263.4	207.7	(55.7)
<b>Total expenses from transactions</b>	<b>879.8</b>	<b>671.3</b>	<b>(208.5)</b>
<b>Net result from transactions</b>	<b>4.6</b>	<b>(4.9)</b>	<b>9.5</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	0.2	–	0.2
Net gain/(loss) on financial instruments and statutory receivables/payables	(0.7)	–	(0.7)
Other gains/(losses) from other economic flows	(0.8)	–	(0.8)
<b>Total other economic flows included in net result</b>	<b>(1.3)</b>	<b>–</b>	<b>(1.3)</b>
<b>Net result</b>	<b>3.3</b>	<b>(4.9)</b>	<b>8.2</b>
<b>Other economic flows — other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Other <sup>(7)</sup>	(12.9)	–	(12.9)
<b>Total other economic flows — other comprehensive income</b>	<b>(12.9)</b>	<b>–</b>	<b>(12.9)</b>
<b>Comprehensive result</b>	<b>(9.6)</b>	<b>(4.9)</b>	<b>(4.7)</b>

### Summary:

The comprehensive result for the DPC portfolio is a deficit of \$9.6 million, which is \$4.7 million unfavourable to the original budgeted deficit of \$4.9 million.

### Notes:

The following notes provide an explanation of the major variances between the 2019–20 comprehensive result and the budgeted comprehensive result.

- (1) The increase in output appropriations mainly relates to a Treasurer's Advance received for bushfire recovery and coronavirus (COVID-19) response-related activities.
- (2) The increase in sale of goods and services is mainly due to the portable long service benefits contributions received by the Portable Long Service Authority. These amounts were not included in the budget because the information was not available at the time of preparing the 2019/20 Victorian Budget.

- (3) The increase in grants also mainly relates to funding received for bushfire recovery activities.
- (4) Employee benefit increase mainly relates to the recognition of portable long service benefits of workers and contractors coming under the scheme managed by the Portable Long Service Authority. There were increases in employee costs due to bushfire recovery activities.
- (5) The increase in grants expense is mainly driven by grants provided to outside organisations as part of the bushfire recovery work. Also, there was an increase in the grant payments due to grants relating to the coronavirus (COVID-19) pandemic and other grants approved after the Budget.
- (6) The increase in other expenses is mainly due to payments to contractors for bushfire recovery work.
- (7) Other items in the comprehensive result mainly relates to the accumulated funds transferred as part of machinery of government changes.

## Balance sheet as at 30 June 2020

	2020 actual \$m	2020 budget \$m	Variation \$m
<b>Controlled</b>			
<b>Financial assets</b>			
Cash and deposits	85.3	77.2	8.1
Receivables <sup>(1)</sup>	200.5	147.6	52.9
Other financial assets <sup>(2)</sup>	25.7	–	25.7
<b>Total financial assets</b>	<b>311.5</b>	<b>224.8</b>	<b>86.7</b>
<b>Non-financial assets</b>			
Inventories	3.7	2.8	0.9
Property, plant and equipment <sup>(3)</sup>	656.0	741.4	(85.4)
Intangible assets	53.8	42.8	11.0
Other non-financial assets	15.2	15.6	(0.4)
<b>Total non-financial assets</b>	<b>728.7</b>	<b>802.6</b>	<b>(73.9)</b>
<b>Total assets</b>	<b>1,040.2</b>	<b>1,027.4</b>	<b>12.8</b>
<b>Liabilities</b>			
Payables <sup>(4)</sup>	133.8	60.0	(73.8)
Borrowings <sup>(5)</sup>	5.9	97.2	91.3
Provisions <sup>(6)</sup>	111.0	60.4	(50.6)
<b>Total liabilities</b>	<b>250.7</b>	<b>217.5</b>	<b>(33.2)</b>
<b>Net assets</b>	<b>789.5</b>	<b>809.9</b>	<b>(20.4)</b>
<b>Equity</b>			
Contributed capital <sup>(7)</sup>	301.7	317.3	(15.6)
Reserves	361.7	361.7	(0.0)
Accumulated surplus	126.1	130.9	(4.8)
<b>Total equity</b>	<b>789.5</b>	<b>809.9</b>	<b>(20.4)</b>

### Summary:

Net assets (or 'total equity') for the DPC portfolio as at 30 June 2020 is \$20.4 million unfavourable when compared with the budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the net effect of the machinery of government transfers between DPC and other government departments (Justice and Community Safety and DTF). The deficit results for 2019–20 has also contributed to the unfavourable variance.

### Notes:

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

- (1) The variance in receivables is mainly due to grant income (relating to bushfire recovery costs) awaiting payment from another department.
- (2) Other financial assets are investments made by the Portable Long Service Authority during 2019–20.
- (3) The variance in the property, plant and equipment investments are mainly due to the effect of the Centralised Accommodation Management initiative, where accommodation leases were transferred to DTF. This is a new initiative managed by DTF to reduce the government's accommodation related expenses. Also, machinery of government transfers affected the DPC portfolio asset holdings.
- (4) The variance in payables is primarily due to a temporary advance by DPC from the public account to meet some bushfire recovery payments. This will be repaid when DPC receives the grant payment mentioned in note (1) above.
- (5) The variance in borrowings is mainly due to the transfer of accommodation leases to DTF as part of the Centralised Accommodation Management initiative. The machinery of government transfers have also contributed to this variance.
- (6) The variance in provisions is due to the recognition of accrued long service benefits by the Portable Long Service Authority for workers and contractors coming under the scheme.
- (7) The variance in the contributed capital is due to the effect of machinery of government transfers as discussed earlier in these statements.

## Cash flow statement for the year ended 30 June 2020

Controlled	2019–20 actual \$m	2019–20 budget \$m	Variation \$m
<b>Cash flows from operating activities</b>			
Receipts from government <sup>(1)</sup>	724.9	635.9	89.0
Receipts from other entities <sup>(2)</sup>	81.7	6.5	75.2
Other receipts	6.5	5.5	1.0
<b>Total receipts</b>	<b>813.1</b>	<b>647.9</b>	<b>165.2</b>
Payments of grants <sup>(3)</sup>	(231.3)	(117.6)	(113.7)
Payments to suppliers and employees <sup>(4)</sup>	(553.6)	(500.2)	(53.4)
Capital asset charge	(11.4)	(11.6)	0.2
<b>Total payments</b>	<b>(796.3)</b>	<b>(629.4)</b>	<b>(166.9)</b>
<b>Net cash flows from operating activities</b>	<b>16.8</b>	<b>18.5</b>	<b>(1.7)</b>
<b>Cash flows from investing activities</b>			
Net investment <sup>(5)</sup>	(26.2)	–	(26.2)
Payments for non-financial assets <sup>(6)</sup>	(36.5)	(14.2)	(22.3)
Proceeds from the sale of non-financial assets	1.4	–	1.4
<b>Net cash flows used in investing activities</b>	<b>(61.3)</b>	<b>(14.2)</b>	<b>(47.1)</b>
<b>Cash flows from financing activities</b>			
Owner contributions by the State Government <sup>(7)</sup>	(19.8)	7.0	(26.8)
Net borrowings <sup>(8)</sup>	69.8	(4.6)	74.4
<b>Net cash flows from financing activities</b>	<b>50.0</b>	<b>2.4</b>	<b>47.6</b>
<b>Net increase/(decrease) in cash held</b>	<b>5.5</b>	<b>6.7</b>	<b>(1.2)</b>
Cash at the beginning of the financial year	79.8	70.5	9.3
<b>Cash at the end of the financial year</b>	<b>85.3</b>	<b>77.2</b>	<b>8.1</b>

### Summary:

The net cash position for the DPC portfolio at 30 June 2020 is \$85.3 million. This is \$8.1 million higher than the original budgeted balance of \$77.2 million.

### Notes:

The notes below provide an explanation of the major variances in the 2019–20 cash flow statement.

- (1) The variance in receipts from government is mainly due to funding received to carry out bushfire recovery activities.
- (2) The variance in receipts from other entities is mainly due to collections from the Portable Long Service Authority and Labour Hire Authority.
- (3) The variance in grant payments is mainly from bushfire recovery grants and coronavirus (COVID-19) response-related grant payments. Outside of these, other grant payments were approved after the 2019/20 Victorian Budget that have also contributed to this variance.
- (4) The variance in supplier and employee-related payments also relate to bushfire recovery and coronavirus (COVID-19) related expenditure.
- (5) The investments during the year are from investments made by the Portable Long Service Authority from funds collected during the year from the portable long service benefits scheme.
- (6) The variance in payments for non-financial assets are due to investments in assets during the year. The main investments are from Service Victoria, the Victorian Electoral Commission and DPC investments in capital projects, which includes completing work on DPC's office modernisation project.
- (7) The variance in the owner contributions is due to machinery of government transfers.
- (8) The variance in borrowings is due to a public account advance DPC received for bushfire recovery expenses. DPC will repay this advance in 2020–21.

## Statement of changes in equity for the year ended 30 June 2020

	2019–20 actual \$m	2019–20 budget \$m	Variation \$m
<b>Controlled</b>			
<b>Contributed capital</b>			
<b>Opening balance</b>	310.3	310.3	–
Contribution from owners	(8.6)	7.0	(15.6)
Equity transfers from/(to) other government entities	–	–	–
Machinery of government	–	–	–
<b>Closing balance</b>	<b>301.7</b>	<b>317.3</b>	<b>(15.6)</b>
<b>Reserves</b>			
<b>Opening balance</b>	361.7	361.7	–
Machinery of government	–	–	–
Comprehensive result	–	–	–
<b>Closing balance</b>	<b>361.7</b>	<b>361.7</b>	<b>(0.0)</b>
<b>Accumulated surplus</b>			
<b>Opening balance</b>	135.8	135.8	–
Machinery of government	–	–	–
Comprehensive result	(9.6)	(4.9)	(4.8)
<b>Closing balance</b>	<b>126.1</b>	<b>130.9</b>	<b>(4.8)</b>
<b>Total equity</b>	<b>789.5</b>	<b>809.9</b>	<b>(20.4)</b>

### Summary:

Total equity for the DPC portfolio is \$20.4 million unfavourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to the net effect of the machinery of government transfers between DPC and other government departments and the higher than budgeted deficit results for 2019–20. The reasons for the variances are discussed in the comprehensive operating statement, the balance sheet and the cashflow statement.



## Administered items statement for the year ended 30 June 2020

	2019–20 actual \$m	2019–20 budget \$m	Variation \$m
<b>Administered income</b>			
Appropriations — payments on behalf of the State	–	–	–
Special appropriations	12.1	–	12.1
Sales of goods and services	2.1	0.7	1.4
Grants	11.7	–	11.7
Other income	2.4	0.3	2.1
<b>Total administered income</b>	<b>28.3</b>	<b>1.0</b>	<b>27.3</b>
<b>Administered expenses</b>			
Expenses on behalf of the State	6.4	–	(6.4)
Payments into the Consolidated Fund	16.3	0.9	(15.4)
<b>Total administered expenses</b>	<b>22.7</b>	<b>0.9</b>	<b>(21.8)</b>
<b>Income less expenses</b>	<b>5.6</b>	<b>0.1</b>	<b>5.5</b>
<b>Administered assets</b>			
Cash and deposits	0.4	0.3	0.1
Receivables	18.7	13.4	5.3
<b>Total administered assets</b>	<b>19.1</b>	<b>13.7</b>	<b>5.4</b>
<b>Administered liabilities</b>			
Payables	1.0	0.7	(0.3)
Borrowings	–	–	–
Provisions	–	–	–
<b>Total administered liabilities</b>	<b>1.0</b>	<b>0.7</b>	<b>(0.3)</b>
<b>Net assets</b>	<b>18.1</b>	<b>13.0</b>	<b>5.1</b>

**Summary:**

Administered items for the DPC portfolio includes receipts and payments made by the DPC portfolio on behalf of the State. The variances primarily relate to payments made during the year by the Victorian Electoral Commission for candidates and political parties and also a payment received from the Commonwealth Government for the cost of capital works carried out in a previous financial year by the Shrine of Remembrance.

## Appendix 2: Other financial information

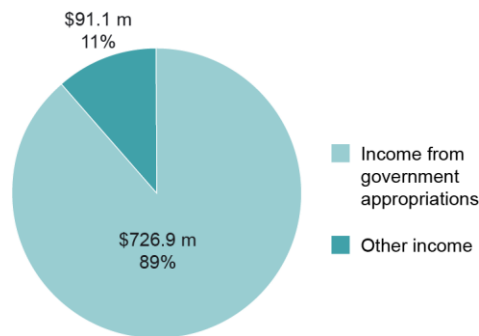
### Current-year financial performance

Significant factors that affected our performance in 2019–20 financial year are summarised below.

DPC recorded a deficit net result of \$7.6 million for the current financial year.

The deficit result is primarily due to trust funds operation, where DPC has used income received in previous financial years for current-year operations. DPC's results from government appropriations had a small surplus that was offset by other activities.

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

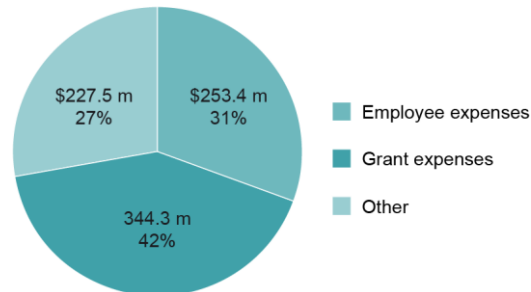


The above graph shows the sources of income available to DPC during 2019–20.

DPC's main source of income is the government appropriations, which accounts for 89 per cent of income. The balance was mainly derived from grant funding.

Compared with last year, the main increase in DPC's income is due to funding received in 2019–20 to carry out bushfire recovery activities.

#### Expenses (\$ million)



The above graph shows the distribution of expenses in delivering DPC's services.

Total expenses for DPC have increased by \$74.9 million compared with 2018–19. The increase in DPC's expenses is mainly due to expenses incurred in bushfire recovery work. There were also other increases due to the growth of DPC's activities and coronavirus (COVID-19) related costs.

#### Financial position — balance sheet

DPC's financial position has marginally changed during 2019–20 where the total assets have shown a decrease, with a small movement in the total liabilities. The decrease in DPC's assets is due to trust funds using prior year funds to deliver services in 2019–20.

#### Cash flows

DPC had a net cash inflow from operating activities of \$17.8 million. Compared with last year, this was a reduction of \$17.2 million. This reduction was mainly due to DPC using trust fund cash received in previous financial years for current-year operations.

## Capital projects / asset investment

During 2019–20, 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 2019–20, there were 48 consultancies engaged with a total approved value at \$10,000 or greater. The total expenditure incurred during 2019–20 in relation to these consultancies was \$13.8 million (excluding GST). Details of individual consultancies can be viewed at [www.vic.gov.au/dpc-annual-reports](http://www.vic.gov.au/dpc-annual-reports).

In 2019–20, there were 11 consultancies engaged with a total approved value less than \$10,000. The total expenditure incurred during 2019–20 in relation to these consultancies was \$59,306 (excluding GST).

### Disclosure of major contracts

DPC is required to disclose, in accordance with the requirements of government policy and accompanying guidelines, all contracts greater than \$10 million entered during the financial year ended 30 June 2020.

DPC did not enter any new contracts greater than \$10 million during the financial year ended 30 June 2020. Details of contracts that have been disclosed in the Victorian Government Contracts Publishing System can be viewed at [www.tenders.vic.gov.au](http://www.tenders.vic.gov.au).

Contractual details have not been disclosed for those contracts for which disclosure is exempted under the *Freedom of Information Act 1982* or government guidelines.

## Direct costs attributable to machinery of government changes

	Costs incurred	Anticipated future costs <sup>(i)</sup> (1 July 2020 onwards)
Consultants and contractors	15,276	–
Relocation	–	–
Telephony	–	–
IT and records management	88,889	–
Rebranding	–	–
Redundancies	–	–
New staff	–	–
Other	3,351	–
<b>Total</b>	<b>107,516</b>	<b>–</b>

Note:

(i) There will be some residual payments in 2020–21, but these are expected to be negligible.

## Grant payments

Details of DPC grant payments in 2019–20 can be viewed at [www.vic.gov.au/dpc-annual-reports](http://www.vic.gov.au/dpc-annual-reports).

## Financial management compliance

### Attestation for compliance with Ministerial Standing Direction 5.1.4

#### Department of Premier and Cabinet

I, Chris Eccles AO, the Secretary of the Department of Premier and Cabinet, certify that the Department of Premier and Cabinet has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



#### Chris Eccles AO

Secretary

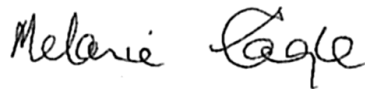
Department of Premier and Cabinet

Melbourne

16 September 2020

### Respect Victoria

I, Melanie Eagle, on behalf of the Responsible Body, certify that Respect Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



#### Melanie Eagle

Chair of the Board

Respect Victoria

Melbourne

17 August 2020

### Victorian Multicultural Commission

I, Vivienne Nguyen, the Chairperson of the Victorian Multicultural Commission, certify that the Victorian Multicultural Commission has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



#### Vivienne Nguyen

Chairperson

Victorian Multicultural Commission

Melbourne

7 September 2020

## Government advertising expenditure

### Details of government advertising expenditure in 2019–20

(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
Staying Apart Keeps Us Together	A strategic campaign in response to the coronavirus (COVID-19) pandemic to support the sustainment of social inclusion and wellbeing within the community, as well as promoting ongoing adherence to restrictions in place.	March 2020 – June 2020	4,536	1,764.2	–	–	6.6	6,306.8
Treaty. It's Time	Promotion to engage and mobilise and facilitate as many Aboriginal Victorian people as possible to run, enrol and vote in the First Peoples' Assembly of Victoria election.	July 2019 – October 2019	303	229	–	–	–	532

## Information and communications technology expenditure

For the 2019–20 reporting period, DPC had a total ICT expenditure of \$36,952, with details shown below.

	Expenditure \$'000
<b>All operational ICT expenditure</b>	
Business as usual (BAU) ICT expenditure (Total)	<b>19,847</b>
<b>ICT expenditure related to projects to create or enhance ICT capabilities</b>	
Operational expenditure	4,484
Capital expenditure	12,621
Non-business as usual (non-BAU) ICT expenditure (Total = operational expenditure and capital expenditure)	<b>17,105</b>

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

# Appendix 3: Governance

## Board of Management

### At 30 June 2020

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

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

At June 2020, DPC's Board of Management members are:

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

## Audit and Risk Management Committee

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

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

All members of the committee are independent.

At 30 June 2020, the committee comprised the following members:

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

### Internal audit

In 2019–20, PricewaterhouseCoopers provided DPC's internal audit services.

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

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

## Health, Safety and Wellbeing Committee

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

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

- facilitate cooperation between the employer and employees in instigating, developing and carrying out measures designed to ensure the health and safety of the employees in the workplace
- assist formulation, review and dissemination to employees of policies and procedures relating to health and safety that are to be implemented and complied with at DPC
- investigate any matter that may be a risk to the health and safety of persons at DPC
- review reported accidents and incidents, and DPC's OHS Risk Register, including risk ratings and controls

- attempt to resolve any matter or request for DPC to conduct a review of the matter where no resolution can be determined.
- During the coronavirus (COVID-19) pandemic, the committee members met monthly to ensure any emerging issues were identified early to enable a timely and proactive response.

## Procurement Governance Committee

The Procurement Governance Committee ensures strategic direction of procurement activities at DPC. The committee provides governance and assurance to the Secretary and Board of Management through its oversight of procurement strategies, policies, procedures, practices and probity, ensuring compliance with Victorian Government Purchasing Board supply policies and the Financial Management Act.

The DPC committee members at 30 June 2020 were:

- Andrew Campbell, Executive Director, Corporate Services, Chair
- Jithma Beneragama, Executive Director, Digital Design and Innovation
- Elly Patira, Executive Director, Social Policy
- Andrew Davis, Chief Financial Officer
- Kylie Callander, Chief Procurement Officer
- Lynn Warneke, Chief Information Officer
- Bernard Baudoin, Director, Digital Strategy and Enterprise Architecture.



# Appendix 4: Workforce data

## Comparative data

Table 1: Details of DPC employment levels in 2020 and 2019

		June 2020						June 2019							
		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
Demographic data	<b>Gender</b>														
	Men	381	369.2	248	19	261.8	114	107.4	396	384.6	267	16	279.4	113	105.2
	Women	685	643.8	379	113	461.1	193	182.7	688	644.3	390	115	473.3	183	171.0
	Self-described	4	3.6	2	2	3.6	0	0.0	6	5.4	4	0	4.0	2	1.4
	<b>Age</b>														
	15–24	38	33.6	14	1	14.2	23	19.4	45	42.6	24	1	24.6	20	18.0
	25–34	387	375.9	228	25	246.2	134	129.7	395	383.1	244	23	261.6	128	121.5
	35–44	356	334.6	202	69	253.4	85	81.2	350	327.5	201	62	245.7	87	81.8
45–54	181	172.0	110	27	129.4	44	42.6	183	172.2	113	30	134.2	40	38.0	
55–64	90	85.4	65	10	71.9	15	13.5	98	92.3	68	13	78.0	17	14.3	
65+	18	15.1	10	2	11.4	6	3.7	19	16.6	11	2	12.6	6	4.0	
Classification data	<b>VPS grades 1–6</b>														
	VPS 1	3	3.0	0	0	0.0	3	3.0	8	7.2	0	0	0.0	8	7.2
	VPS 2	24	19.9	10	1	10.4	13	9.5	37	30.5	16	5	19.2	16	11.3
	VPS 3	118	112.4	73	13	81.4	32	31.0	121	117.9	85	9	91.2	27	26.7
	VPS 4	253	245.9	154	15	164.8	84	81.1	252	244.6	160	18	172.9	74	71.7
	VPS 5	307	290.6	161	52	200.2	94	90.4	329	308.2	179	48	212.9	102	95.3
	VPS 6	217	205.1	123	34	147.4	60	57.7	212	202.4	122	31	145.3	59	57.1
	<b>Senior employees</b>														
	Secretary	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
	Executives	93	88.3	70	18	83.5	5	4.8	81	77.5	63	17	76.7	1	0.8
	STS	17	16.8	4	1	4.8	12	12.0	12	11.5	4	2	5.7	6	5.8
	Legal officers	0	0.0	0	0	0.0	0	0.0	1	0.8	0	1	0.8	0	0.0
	PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>Casual</b>	4	0.6	0	0	0.0	4	0.6	5	1.7	0	0	0.0	5	1.7	
<b>Other</b>	33	33.0	33	0	33.0	0	0.0	31	31.0	31	0	31.0	0	0.0	
<b>Total employees</b>	<b>1,070</b>	<b>1,016.6</b>	<b>629</b>	<b>134</b>	<b>726.5</b>	<b>307</b>	<b>290.1</b>	<b>1,090</b>	<b>1,034.3</b>	<b>661</b>	<b>131</b>	<b>756.7</b>	<b>298</b>	<b>277.6</b>	

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

Table 2: Details of the Bushfire Recovery Victoria employment levels in 2020

	June 2020								June 2019 <sup>(1)</sup>							
	All employees		Ongoing			Fixed-term and casual			All employees		Ongoing			Fixed-term and casual		
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>																
Men	15	14.5	7	0	7.0	8	7.5	0	0.0	0	0	0.0	0	0	0.0	
Women	24	23.5	9	0	9.0	15	14.5	0	0.0	0	0	0.0	0	0	0.0	
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
<b>Age</b>																
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
25–34	9	8.5	3	0	3.0	6	5.5	0	0.0	0	0	0.0	0	0	0.0	
35–44	11	11.0	6	0	6.0	5	5.0	0	0.0	0	0	0.0	0	0	0.0	
45–54	14	13.5	6	0	6.0	8	7.5	0	0.0	0	0	0.0	0	0	0.0	
55–64	4	4.0	1	0	1.0	3	3.0	0	0.0	0	0	0.0	0	0	0.0	
65+	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0	0.0	
<b>VPS 1–6 grades</b>																
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
VPS 3	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0	0.0	
VPS 4	10	10.0	0	0	0.0	10	10.0	0	0.0	0	0	0.0	0	0	0.0	
VPS 5	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
VPS 6	10	9.0	1	0	1.0	9	8.0	0	0.0	0	0	0.0	0	0	0.0	
<b>Senior employees</b>																
Executives	15	15.0	14	0	14.0	1	1.0	0	0.0	0	0	0.0	0	0	0.0	
STS	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0	0.0	
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
<b>Casual</b>	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0	0.0	
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	
<b>Total employees</b>	<b>39</b>	<b>38.0</b>	<b>16</b>	<b>0</b>	<b>16.0</b>	<b>23</b>	<b>22.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	

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

Note:

(1) Bushfire Recovery Victoria began operations in January 2020. From 1 July 2020 it transfers from DPC to the Department of Justice and Community Safety.

Table 3: Details of the Office of the Chief Parliamentary Counsel employment levels in 2020 and 2019

		June 2020							June 2019						
		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
Demographic data	<b>Gender</b>														
	Men	16	14.8	14	0	14.0	2	0.8	15	14.6	13	0	13.0	2	1.6
	Women	33	27.0	18	11	24.2	4	2.8	28	23.8	16	9	21.8	3	2.0
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	<b>Age</b>														
	15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	25–34	12	12.0	11	0	11.0	1	1.0	10	10.0	8	0	8.0	2	2.0
	35–44	15	11.7	7	8	11.7	0	0.0	11	9.0	6	5	9.0	0	0.0
45–54	10	8.3	6	2	6.9	2	1.4	11	9.4	6	4	8.8	1	0.6	
55–64	8	6.8	6	0	6.0	2	0.8	8	7.6	7	0	7.0	1	0.6	
65+	4	3.0	2	1	2.6	1	0.4	3	2.4	2	0	2.0	1	0.4	
Classification data	<b>VPS grades 1–6</b>														
	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
	VPS 3	6	5.2	3	1	3.4	2	1.8	4	3.5	2	2	3.5	0	0.0
	VPS 4	7	6.0	5	1	5.4	1	0.6	8	7.0	4	1	4.4	3	2.6
	VPS 5	4	3.5	3	1	3.5	0	0.0	5	4.5	4	1	4.5	0	0.0
	VPS 6	4	3.6	3	1	3.6	0	0.0	3	2.6	2	1	2.6	0	0.0
	<b>Senior employees</b>														
	Executives	4	4.0	4	0	4.0	0	0.0	4	4.0	4	0	4.0	0	0.0
	STS	4	3.0	2	0	2.0	2	1.0	4	3.0	2	0	2.0	2	1.0
	Legal officers	18	15.3	11	7	15.3	0	0.0	14	12.8	10	4	12.8	0	0.0
	PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	1	0.2	0	0	0.0	1	0.2	0	0.0	0	0	0.0	0	0.0	
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>Total employees</b>	<b>49</b>	<b>41.8</b>	<b>32</b>	<b>11</b>	<b>38.2</b>	<b>6</b>	<b>3.6</b>	<b>43</b>	<b>38.4</b>	<b>29</b>	<b>9</b>	<b>34.8</b>	<b>5</b>	<b>3.6</b>	

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

Table 4: Details of the Office of the Governor employment levels in 2020 and 2019

		June 2020							June 2019						
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Demographic data</b>															
<b>Gender</b>															
	Men	20	20	16	0	16.0	4	4.0	17	17.0	15	0	15.0	2	2.0
	Women	22	17.9	10	8	14.6	4	3.3	24	19.5	11	5	13.8	8	5.7
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>															
	15–24	1	0.3	0	0	0.0	1	0.3	1	0.3	0	0	0.0	1	0.3
	25–34	9	9.0	4	0	4.0	5	5.0	6	6.0	3	0	3.0	3	3.0
	35–44	9	7.7	5	3	6.7	1	1.0	15	13.6	9	2	10.3	4	3.3
	45–54	12	11.7	11	1	11.7	0	0.0	11	10.3	9	2	10.3	0	0.0
	55–64	8	7.1	5	3	7.1	0	0.0	7	6.1	5	0	5.0	2	1.1
	65+	3	2.1	1	1	1.1	1	1.0	1	0.2	0	1	0.2	0	0.0
<b>Classification data</b>															
<b>VPS grades 1–6</b>															
	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	10	8.1	6	2	6.8	2	1.3	13	10.7	8	2	8.8	3	1.9
	VPS 3	11	9.7	8	3	9.7	0	0.0	8	7.1	6	0	6.0	2	1.1
	VPS 4	12	11.4	5	2	6.4	5	5.0	11	10.0	4	2	5.3	5	4.7
	VPS 5	8	7.7	6	1	6.7	1	1.0	7	6.7	6	1	6.7	0	0.0
	VPS 6	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>															
	Executives	1	1.0	1	0	1.0	0	0.0	2	2.0	2	0	2.0	0	0.0
	STS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>		<b>42</b>	<b>37.9</b>	<b>26</b>	<b>8</b>	<b>30.6</b>	<b>8</b>	<b>7.3</b>	<b>41</b>	<b>36.5</b>	<b>26</b>	<b>5</b>	<b>28.8</b>	<b>10</b>	<b>7.7</b>

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

Table 5: Details of the Office of the Victorian Government Architect employment levels in 2020 and 2019

	June 2020							June 2019						
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Demographic data</b>														
<b>Gender</b>														
Men	6	5.7	1	0	1.0	5	4.7	4	3.8	1	0	1.0	3	2.8
Women	9	7.7	4	2	5.6	3	2.1	9	7.9	4	2	5.6	3	2.3
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0.0
35–44	7	6.2	3	0	3.0	4	3.2	6	5.3	3	0	3.0	3	2.3
45–54	5	4.6	2	1	2.8	2	1.8	5	4.6	2	1	2.8	2	1.8
55–64	2	1.6	0	1	0.8	1	0.8	2	1.8	0	1	0.8	1	1.0
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Classification data</b>														
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	1	0.6	0	0	0.0	1	0.6
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0.0
VPS 4	4	3.3	2	0	2.0	2	1.3	3	2.7	2	0	2.0	1	0.7
VPS 5	2	2.0	1	0	1.0	1	1.0	1	1.0	1	0	1.0	0	0.0
VPS 6	5	4.7	2	1	2.8	2	1.9	5	4.8	2	1	2.8	2	2.0
<b>Senior employees</b>														
Executives	1	0.8	0	1	0.8	0	0.0	1	0.8	0	1	0.8	0	0.0
STS	2	1.6	0	0	0.0	2	1.6	2	1.8	0	0	0.0	2	1.8
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>15</b>	<b>13.4</b>	<b>5</b>	<b>2</b>	<b>6.6</b>	<b>8</b>	<b>6.8</b>	<b>13</b>	<b>11.7</b>	<b>5</b>	<b>2</b>	<b>6.6</b>	<b>6</b>	<b>5.1</b>

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

Table 6: Details of the Public Record Office Victoria employment levels in 2020 and 2019

		June 2020							June 2019						
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>															
Demographic data	Men	24	23.2	13	4	16.2	7	7.0	24	23.1	16	4	19.1	4	4.0
	Women	44	36.8	19	16	29.8	9	7.0	46	39.2	21	17	32.4	8	6.8
	Self-described	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>															
Demographic data	15–24	1	1.0	0	0	0.0	1	1.0	1	1.0	0	0	0.0	1	1.0
	25–34	13	11.8	9	1	9.6	3	2.2	15	13.9	11	3	13.1	1	0.8
	35–44	19	16.0	6	7	10.4	6	5.6	20	16.6	8	7	12.2	5	4.4
	45–54	18	16.5	9	4	12.1	5	4.4	16	15.2	9	4	12.2	3	3.0
	55–64	13	11.7	7	6	11.7	0	0.0	14	12.4	7	5	10.8	2	1.6
	65+	5	4.0	2	2	3.2	1	0.8	4	3.2	2	2	3.2	0	0.0
<b>VPS grades 1–6</b>															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	19	15.7	6	6	10.1	7	5.6	20	17.7	7	7	11.9	6	5.8
	VPS 3	16	15.6	10	2	11.6	4	4.0	18	16.6	13	3	15.2	2	1.4
	VPS 4	15	11.5	7	7	11.1	1	0.4	14	10.8	7	6	10.2	1	0.6
	VPS 5	8	7.9	5	1	5.9	2	2.0	8	7.9	5	1	5.9	2	2.0
	VPS 6	9	8.6	4	3	6.6	2	2.0	8	7.6	4	3	6.6	1	1.0
<b>Senior employees</b>															
Classification data	Executives	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
	STS	1	0.7	0	1	0.7	0	0.0	1	0.7	0	1	0.7	0	0.0
	Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	Casual	0	0.0	0	0	0.0	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	0	0.0	0	0.0	
<b>Total employees</b>		<b>69</b>	<b>61.0</b>	<b>33</b>	<b>20</b>	<b>47.0</b>	<b>16</b>	<b>14.0</b>	<b>70</b>	<b>62.3</b>	<b>37</b>	<b>21</b>	<b>51.5</b>	<b>12</b>	<b>10.8</b>

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

Table 7: Details of the Respect Victoria employment levels in 2020 and 2019

	June 2020						June 2019 <sup>(1)</sup>							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Demographic data</b>														
<b>Gender</b>														
Men	4	4.0	0	0	0.0	4	4.0	0	0.0	0	0	0.0	0	0.0
Women	19	17.9	2	0	2.0	17	15.9	0	0.0	0	0	0.0	0	0.0
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	9	7.9	0	0	0.0	9	7.9	0	0.0	0	0	0.0	0	0.0
35–44	4	4.0	1	0	1.0	3	3.0	0	0.0	0	0	0.0	0	0.0
45–54	8	8.0	1	0	1.0	7	7.0	0	0.0	0	0	0.0	0	0.0
55–64	2	2.0	0	0	0.0	2	2.0	0	0.0	0	0	0.0	0	0.0
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Classification data</b>														
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	2	1.8	0	0	0.0	2	1.8	0	0.0	0	0	0.0	0	0.0
VPS 4	4	4.0	0	0	0.0	4	4.0	0	0.0	0	0	0.0	0	0.0
VPS 5	9	8.1	0	0	0.0	9	8.1	0	0.0	0	0	0.0	0	0.0
VPS 6	6	6.0	0	0	0.0	6	6.0	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Executives	2	2.0	2	0	2.0	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Total employees</b>	<b>23</b>	<b>21.9</b>	<b>2</b>	<b>0</b>	<b>2.0</b>	<b>21</b>	<b>19.9</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

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

Note:

(1) Respect Victoria transitioned to DPC's payroll in February 2020 and therefore data for 2018–19 is not available.

Table 8: Details of Service Victoria employment levels in 2020 and 2019

		June 2020							June 2019						
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>															
Demographic data	Men	40	40.0	5	0	5.0	35	35.0	20	20.0	4	0	4.0	16	16.0
	Women	25	24.6	5	0	5.0	20	19.6	22	21.6	6	2	7.6	14	14.0
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	<b>Age</b>														
	15–24	2	2.0	1	0	1.0	1	1.0	1	1.0	1	0	1.0	0	0.0
	25–34	23	22.7	0	0	0.0	23	22.7	10	9.8	0	1	0.8	9	9.0
	35–44	24	24.0	3	0	3.0	21	21.0	17	16.8	3	1	3.8	13	13.0
45–54	11	10.9	4	0	4.0	7	6.9	11	11.0	5	0	5.0	6	6.0	
55–64	5	5.0	2	0	2.0	3	3.0	3	3.0	1	0	1.0	2	2.0	
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>VPS grades 1–6</b>															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	3	3.0	0	0	0.0	3	3.0	2	2.0	0	0	0.0	2	2.0
	VPS 3	3	2.8	1	0	1.0	2	1.8	1	1.0	1	0	1.0	0	0.0
	VPS 4	1	1.0	0	0	0.0	1	1.0	2	2.0	0	0	0.0	2	2.0
	VPS 5	16	15.9	1	0	1.0	15	14.9	9	8.8	0	1	0.8	8	8.0
	VPS 6	27	26.9	0	0	0.0	27	26.9	15	14.8	0	1	0.8	14	14.0
	<b>Senior employees</b>														
	Executives	8	8.0	7	0	7.0	1	1.0	9	9.0	9	0	9.0	0	0.0
	STS	7	7.0	1	0	1.0	6	6.0	4	4.0	0	0	0.0	4	4.0
	Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>Casual</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>Other</b>	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	
<b>Total employees</b>	<b>65</b>	<b>64.6</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>55</b>	<b>54.6</b>	<b>42</b>	<b>41.6</b>	<b>10</b>	<b>2</b>	<b>11.6</b>	<b>30</b>	<b>30.0</b>	

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



## Executive officer data

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

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

**Table 9: Number of DPC executive officers as at 2020 and 2019**

Class	Men			Women			Self-described			Total		
	2020	2019	Var	2020	2019	Var	2020	2019	Var	2020	2019	Var
EO1	2	3	-1	4	2	2	0	0	0	6	5	1
EO2	13	13	0	14	11	3	0	0	0	27	24	3
EO3	19	21	-2	41	31	10	0	0	0	60	52	8
<b>Total</b>	<b>34</b>	<b>37</b>	<b>-3</b>	<b>59</b>	<b>44</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>93</b>	<b>81</b>	<b>12</b>

**Table 10: Number of DPC portfolio entity executive officers as at 2020 and 2019**

Portfolio entity	Men			Women			Self-described			Total		
	2020	2019	Var	2020	2019	Var	2020	2019	Var	2020	2019	Var
Bushfire Recovery Victoria <sup>(1)</sup>	7	0	7	8	0	8	0	0	0	15	0	15
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	1	2	-1	0	0	0	1	2	-1
Office of the Victorian Government Architect	0	0	0	1	1	0	0	0	0	1	1	0
Public Record Office Victoria	0	0	0	1	1	0	0	0	0	1	1	0
Respect Victoria <sup>(2)</sup>	0	0	0	2	0	2	0	0	0	2	0	2
Service Victoria	5	4	1	3	5	-2	0	0	0	8	9	-1
<b>Total</b>	<b>14</b>	<b>6</b>	<b>8</b>	<b>18</b>	<b>11</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>17</b>	<b>15</b>

Notes:

(1) Bushfire Recovery Victoria was established in DPC in January 2020

(2) Respect Victoria transitioned to DPC's payroll in February 2020

**Table 11: Reconciliation of DPC executive numbers**

	2020	2019
Executives <sup>(1)</sup>	115	118
Accountable Officer (Secretary)	1	1
<i>Less</i> Separations	22	37
<b>Total executive numbers</b>	<b>94</b>	<b>82</b>

Note:

(1) Excludes DPC portfolio entity executive officers.

**Table 12: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff**

Table 12 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					
\$160,000–\$179,999	0	6 <sup>^</sup>				
\$180,000–\$199,999	22 <sup>^</sup>	6				
\$200,000–\$219,999	24 <sup>^</sup>	3				
\$220,000–\$239,999	14 <sup>^</sup>	2				
\$240,000–\$259,999	6 <sup>^</sup>					
\$260,000–\$279,999	10 <sup>^</sup>					
\$280,000–\$299,999	5 <sup>^</sup>					
\$300,000–\$319,999	5					
\$320,000–\$339,999	1					
\$340,000–\$359,999	4					
\$360,000–\$379,999	1					
\$380,000–\$399,999	1					
\$400,000–\$419,999	0					
\$420,000–\$439,999	0					
\$440,000–\$459,999	0					
\$460,000–\$479,999	0					
\$480,000–\$499,999	0					
> \$500,000	1					
<b>Total</b>	<b>94</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>^</sup> Includes employees on part-time arrangements, which cover the following: 0.40, 0.45, 0.60, 0.70, 0.80 and 0.90 FTE.

Executives remuneration is inclusive of superannuation.

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

**Table 13: Workforce inclusion policy**

<b>Workforce inclusion policy initiative</b>	<b>Target</b>	<b>2019–20 actual (headcount)</b>	<b>2018–19 actual (headcount)</b>
Gender profile at executive levels	Representation of at least 50 per cent women in executive officer roles	63%	54%
People with disability	People with disability at DPC increases to 10 per cent by 2020 <sup>(1)</sup>	1%	1%
Aboriginal or Torres Strait Islander staff	Barring Djinang <sup>(2)</sup> has adopted an Aboriginal employment target of 2 per cent for the Victorian public service	3%	4%

**Notes:**

- (1) Headcount is based on payroll system data. Note that DPC's 2019 People Matter Survey results indicate that 4 per cent of DPC's staff have a disability.
- (2) Barring Djinang is the five-year Aboriginal employment strategy to enhance Aboriginal employment outcomes across the Victorian public sector.

## Occupational health and safety management

From 1 January 2020, health, safety and wellbeing support services for DPC and its agencies have been provided by a newly established team within People and Culture Branch. This function had previously been outsourced to an external provider. Bringing this service in-house enabled a more personal, approachable and responsive service for DPC. WorkCover, injury management and specialised and bulk ergonomic assessments are continuing to be outsourced.

DPC takes a holistic and inclusive approach to supporting physical health and mental wellbeing at work by promoting positive wellbeing initiatives, preventing injury and illness, and where injury and illness occurs, takes action to support recovery. The health, safety and wellbeing data we collated allows us to address any trends identified and take preventative and proactive measures to support safety and wellbeing.

DPC ensures everyone has the appropriate knowledge and skills to carry out their work as safely as possible and ensures action is taken to remove any risks to health, safety and wellbeing identified in the workplace. This is supported by a refreshed health, safety and wellbeing e-learning module, which is assigned to all new starters in DPC and completed by all existing staff annually.

The refreshed e-learning module was released in early June 2020 and 27 per cent of executives, 42 per cent of managers and 51 per cent of employees completed this module within the first month.

## Incident management

Reported incidents across DPC decreased by 0.54 per cent per 100 FTE staff in 2019–20, with 27 incidents reported. 'Slips, trips, falls and bumps' continues to be the most common incident reported (26 per cent). Incidents are investigated and corrective actions implemented to minimise the likelihood of reoccurrence. Most incidents in this category occurred outside of DPC's premises while employees were travelling between sites. The second most commonly reported incident involved non-work-related personal illness (15 per cent).

Two standard claims were the result of physical injuries, and the remaining four claims were due to psychological injury. The average cost per claim has decreased due to remaining claims only attracting weekly earnings expenses.

## DPC's performance against occupational health and safety (OHS) management measures

Measure	Key performance indicator	2019–20	2018–19	2017–18
<b>Incidents</b>	Number of incidents	27	28	33
	Rate per 100 FTE	2.66	2.71	3.48
	Number of incidents requiring first aid or further medical treatment	15	18	13
	Percentage of investigations completed against total number of incidents reported <sup>(1)</sup>	100%	100%	n/a
<b>Claims</b>	Number of standard claims <sup>(2)</sup>	6	4	4
	Rate per 100 FTE	0.59	0.39	0.42
	Number of lost-time claims <sup>(2)</sup>	6	2	4
	Rate per 100 FTE	0.59	0.19	0.42
	Number of claims exceeding 13 weeks <sup>(2)</sup>	4	2	2
	Rate per 100 FTE	0.39	0.19	0.21
	Number of claims exceeding 26 weeks <sup>(1) (2)</sup>	1	1	n/a
	Rate per 100 FTE <sup>(1)</sup>	0.10	0.10	n/a
<b>Fatalities</b>	Fatality claims	0	0	0
<b>Claim costs</b>	Average cost per standard claim	\$34,955	\$46,688	\$29,948
<b>Absenteeism</b>	Number of days absent due to sickness <sup>(1)</sup>	7,875	9,727	n/a
	Rate per 100 FTE <sup>(1)</sup>	774.6	940.7	n/a
<b>Return to work</b>	Percentage of claims with return to work plan < 30 days	33%	n/a	100%
<b>Management commitment</b>	Evidence of OHS policy statement, OHS objectives, OHS plans and regular reporting to senior management about OHS	Completed	Completed	Completed
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)	Completed	Completed	Completed
<b>Consultation and participation</b>	Compliance with agreed structure on designated work groups, health and safety representatives (HSRs) and issue resolution procedures	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings	4	4	4
<b>Risk management</b>	Percentage of internal audits and inspections conducted as planned <sup>(5)</sup>	67%	67%	64%
	Percentage of reported incidents investigated	100%	100%	100%
	Number of improvements notices issued by a WorkSafe inspector	0	0	0
	Rates of notices issued per inspector visit	n/a	n/a	n/a
	Number of prosecutions	0	0	0
	Percentage of issues arising from:			
	– internal audits	n/a	100%	93%
	– HSR provisional improvement notices	n/a	n/a	n/a
– number of prosecutions	n/a	n/a	n/a	
<b>OHS management system development and improvement</b>	Number of procedures developed and approved <sup>(1)</sup>	1	1	n/a
	Number of procedures reviewed and refined <sup>(1)</sup>	2	4	n/a

Measure	Key performance indicator	2019–20	2018–19	2017–18
<b>Training</b>	Percentage of executives, managers and staff who have received OHS training (online induction module):			
	– DPC employees	51%	38%	41%
	– executive officer training <sup>(1)</sup>	27%	10%	n/a
	– manager training <sup>(1)</sup>	42%	26%	n/a
	– contractors, temps and visitors <sup>(3)</sup>	0%	7%	29%
	Percentage of HSRs trained: <sup>(4)</sup>			
	– upon acceptance of the role (initial training)	19%	100%	100%
	– retraining (refresher)	0%	100%	100%
	– percentage of staff who have received mental health and wellbeing training	95%	10%	n/a
<b>People Matter Survey results (or equivalent)</b>	Percentage of response rates <sup>(1)</sup>	n/a	80%	n/a

This information only incorporates the core groups of DPC.

Notes:

- (1) Newly introduced measures that were not reported in 2016–17 and 2017–18.
- (2) The number of claims reported include standard claims only. These claim figures include ongoing claims from previous years at 30 June for each financial year; this includes three ongoing claims from 2016–17 and one ongoing claim from 2018–19.
- (3) This percentage is calculated as a percentage of total FTE, because total figures on 'contractors, temps and visitors' are unavailable.
- (4) All HSRs are given the opportunity to register for WorkSafe-approved optional HSR training, which all HSRs are encouraged to attend. Further information and reminders are provided in quarterly OHS Committee meetings.
- (5) Workplace Inspections were placed on hold from March to June 2020 due to the coronavirus (COVID-19) pandemic.

## Appendix 5: Environmental performance

DPC maintains a strong focus on sustainability through a range of operational activities and the ongoing management of its workspaces. DPC has leveraged refurbishment projects to make positive changes to its workspace and staff practices to significantly reduce its environmental impact, including the following actions:

- Environmental considerations and requirements are included in documents and specifications for tendering.
- DPC complies with Green Purchasing Guidelines where applicable.
- Organic waste bins have been supplied to all DPC workspaces.
- DPC is transitioning to sustainable consumables from common office consumables to eco-friendly, organic or recyclable versions.
- DPC is installing energy-efficient appliances with an energy rating of five or more stars, where possible, and sensor lighting that automatically turns off when not in use.
- Sustainably made and, where possible, locally produced furniture is sourced. An example of this is DPC's office workstations. Made locally from local materials, the workstations have a Global GreenTag certification, which is one of the world's most robust, trusted and widely recognised ecolabels.
- Sustainable relocation practices are followed, whereby relocating branches undertake significant clean-up activities and all waste is sustainably disposed of.
- DPC has recycled any usable furniture or equipment to other government departments during refurbishments or relocations.

### Office-based environmental impacts

In the course of its operations DPC aims to minimise:

- greenhouse emissions
- waste generation
- the use of energy, water, paper, travel, and its vehicle fleet.

Through the consolidation of most staff to primary locations and redesign of the workplace, DPC's accommodation footprint has reduced. This has resulted in a more efficient environmental footprint and has contributed to a reduction in energy consumption.

DPC monitored the environmental impacts of its operations during 2019–20. Monitoring was undertaken via DPC's office-based environmental management system, which is based on international standard AS/NZS ISO 14001 environmental management system requirements. Reporting has been affected by coronavirus (COVID-19) restrictions, under which the bi-annual audit of the DPC system could not be carried out.

The suite of environmental indicators presented on the following page is based on Financial Reporting Direction 24D.

**Note:** Due to the timing of environmental performance data (generally available quarterly, in arrears), the reporting period in Appendix 5 covers April 2019 to March 2020 unless otherwise noted.

## 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. (See the glossary at the end of this section for an explanation of the abbreviations used)

### Electricity

Indicator	2019–20	2018–19
Total energy usage segmented by primary source (MJ)	8,566,888	10,425,600
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	2,665	2,713
Units of energy used per FTE (MJ/FTE)	8,431	9,261
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	360	402

#### Actions undertaken:

- Flexible work practices continue to be promoted and well supported, which assists in reducing electricity consumption.
- DPC has adopted a more efficient footprint through consolidating most staff into 35 Collins Street.
- DPC participated in the 2020 Earth Hour event.

DPC's gas consumption covers tenancies at 1 Macarthur Street and at 1 and 3 Treasury Place.

### Gas

Indicator	2019–20	2018–19
Total energy usage segmented by primary source (MJ)	2,526,003	2,710,000
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	140	155
Units of energy used per FTE (MJ/FTE)	8,175	2,621
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	321	169

#### Actions undertaken:

- DPC participated in the 2020 Earth Hour event.

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

### Result

- In 2019–20, DPC added an additional floor at 35 Collins Street, enabling further consolidation of staff in the one location.
- Electricity consumption decreased by 11 per cent.
- Gas consumption decreased by 7 per cent.

### Explanatory notes

- Electricity and gas consumption were sourced from billing data for 2019–20.
- The 12 months of energy emissions and consumption data reported comprises nine months of this reporting period (to the end of March 2020) and the last three months of the previous year (April–June 2019). As such, the table above does not reflect consumption or emissions during the period April–June 2020 and that DPC has been operating under coronavirus (COVID-19) restrictions, in which most staff have principally worked remotely.



- It is anticipated that 2020–21 data will reflect a further reduction in energy consumption and emissions as a result of changes in workplace utilisation and work practices under coronavirus (COVID-19) restrictions.
- The 2018–19 Annual Report reported consumption and units of energy in kilowatts. In 2019–20 reporting, the value used is megajoules (MJ). Last year's figures have therefore been converted from kilowatts to megajoules to enable accurate comparison with this year's.

## Paper

DPC's paper use 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	2019–20	2018–19
Total units of copy paper (reams)	7,114	11,294
Units of copy paper per FTE (reams/FTE)	7	10.9
Percentage of 75–100% recycled content copy paper purchased (%)	79	81
Percentage of 0–50% recycled content copy paper purchased (%)	21	19
Greenhouse gas emissions related to paper use (t CO <sub>2</sub> e)	31	49

### Result

- Total units of copy paper (reams) decreased by 37 per cent.
- Total units of copy paper (reams) per FTE decreased by 35 per cent.
- The decrease can be attributed to the relocation of most DPC staff to a modernised workplace at 35 Collins Street, with improved digital tools and technology, and a focus on digitally-enabled ways of working, leading to a shift from paper-based records and work practice.
- The centralised purchasing model for office supplies and a reduction in multi-function devices at DPC's tenancies has seen a positive impact in terms of a reduction in paper use.

### 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.
- The 12 months of paper usage data reported comprises nine months of this reporting period (to the end of March 2020) and the last three months of the previous year (April–June 2019). As such, the table above does not reflect usage during the period April–June 2020 that DPC has been operating under coronavirus (COVID-19) restrictions, in which most staff have principally worked remotely.
- It is anticipated that 2020–21 data will reflect a further reduction in paper use as a result of changes in workplace utilisation and work practices under coronavirus (COVID-19) restrictions.

## Water

DPC's water consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place and 121 Exhibition Street.

Indicator	2019–20	2018–19
Total units of metered water consumed by usage types (kilolitres)	6,116	10,282
Units of metered water consumed in offices per FTE (litres/FTE)	20,387	34,272
Units of metered water consumed in offices per unit of office area (litres/m <sup>2</sup> )	1,492	2,508

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

### Result

- Last year's reporting included data from several other sites, which was not available from providers for this reporting period.
- Due to a change in the reporting tool, the reported data for water during 2018–19 has been converted and updated to provide a comparative view in this year's report.
- The 12 months of water consumption data reported comprises nine months of this reporting period (to the end of March 2020) and the last three months of the previous year (April–June 2019). As such, the table above does not reflect consumption during the period April–June 2020 that DPC has been operating under coronavirus (COVID-19) restrictions, in which most staff have principally worked remotely.
- It is anticipated that 2020–21 data will reflect a further reduction in water consumption as a result of changes in workplace utilisation and work practices under coronavirus (COVID-19) restrictions.

## Transport

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

Operational vehicles	2019–20				2018–19			
	ULP	Hybrid	DSL	Total	ULP	Hybrid	DSL	Total
Total energy consumption by vehicles (MJ)	424,183	37,654	153,551	615,388	530,750	0	51,029	581,779
Total vehicle travel associated with entity operations (km)	162,677	25,218	50,452	238,347	207,969	0	17,233	225,202
Total greenhouse gas emissions from vehicle fleet (t CO <sub>2</sub> e)	30.00	3.00	11.00	44.00	38.80	0	3.83	42.63
Greenhouse gas emissions from vehicle fleet per 1,000km travelled (t CO <sub>2</sub> e)	0.18	0.10	0.32	0.49	0.19	0	0.22	0.41

#### Actions undertaken:

- Hybrid vehicles were introduced by VicFleet.
- LPG vehicles were removed from the vehicle fleet.

	2019–20	2018–19
Total distance travelled by aeroplane (km)	822,600	879,693
Total greenhouse gas emissions from air travel (t CO <sub>2</sub> e)	185	271

## Result

- Total vehicle travel increased by 6 per cent.
- This year has seen a positive trend in hybrid and electric vehicles being more widely used. LPG vehicles are no longer part of the vehicle fleet.
- Severe weather conditions experienced this year, including bushfires, have resulted in higher usage of diesel vehicles and a slight increase in greenhouse emissions due to required regional travel.
- Air travel decreased by 6 per cent, which reflects the lower rate of travel during the year under coronavirus (COVID-19) restrictions and resulted in a significant reduction in greenhouse gas emissions.

## Explanatory notes

- The 12 months of transport data reported comprises nine months of this reporting period (to the end of March 2020) and the last three months of the previous year (April–June 2019). As such, the table above does not reflect transport activity and emissions during the period April–June 2020 that DPC has been operating under coronavirus (COVID-19) restrictions, in which most staff have principally worked remotely.
- It is anticipated that 2020–21 data will reflect further changes in transport activity and emissions as a result of changes in workplace utilisation and work travel practices under coronavirus (COVID-19) restrictions.
- 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.
- As a result of coronavirus (COVID-19) impacts, an internal survey was not conducted this year 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	2019–20				2018–19			
	Landfill	Co-mingled recycling	Compost	Total	Landfill	Co-mingled recycling	Compost	Total
Total units of waste by destination (kg/year)	11,441	11,413	5,072	27,926	11,441	11,413	5,072	27,926
Units of waste per FTE by destination (kg/year)	11.06	11.04	4.90	27.00	11.06	11.04	4.90	27.00
Greenhouse gas emissions from waste to landfill (t CO <sub>2</sub> e)	19.49	0	0	16.49	19.49	0	0	16.49
Recycling rate (% of total waste)				60				60

### Actions undertaken:

- The Green Collect service was used during 2019–20. Green Collect picks up a wide range of items from offices and diverts them from landfill to be reused, remade or recycled.

## Explanatory notes

- Due to the coronavirus (COVID-19) pandemic, DPC was unable to conduct waste audits at its sites and therefore used last year's figures for reporting.

- During the year, DPC has made changes to its procurement and waste management approach to further reduce its environmental impact. In addition, several staff-led initiatives have contributed to an increase in awareness and changes in staff behaviour, leading to improved environmental practices. These changes will most likely be reflected in the data for 2020–21.

## Greenhouse gas emissions

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

Indicator	2019–20	2018–19
Total greenhouse gas emissions associated with energy use (t CO <sub>2</sub> e)	2,805	2,868
Total greenhouse gas emissions associated with vehicle fleet (t CO <sub>2</sub> e)	44	43
Total greenhouse gas emissions associated with air travel (t CO <sub>2</sub> e)	185	271
Total greenhouse gas emissions associated with waste production (t CO <sub>2</sub> e)	19	16
Total greenhouse gas emissions associated with paper use (t CO <sub>2</sub> e)	0	49
Total greenhouse gas emissions (t CO <sub>2</sub> e)	3,053	3,250

## Green procurement

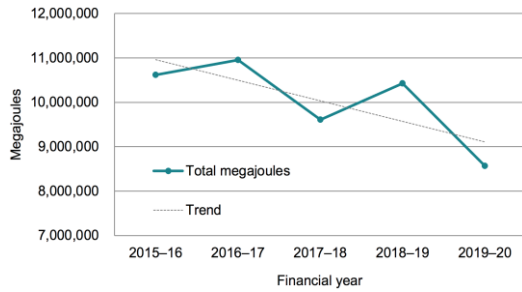
- Environmental considerations are included in the specifications for all tender documents.
- DPC complied with Green Purchasing Guidelines where applicable.

## Glossary

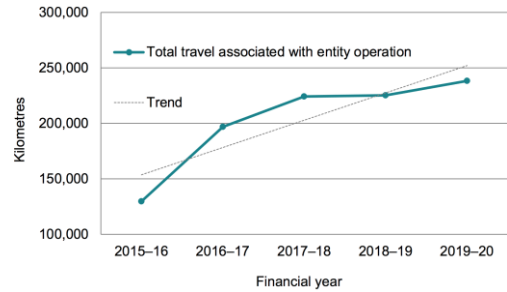
- DSL: diesel
- FTE: full-time equivalent employee
- kg: kilograms
- kL: kilolitres
- km: kilometres
- L: litres
- LPG: liquefied petroleum gas
- m<sup>2</sup>: square metres
- MJ: megajoules
- ream: 500 sheets of A4 paper
- t CO<sub>2</sub> e: tonnes of carbon dioxide equivalent
- ULP: unleaded petrol

## Environmental performance trend charts

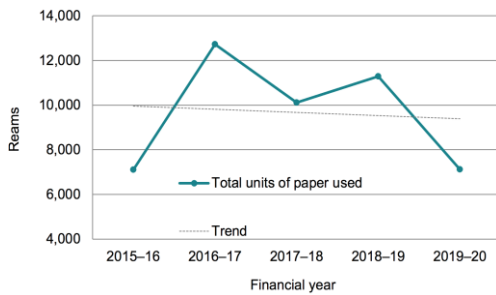
### DPC annual energy consumption



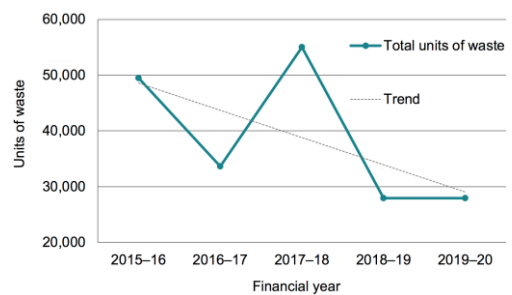
### DPC annual car travel



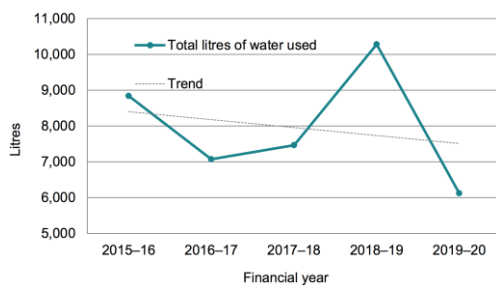
### DPC annual paper use



### DPC annual waste generation



### DPC annual water use



# Appendix 6: Statutory compliance and other information

## Acts of Parliament<sup>1</sup>

### Acts of Parliament administered by the Premier

- *Administrative Arrangements Act 1983*
- *Australia (Acts) Request Act 1985*
- *Climate Change Act 2017* — sections 7, 8, 10, 14, 16, 41, 42, 50, 54 and 55 (these sections are jointly administered with the Minister for Energy, Environment and Climate Change) (The Act is otherwise administered by the Minister for Energy, Environment and Climate Change and the Minister for Solar Homes)
- *Commonwealth Arrangements Act 1958*
- *Constitution Act 1975* — except:
  - section 72 (this section is administered by the Minister for Government Services)
  - Part III (this Part is administered by the Attorney-General)
  - Division 1 of Part IIIAA (this Division is jointly administered with the Attorney-General)
  - Divisions 3–6 of Part IIIAA (these Divisions are administered by the Attorney-General)
  - section 88, insofar as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings) — this section is administered by the Attorney-General
  - section 88, insofar as it relates to the appointment of the Commissioner for Better Regulation, is administered by the Minister for Regulatory Reform
  - section 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 land shown as Crown Allotment 2036, City of Melbourne, Parish of Melbourne South (Parish Plan No. 5514D) reserved for Public Purposes (Government House and Grounds) (The Act is otherwise administered by the Assistant Treasurer, the Minister for Business Precincts, the Minister for Corrections, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight and the Minister for Tourism, Sport and Major Events)
- *Electoral Act 2002* — Division 1 of Part 5 and Part 9A (The Act is otherwise administered by the Attorney-General and the Minister for Government Services)
- *Essential Services Act 1958*
- *Family Violence Reform Implementation Monitor Act 2016*
- *Inquiries Act 2014*
- *Melbourne Cricket Ground Act 2009* — the Act is jointly and severally administered with the Minister for Business Precincts and the Minister for Tourism, Sport and Major Events
- *Melbourne and Olympic Parks Act 1985* — the Act is jointly and severally administered with the Minister for Business Precincts and the Minister for Tourism, Sport and Major Events — except:
  - sections 24–28 (these sections are administered by the Minister for Energy, Environment and Climate Change)
- *Ombudsman Act 1973* — sections 3–6 (The Act is otherwise administered by the Attorney-General)

<sup>1</sup> This list reflects the legislation administered by the specified Ministers as at 30 June 2020 (except for the Special Minister of State — see next footnote) as set out in the 22 June 2020 General Order. To see the division of legislation before this date, refer to the relevant General Order and/or supplements to the General Order: <https://www.vic.gov.au/general-orders>.

- *Parliamentary Administration Act 2005* — Part 2 and sections 14–17 (these provisions are administered by the Minister for Government Services) and Part 5 (this Part is jointly and severally administered with the Minister for Government Services) (The Act is otherwise administered by the Minister for Government Services)
  - *Parliamentary Committees Act 2003* — except:
    - sections 7, 7A and 52 (insofar as these sections relate to public interest disclosures about conduct by or in the Victorian Inspectorate, these sections are jointly and severally administered with the Attorney-General)
  - *Project Development and Construction Management Act 1994* — except:
    - section 11 insofar as it relates to a project nominated under section 6 for which the Secretary referred to in Part 5A is the facilitating agency (insofar as it relates to those matters, this section is jointly and severally administered with the Minister for Business Precincts and the Minister for Transport Infrastructure)
    - Part 4 (this Part is administered by the Assistant Treasurer)
    - Part 5A (this Part is jointly and severally administered by the Minister for Business Precincts and the Minister for Transport Infrastructure, except to the extent that it relates to the exercise of powers and functions under Part 9A of the *Planning and Environment Act 1987*, insofar as it relates to those powers and functions this Part is administered by the Minister for Planning)
    - section 46 (this section is administered by the Minister for Planning)
    - Part 7 (this Part is administered by the Minister for Planning)
    - Parts 8, 9 and 10 (these Parts are jointly and severally administered by the Minister for Business Precincts and the Minister for Transport Infrastructure)
  - *Public Administration Act 2004* —
    - Parts 1, 2 and 8 (these Parts are jointly and severally administered with the Minister for Government Services)
    - Part 5A
    - sections 98–98A
 (The Act is otherwise administered by the Minister for Government Services)
  - *Public Safety Preservation Act 1958*
  - *Public Sector (Union Fees) Act 1992*
  - *Senate Elections Act 1958*
  - *Statute Law Revision Acts*
  - *Subordinate Legislation Act 1994* — sections 5A, 9 and 12G  
(The Act is otherwise administered by the Minister for Government Services)
  - *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:
    - sections 5–16 (these sections are administered by the Attorney-General)
  - *Wrongs (Public Contracts) Act 1981*
- Acts of Parliament administered by the Minister for Aboriginal Affairs**
- *Advancing the Treaty Process with Aboriginal Victorians Act 2018*
  - *Aboriginal Heritage Act 2006*
  - *Aboriginal Lands Act 1970*
  - *Aboriginal Lands Act 1991*, which is jointly and severally administered with the Minister for Energy, Environment and Climate Change
- Acts of Parliament administered by the Minister for Equality**
- *Relationships Act 2008*, which is jointly and severally administered with the Attorney-General
- Acts of Parliament administered by the Minister for Industrial Relations**
- *Child Employment Act 2003*
  - *Construction Industry Long Service Leave Act 1997*
  - *Fair Work (Commonwealth Powers) Act 2009*
  - *Labour Hire Licensing Act 2018*

- *Long Service Leave Act 2018*
- *Long Service Benefits Portability Act 2018*
- *Outworkers (Improved Protection) Act 2003*
- *Owner Drivers and Forestry Contractors Act 2005*
- *Public Sector Employment (Award Entitlements) Act 2006*
- *Trade Unions Act 1958*

### Acts of Parliament administered by the Minister for Multicultural Affairs

- *Multicultural Victoria Act 2011*
- *Racial and Religious Tolerance Act 2001*
- *State Owned Enterprises Act 1992*, Division 2 of Part 2, and Part 3, insofar as they relate to the Victorian Interpreting and Translating Service; the Act is otherwise administered by the Minister for Energy, Environment and Climate Change, the Minister for Government Services, the Minister for Water and the Treasurer

### Acts of Parliament administered by the Special Minister of State<sup>2</sup>

- *Audit Act 1994*, except sections 10–13, 19, 22–28 and 57, which are administered by the Assistant Treasurer and sections 15, 78 and 84, which are jointly and severally administered with the Assistant Treasurer
- *Constitution Act 1975*, section 72. (The Act is otherwise administered by the Attorney-General, the Minister for Training and Skills, the Treasurer and the Premier)
- *Electoral Act 2002*, except Division 1 of Part 5 and Part 9A, which are administered by the Premier and Part 8, which is administered by the Attorney-General
- *Electoral Boundaries Commission Act 1982*
- *Freedom of Information Act 1982*
- *Independent Broad-based Anti-corruption Commission Act 2011*
- *Infrastructure Victoria Act 2015*

- *Land Act 1958*, subdivisions 1 and 2 of Division 9 of Part 1, insofar as they relate to the exercise of powers in respect of the land described as Crown Allotment 13A of 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 Assistant Treasurer, the Attorney-General, the Minister for Corrections, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads
- *Local Government Act 1989*, sections 223A, 223B and 223C; sections 223BA — BM; section 243 insofar as it relates to the inspectors of municipal administration; the Act is otherwise administered by the Attorney-General, the Minister for Local Government, the Minister for Planning and the Minister for Roads
- *Members of Parliament (Register of Interests) Act 1978*
- *Ombudsman Act 1973*, except sections 3–6, which are administered by the Premier
- *Parliamentary Administration Act 2005*, Part 2 and sections 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 Committees Act 2003*, sections 7, 7A and 52 insofar as these sections relate to public interest disclosures about conduct by or in the Victorian Inspectorate, these sections are jointly and severally administered with the Premier; the Act is otherwise administered by the Premier
- *Parliamentary Precincts Act 2001*
- *Parliamentary Salaries and Superannuation Act 1968*, except sections 6(6), 9K(3), 9K(5), 9L and Part 3, which are administered by the Assistant Treasurer
- *Privacy and Data Protection Act 2014*
- *Protected Disclosure Act 2012*

<sup>2</sup> This list reflects legislation administered by the Special Minister of State (SMOS) from 1 January 2020 until 22 March 2020. On 23 March 2020, a supplement to the 1 January 2020 General Order was issued that re-distributed legislation previously administered by the SMOS between other ministers (following the SMOS' resignation). The 23 March 2020 supplement, including the 1 January 2020 General Order and preceding supplements and the 22 June 2020 General Order, can be viewed here: <https://www.vic.gov.au/general-orders>.



- *Public Administration Act 2004*, Part 3A, Divisions 1, 2 and 5 of Part 4, Parts 5 and 5A; Parts 1, 2, 6 and 8, which are jointly and severally administered with the Premier; the Act is otherwise administered by the Premier
- *Public Interest Monitor Act 2011*
- *Public Records Act 1973*, except insofar as the Act relates to public records in the possession of, transferred from, or to be transferred from, Cabinet Secretariat; insofar as the Act relates to those matters, the Act is administered by the Premier
- *Service Victoria Act 2018*
- *Subordinate Legislation Act 1994*, except sections 5A, 9 and 12G, which are administered by the Premier
- *Victorian Data Sharing Act 2017*
- *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*
- *Victorian Inspectorate Act 2011*

#### **Acts of Parliament administered by the Minister for Veterans**

- *ANZAC Day Act 1958*, sections 3 and 4A (The Act is otherwise administered by the Minister for Community Sport, Minister for Innovation, Medical Research and the Digital Economy, the Minister for Small Business and the Minister for Tourism, Sport and Major Events)
- *Returned Servicemen's Badges Act 1956*
- *Shrine of Remembrance Act 1978*
- *Veterans Act 2005*, except Part 4, which is administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation

#### **Acts of Parliament administered by the Minister for Women**

- *Abortion Law Reform Act 2008*, which is jointly and severally administered with the Minister for Health
- *Gender Equality Act 2020*
- *Queen Victoria Women's Centre Act 1994*
- *Young Women's Christian Association of Australia Incorporation Act 1962*

#### **Acts of Parliament administered by the Minister for Youth**

- *Girl Guides Association Act 1952*
- *Scout Association Act 1932*

## **Aboriginal Heritage Act**

### **Compliance with the Aboriginal Heritage Act**

Under section 192 of the *Aboriginal Heritage Act 2006*, the Secretary must report on the operation of the Act including:

- the exercise and performance by authorised officers of their powers, functions and duties under the Act
- any complaints received in relation to authorised officers
- actions taken to address those complaints.

The Act establishes the role of authorised officers and makes provision for appointing authorised officers. The key functions to be carried out by an authorised officer include:

- monitoring compliance with the Act
- investigating suspected offences against the Act
- directing the conduct of a cultural heritage audit to assess the impact of an activity on Aboriginal cultural heritage
- issuing and delivering stop orders without formal approval if there are reasonable grounds for believing that Aboriginal cultural heritage is under threat from an activity.

At 30 June 2020, 27 authorised officers, all from Aboriginal Victoria, have been appointed under the Act. Fourteen Aboriginal heritage officers are appointed under the Act, who are all employees of a registered Aboriginal party.

All appointees have successfully completed a Certificate IV in Government Investigations within the past five years and receive ongoing training about the operation of the Act.

There were no complaints made about authorised officers during this period.

In 2019–20, authorised officers exercised their powers, functions and duties as set out on the following page.

## Information on the exercise and performance by authorised officers of their powers, functions and duties under the Aboriginal Heritage Act

Section	Function/power	Exercised
83	Cultural heritage audit must be conducted under the direction of an authorised officer	No cultural heritage audits were conducted
84	Give a written report of the findings of a cultural heritage audit to the minister	No written reports were provided to the minister
159(a)	Monitoring compliance with the Act	No inspections were carried out to monitor compliance — they were recorded as investigations of suspected offences
159(b)	Investigation of suspected offences against the Act	104 investigations were carried out or are ongoing
159(c)	Directing the conduct of cultural heritage audits	No cultural heritage audits were ordered
159(d)	Issuing and delivering stop orders	No stop orders were issued or delivered
159(e)	Reporting to the Secretary	No reports were required
165	Present identification card for inspection	Identification cards were presented for inspection on 23 occasions
166	Power to enter land or premises with the consent of the occupier	General powers to enter land or premises were used 21 times
167	Obtaining consent to enter land or premises	Land or premises were entered 21 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 seven times
169	Power to enter land or premises for a cultural heritage audit	No land was entered for the purposes of a cultural heritage audit
170	Power to search upon entry	Search powers on entering land were not required
171	Seizure powers on entry without search warrant	Seizure powers were not required
172	Seizure power without consent	Seizure powers were not required
173	Search warrants	One search warrant was obtained
176	Receipts for seized things	One receipt was issued
177	Security of seized things	One seized thing (records) was required to be secured
178(4)	Return of seized objects	No seized things were required to be returned
180	Require the giving of name and address	No one was required to give their name and address
181	Require the giving of assistance and information	No one was required to provide assistance or information
182	Taking affidavits	No affidavits were taken
184	Report to be given about entry	No reports were required

Full details of all powers and functions exercised by authorised officers in previous years can be requested via email to the Director, Heritage Services, Aboriginal Victoria at [aboriginal.heritage@dpc.vic.gov.au](mailto:aboriginal.heritage@dpc.vic.gov.au).

## Building Act

### Compliance with the Building Act

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 several 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
- onsite facilities managers responding to and prioritising identified issues and managing breakdown, preventative and cyclical maintenance contracts.

### Major works projects (greater than \$50,000)

99 Shiel Street, North Melbourne	<ul style="list-style-type: none"><li>▪ Fire indicator panel and associated field devices upgrade</li><li>▪ Insurance works in kitchenette area on level 1 due to flooding</li></ul>
Government House Drive, Melbourne	<ul style="list-style-type: none"><li>▪ Completion of security upgrade works including perimeter fence replacement</li><li>▪ Continued conservation works, including replacement and refurbishment of a section of roof</li></ul>

## Carers Recognition Act

At DPC we support our people to manage work and life commitments. We understand the contribution that carers make to both the workplace and to the broader community and their families. That is why we take active steps to support our people with their caring responsibilities under the *Carers Recognition Act 2012*. This encompasses:

- ensuring flexible work arrangements are embedded as part of the DPC working culture, and are available to all staff for any reason, including to support caring responsibilities
- establishing the DPC Enabler's Network, a network run by people with disability for people with disability, with an executive sponsor, open to all staff including carers
- delivering a mental health and wellbeing training program for all staff including those who have caring responsibilities
- providing support to all staff through the Peer Support Program and the Employee Assistance Program.

## Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. The Competitive Neutrality Policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in service provision.

DPC continues to ensure Victoria fulfils its requirements on competitive neutrality reporting for government businesses against the enhanced principles as required under the Competition Principles Agreement.

## DataVic Access Policy

In December 2019, DPC began a review of the DataVic Access Policy. The purpose of the review is to ensure the policy reflects contemporary data practices and aligns with terminology used by other jurisdictions. The proposed revised policy, known as the Open Data Policy, outlines a strategic approach to realising a wider range of benefits for Victorians. The revised policy will have an expanded scope that goes beyond promoting productivity and economic stimulation. It will also have principles that are easier for data custodians to follow.

DPC sought community feedback on the Open Data Policy between December 2019 and January 2020 through the Engage Victoria platform. In total, 1,991 people viewed the consultation, which resulted in 100 responses to the survey and 88 written submissions. Respondents included members of the Victorian public service, the Australian public service, community groups, not-for-profit organisations, universities and research institutions. Because of the breadth and depth of the feedback received through the consultation, it is anticipated that DPC will continue the review of the policy well into the second half of 2020.

As of June 2020, 45 Victorian Government departments and agencies had 4,965 data records accessible on the data.vic website, an increase of 265 data records compared with the previous year. The 2019–20 financial year saw the highest number of sessions on record (234,378 sessions). This represents an increase of 11 per cent on the previous year. Much of the increased activity on the data.vic website was driven by the 2019–20 bushfire season and the coronavirus (COVID-19) pandemic. Data records relating to these two events were the most popular as measured by the number of search terms, page views and downloads.

## Disability Act 2006

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

Highlights during 2019–20 included the following:

- DPC established the DPC Enablers Network, which is run by employees with disability and their allies. The network is for people with disability and is supported by a newly appointed Executive champion. The DPC network is a subgroup of the VPS Enablers Network that represents the needs, interests and concerns of government employees with lived experience of disability to ensure fair and equitable treatment.
- DPC continued the 'Stay Engaged' work placement program, which provided paid placements of up to 12 weeks for three participants. The program provides people with disability who are over the age of 18 and not currently in employment or studying with the opportunity to experience a paid work placement in DPC and gain valuable insights into a career in the public sector.
- DPC continued our partnership with the Australian Network on Disability (AND). AND is a national, membership-based, for-purpose organisation that supports organisations to advance the inclusion of people with disability in all aspects of business. In 2019–20, DPC recruited 10 interns (four for winter, six for summer) through AND as a pathway for students with disability into the DPC Internship Program.
- DPC delivered disability confidence training for employees and managers.

## Freedom of Information Act

The *Freedom of Information Act 1982* 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 DPC. Other than regular electronic and paper records, applicants may also request access to documents such as maps, films, computer discs and tape recordings.

The Act allows DPC to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: Cabinet documents; certain internal working documents; law enforcement documents; documents covered by legal professional privilege; documents containing personal information; certain commercial and financial information; and information provided to DPC in confidence.

If an applicant is not satisfied with a freedom of information (FOI) decision made by DPC, under section 49A of the Act they have the right to seek a review from the Office of the Victorian Information Commissioner within 28 days of receiving a decision letter.

For the 12 months ended 30 June 2020, the FOI Unit received 71 requests for DPC documents and 28 for the Office of the Premier. No requests were received during this period for any other DPC portfolio ministers.

The department finalised 59 FOI requests to DPC during the 12 months ending 30 June 2020. Sixty per cent of access decisions were made within the statutory time period, 24 per cent were between one and 45 days overdue and 16 per cent were overdue by more than 45 days. DPC also finalised 27 requests for the Office of the Premier.

Seven DPC matters went to the Information Commissioner for review and five complaints about DPC matters were made to the Information Commissioner.

One DPC matter was appealed to the Victorian Civil and Administrative Tribunal.

Two Office of the Premier matters went to the Information Commissioner for review and two complaints about Office of the Premier matters were made to the Information Commissioner.

### 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 FOI Act. In summary, a request should:

- be in writing
- identify as clearly as possible the documents requested
- be accompanied by the appropriate application fee (which may be waived if it would cause financial hardship to the applicant).

Requests for documents in DPC's possession should be addressed to:

Freedom of Information Officer  
Department of Premier and Cabinet  
GPO Box 4912  
Melbourne VIC 3001

Requests can also be lodged via <https://online.foi.vic.gov.au>. Access charges may apply once documents have been processed and an access decision has been made. Charges may be applied — for example, for costs associated with photocopying and search and retrieval of documents. More FOI information about DPC's FOI arrangements can be found at [www.vic.gov.au/foi-part-ii-statements](http://www.vic.gov.au/foi-part-ii-statements).

## Local Jobs First

### Implementation of the Victorian Industry Participation Policy and the Major Skills Guarantee Policy

Victorian Government agencies implement the Local Jobs First Policy to provide more opportunities for local companies to be involved in government procurement and major projects, which encourages local industry participation and industry development. The policy also commits to creating job opportunities and promoting a strong and sustained education and training culture.

The Local Jobs First Policy 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 more in regional Victoria.

Local Industry Development Plans must address:

- 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.

Local Industry Development Plans are certified by Industry Capability Network Victoria. For these plans, Industry Capability Network Victoria provides the agencies with an evaluation of each shortlisted bidder's Local Industry Development Plan, which is considered during the tender evaluation process.

Major Projects Skills Guarantee (MPSG) is a workforce development policy that is designed to ensure job opportunities for apprentices, trainees and cadets on Victorian Government construction projects. MPSG applies to all aspects of a construction project — the target can be met through the services and goods procurement aspects of the construction project. MPSG has applied since 1 January 2016 and requires that all construction projects valued at \$20 million or more

use Victorian registered apprentices, Victorian registered trainees or cadets for at least 10 per cent of the contract works' total estimated labour hours.

During 2019–20, DPC had two Local Jobs First Standard projects valued at \$8.9 million under contract, carried across from the previous financial year. The projects were in metropolitan Victoria. No projects began in regional Melbourne or were deemed as statewide. The MPSG did not apply to this project.

Of the two Local Jobs First projects in progress, the expected outcomes are:

- an average of 98 per cent of local content commitment
- the retention of one job (annualised employee equivalent).

## Privacy

### Compliance with the Privacy and Data Protection Act and the Health Records Act

DPC is committed to maintaining the privacy of personal information. The department's information privacy policies are available from:

The Privacy Officer  
Department of Premier and Cabinet  
1 Treasury Place  
Melbourne VIC 3002  
Telephone: (03) 9651 5111  
Email: [contact@dpc.vic.gov.au](mailto:contact@dpc.vic.gov.au)

The *Privacy and Data Protection Act 2014* governs Victoria's public sector privacy obligations. It 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 Privacy and Data Protection 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 2019–20, one matter regarding DPC's compliance with the IPPs was referred to the Information Commissioner. No matters regarding its compliance with HPPs were referred to the Health Services Commissioner.

## Public Interest Disclosure Act

*The Public Interest Disclosure Act 2012* (formerly 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, DPC does not tolerate improper conduct by its employees or reprisals against those who make disclosures about such conduct.

### Compliance with the Public Interest Disclosure Act

*The Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* introduced changes to the protected disclosure scheme, effective from 31 December 2019. Among the changes, the Protected Disclosure Act was renamed as the Public Interest Disclosure Act. Other changes include a revised definition of 'improper conduct' and clarification of bodies that can receive and assess public interest disclosures.

In light of the amended public interest disclosure scheme, and to ensure DPC's continued compliance with this legislation, DPC has updated the Guide to Making and Handling Public Interest Disclosures. The guide is available on the internet at <https://www.vic.gov.au/dpc-public-interest-disclosures>.

Public interest disclosures must remain confidential under the law, so it is difficult to be accurate about the numbers of disclosures in any year. For example, managers or executives can receive public interest disclosures and may report these straight to the Independent Broad-based Anti-corruption Commission without anyone knowing. Equally, people can report directly to the commission themselves without DPC necessarily knowing.

DPC has not had any disclosures made under the Public Interest Disclosure Act to its protected disclosure coordinators in 2019–20.

## Social Procurement Framework

During the reporting year, DPC launched its Social Procurement Strategy, which was developed in line with Victoria's Social Procurement Framework.

In 2019–20, DPC improved its social procurement performance against four objectives:

- opportunities for Victorian Aboriginal people
- opportunities for Victorians with disability and disadvantaged Victorians
- supporting safe and fair workplaces
- opportunities for Victorian social enterprises.

## Purchases from social suppliers, 1 July 2019 to 30 June 2020

Social procurement opportunity	Metric	Number of businesses engaged	Actual spend (excl GST)
Opportunities for Victorian Aboriginal people	Total spend with Victorian Aboriginal businesses		\$3,059,081.56
	Number of Victorian Aboriginal businesses engaged	48	
Opportunities for Victorians with disability	Total spend with Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises		\$55,393.15
	Number of Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises engaged	10	
Opportunities for disadvantaged Victorians	Total spend with Victorian social enterprises led by a mission for the disadvantaged		\$1,306,862.63
	Number of Victorian social enterprises led by a mission for the disadvantaged engaged	22	
Sustainable Victorian social enterprises and Aboriginal business sectors	Total spend with Victorian social enterprises		\$3,294,049.37
	Number of Victorian social enterprises engaged	56	

### Summary of contributing activities and initiatives

- DPC developed an awareness campaign to promote the Social Procurement Strategy across the department.
- Invitations to supply during the financial year included requirements for a minimum of one social procurement objective to be included in supplier proposals. As a result, DPC awarded contracts to the value of \$15,924,823 to suppliers who provided a social benefit.
- DPC implemented data capturing tools to report on direct spend with social enterprises (PowerBI Dashboard).
- DPC refined its procurement processes to encourage direct spend with Aboriginal suppliers where Aboriginal knowledge and expertise is needed.
- DPC conducted two social procurement insight surveys with State Purchase Contract agreement suppliers. Results have informed DPC's understanding of supplier support for women's equality and safety, support for safe and fair workplaces, support for workforce diversity and environmentally sustainable business practices. Resulting insights have been shared across government.
- DPC procured a range of services from several Victorian Aboriginal businesses in 2019–20. This included engagements with several Aboriginal ICT businesses that provided DPC services to update the Aboriginal Victoria website and to host data visualisations. DPC also engaged Aboriginal businesses for professional advisory services to complete program evaluations and undertake strategic research to inform policy advice.
- DPCs 'Stay Engaged' program continued to run, which gives people with disability a chance to engage in meaningful employment within DPC through fixed-term paid work placements offered in various areas, such as administration and policy.
- DPC contributed to the Self-Determination Reform Framework through leveraging existing procurement systems and providing social procurement advice.



## Subsequent events

Refer to the section on subsequent events at Note 8.11 in DPC's financial statements.

## Other information available on request

In compliance with the requirements of the Standing Directions of the Assistant Treasurer, details of items listed below have been retained by DPC and are available on request, subject to the provisions of the Freedom of Information Act. These items include:

- a) a statement that declarations of pecuniary interests have been duly completed by all relevant DPC officers
- b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- c) details of publications produced by DPC about itself and how these can be obtained
- d) details of changes in prices, fees, charges, rates and levies charged by DPC
- e) details of any major external reviews carried out on DPC
- f) details of major research and development activities undertaken by DPC
- g) details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- h) details of major promotional, public relations and marketing activities undertaken by DPC to develop community awareness of DPC and its services
- i) details of assessments and measures undertaken to improve the occupational health and safety of employees
- j) a general statement on industrial relations within DPC and details of time lost through industrial accidents and disputes
- k) a list of major committees sponsored by DPC, the purposes of each committee and the extent to which the purposes have been achieved
- l) details of all consultancies and contractors including:
  - consultants/contractors engaged
  - services provided
  - expenditure committed to for each engagement.

This information is available on request from:

Executive Director  
Corporate Services Division  
Department of Premier and Cabinet  
1 Treasury Place  
East Melbourne VIC 3002  
Email: [dp&c@dpc.vic.gov.au](mailto:dp&c@dpc.vic.gov.au)

## Contacts

### Department of Premier and Cabinet

Secretary  
1 Treasury Place  
Melbourne 3002  
(DX 210753)  
(GPO Box 4912, Melbourne 3001)  
Telephone: (03) 9651 5111  
Email: [dp&c@dpc.vic.gov.au](mailto:dp&c@dpc.vic.gov.au)  
[www.dpc.vic.gov.au](http://www.dpc.vic.gov.au)

### Administrative offices

#### Office of the Governor

Official Secretary  
Government House  
Government House Drive  
Melbourne 3004  
Telephone: (03) 9655 4211  
[www.governor.vic.gov.au](http://www.governor.vic.gov.au)

#### Office of the Chief Parliamentary Counsel

Chief Parliamentary Counsel  
Level 2, 1 Macarthur Street  
East Melbourne 3002  
Telephone: (03) 9651 2109  
[www.legislation.vic.gov.au](http://www.legislation.vic.gov.au)

### Office of the Victorian Government Architect

Victorian Government Architect  
Level 2, 20 Spring Street  
East Melbourne 3002  
Telephone: (03) 9651 6583  
[www.ovga.vic.gov.au](http://www.ovga.vic.gov.au)

### Public Record Office Victoria

Director and Keeper of Public Records  
Victorian Archives Centre  
99 Shiel Street  
North Melbourne 3051  
Telephone: (03) 9348 5600  
[www.prov.vic.gov.au](http://www.prov.vic.gov.au)

### Service Victoria

Chief Executive Officer  
Level 10, 1 McNab Avenue  
Footscray 3011  
[www.service.vic.gov.au](http://www.service.vic.gov.au)

**DEPARTMENT OF PREMIER AND CABINET  
ANNUAL REPORT 2019–20**

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More information about DPC portfolio entities can be obtained, where applicable, from their individual 2019–20 annual reports.

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