



DEPARTMENT OF  
PREMIER AND CABINET  
ANNUAL REPORT  
2021–22





Front cover (image): A 'Welcome to Country' ceremony on Gadubanud Country in Lorne, performed by Eastern Maar Traditional Owners in June 2022. The ceremony was before a meeting of the First Peoples Assembly of Victoria at which a document was signed marking the agreement on the state's Treaty Authority. The document was signed by the Assembly Co-chairs, the Premier of Victoria and the Minister for Aboriginal Affairs.

Photo: Department of Premier and Cabinet

## 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 2022.



**Jeremi Moule**

Secretary

September 2022

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# Section 1: Overview

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## Secretary's foreword



As Victoria's First Minister's department, the Department of Premier and Cabinet (DPC) provides strategic leadership across the Victorian public service through its guidance and coordination of whole of government policy and performance.

Since 2020, there have been changes in how we live and work that have impacted us all — as individuals, as a community and as a public service.

In this context, DPC continues to demonstrate excellence through its delivery of strong policy outcomes. During 2021–22 this has been evident in our response to the persistent challenges of COVID-19 and the ongoing work to support the recovery and revitalisation of Victoria's economy, industry, and communities.

In close partnership with the Department of Health, DPC has advised on significant investment in Victoria's health system, to ensure it remains strong even in the face of the sustained peaks caused by COVID-19.

Supporting Victoria's economic revitalisation has also seen DPC providing advice and coordination on the delivery of major infrastructure projects, new planning processes for state projects and a suite of other economic recovery initiatives.

DPC has also achieved major milestones for a number of key government policy commitments and reforms such as the establishment on 1 July 2021 of Wage Inspectorate Victoria as a statutory authority. Since then, Wage Inspectorate Victoria has worked to protect the safety and welfare of children working in Victoria, and a range of fundamental employment rights of workers and employees in Victoria.

Looking more broadly, following its establishment within DPC in April 2021, the First Peoples–State Relations group has been foundational to DPC's support for First Peoples in Victoria to be strong and self-determining. This includes through participation in negotiations with the democratically elected First Peoples' Assembly of Victoria, and leading whole of government reforms to progress the government's commitment to treaty. First Peoples–State Relations has also provided leadership and coordination on the whole of government response to the historic Yoorrook Justice Commission since the Commission's establishment in May 2021.

Another key pillar of our work is to uphold and improve the standards of professional public administration.

Changes in previous years to the way the public service works have now become enduring features, reflecting our capacity to adapt to a rapidly evolving environment. I am proud to see the public service embedding practices that ensure modern, responsive, innovative and collaborative delivery, reflecting the experiences of all Victorians.

DPC's whole of government leadership has also been evident in the digital transition of services and supports to enable evidence-based policy making and the provision of safer, more efficient and accessible government services. Digital Victoria's leadership of this transition in 2021–22 culminated with the release of the Victorian Government Digital Strategy 2021–2026. This strategy outlines whole of government objectives to create better, fairer and more accessible services, a digital-ready public sector and a thriving digital economy.

The Office of the Chief Parliamentary Counsel has continued to excel in its provision of legislative services, critical to progress government reforms, while also working with Digital Victoria to improve its project management practices and systems.

These improvements across the breadth of public administration have been achieved with a view to efficiency and effectiveness. Together with the Department of Treasury and Finance, DPC has provided advice to the government on the implementation of a range of budget efficiency initiatives to ensure the provision of government services to Victorians remains economical and delivers strong public value.

I look forward to the privilege of continuing to work alongside my colleagues at DPC and the Victorian Secretaries' Board, to lead a department and a public service always committed to improving outcomes for all Victorians.



**Jeremi Moule**  
Secretary

# About us

## OUR VISION

The Department of Premier and Cabinet's (DPC) vision is to be a recognised and respected leader in whole of Victorian 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

- Pursue policy and service delivery excellence and reform
- Lead the public sector response to significant state issues, policy challenges and projects
- Support the effective administration of government

### First Peoples in Victoria are strong and self-determining

- Improve outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights and conducting a truth telling process
- Address trauma and support healing; address racism established through colonisation
- Provide culturally safe systems and services; and transfer power and resources to communities

### Professional public administration

- Foster and promote a high-performing public service
- Ensure effective whole of government performance and outcomes
- Protect the values of good public governance, integrity and accountability in support of public trust

## OUR MINISTERS



### 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, as Head of State, and Cabinet, and between the Victorian Government and other state and territory governments.

The following DPC entities are part of the Premier's portfolio:

- Office of the Governor
- Breakthrough Victoria Pty Ltd.

#### 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 Digital Victoria and public sector administration and reform.

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

- Cenitex
- 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, Minister Pearson is the Minister for Housing, Assistant Treasurer and Minister for Regulatory Reform.

#### Contact details

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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

DPC advises and supports the Minister for Industrial Relations and his portfolio. This includes Industrial Relations Victoria, which works 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
- Wage Inspectorate Victoria.

In addition to his DPC responsibilities, Minister Pallas is the Treasurer, the Minister for Economic Development and the Minister for Trade.

### 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 Treaty and First Peoples

### Gabrielle Williams MP

DPC advises and supports the Minister for Treaty and First Peoples\* and her portfolio. This includes oversight of First Peoples–State Relations, which focuses on promoting cultural rights, self-determination, treaty and truth.

The Minister for Treaty and First Peoples is also responsible for the following DPC portfolio entity:

- Victorian Aboriginal Heritage Council.

In addition to her DPC responsibilities, Minister Williams is the Minister for Mental Health.

### Contact details

50 Lonsdale Street

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### Email:

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

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

*\* The Minister for Treaty and First Peoples was formerly known as the Minister for Aboriginal Affairs until 27 June 2022.*

## OTHER OFFICIALS

### **Mr Steve McGhie, Cabinet Secretary**

DPC's Cabinet Office provides support to the Cabinet Secretary for the operations of the Cabinet process and supports the Cabinet Secretary in his role.

#### **Contact details**

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

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

The Hon Sonya Kilkeny MP was the Cabinet Secretary until 27 June 2022, when she was appointed to the ministry.

### **Mr Nick Staikos, Parliamentary Secretary to the Premier**

Mr Staikos assists the Premier with his portfolio responsibilities.

#### **Contact details**

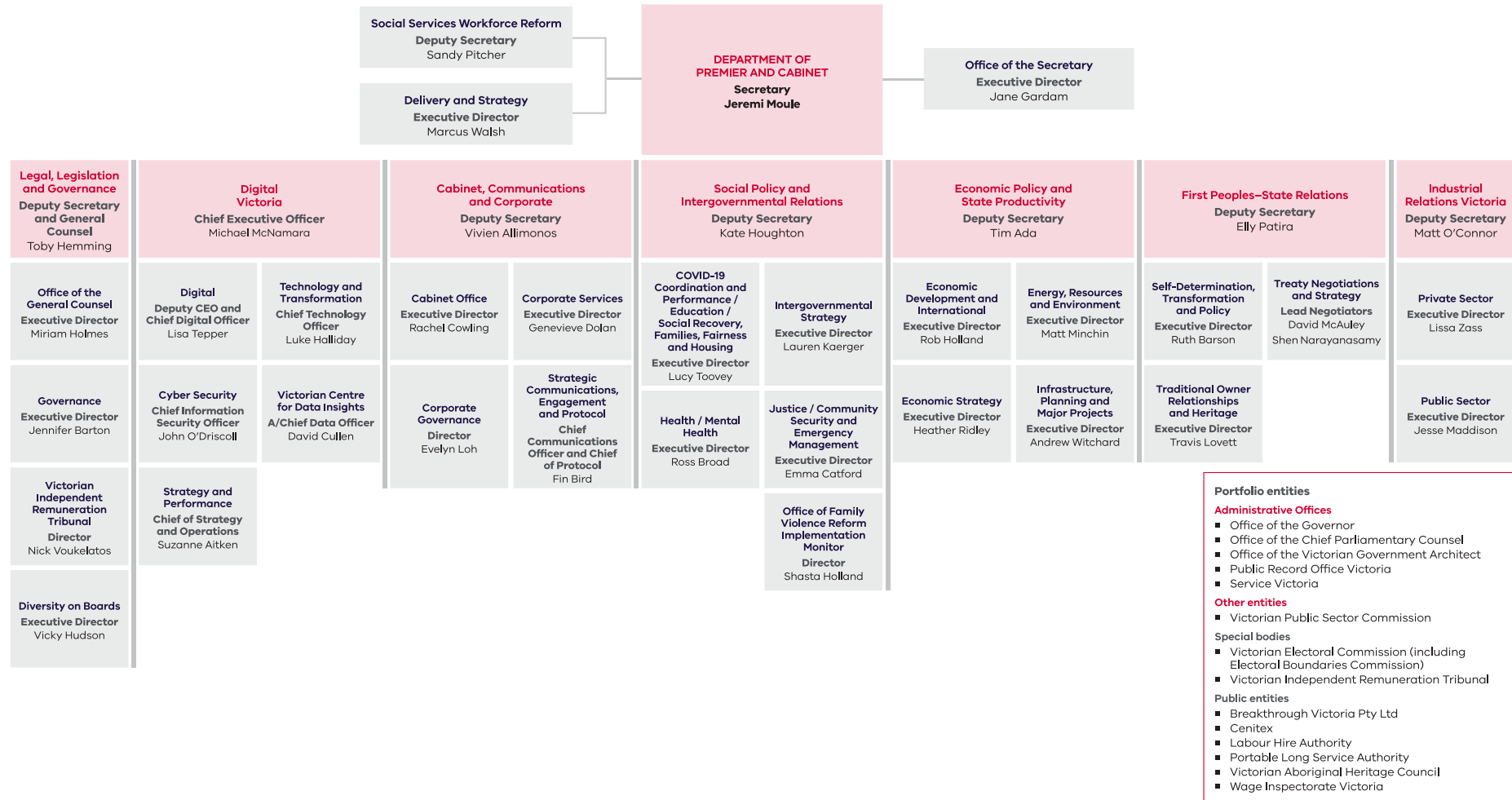
**Email:** [nick.staikos@parliament.vic.gov.au](mailto:nick.staikos@parliament.vic.gov.au)

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

The Hon Steve Dimopoulos MP was the Parliamentary Secretary to the Premier until 27 June 2022, when he was appointed to the ministry.

# ORGANISATIONAL CHART

DPC as at 30 June 2022



## CHANGES TO THE DEPARTMENT DURING 2021–22

On 1 July 2021 Wage Inspectorate Victoria was transferred from DPC and established as a statutory entity following the appointment of its first commissioner. Wage Inspectorate Victoria promotes and enforces Victoria’s laws on wage theft and child employment, long service leave entitlements and owner driver, forestry contractor, hirer and freight broker obligations.

On 1 September 2021 the Public Sector Reform branch transferred from DPC to a DPC entity — the Victorian Public Sector Commission. Public Sector Reform was responsible for leading and coordinating work on major issues relating to the management and operations of the Victorian Government including the strategic direction and reform of the public sector and public sector performance.

On 28 February 2022 the Social Services Workforce Reform branch was established as a new project office within DPC to lead and coordinate whole of government reform efforts to support workforce development within the social services sector. The Social Services Workforce Reform project office focuses on addressing the challenges of training, recruiting and retaining the critical social services workers needed to deliver the government’s significant investments in prevention of family violence and mental health reforms, as well as reforms in child protection and family services, youth justice, housing and homelessness, early childhood and other areas.

## OUR GROUPS

DPC consists of seven groups:

- Legal, Legislation and Governance
- Digital Victoria
- Cabinet, Communications and Corporate

- Social Policy and Intergovernmental Relations
- Economic Policy and State Productivity
- First Peoples–State Relations
- Industrial Relations Victoria.

### Legal, Legislation and Governance

The Legal, Legislation and Governance group delivers public sector legal, legislation and governance expertise and combines the Office of the General Counsel (OGC) and the Governance branch.

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

Governance branch unifies DPC’s efforts to promote good governance and public administration, high-quality decision and policymaking, government integrity and accountability, and trust in public institutions. It also supports the critical work of the Victorian Independent Remuneration Tribunal.

### Digital Victoria

Digital Victoria drives digital transformation across the Victorian Government to create better, fairer, more accessible services, a digital-ready public sector and a thriving digital economy. Digital Victoria launched the first Victorian Government Digital Strategy 2021–2026 in November 2021, setting a unified vision for a digital, thriving Victoria. As the steward of the whole of government digital agenda, Digital Victoria is building the foundations required to solve systemic whole

of government or interdepartmental digital challenges and prepare the government to be future ready and digitally enabled for all Victorians. Digital Victoria comprises five branches: Digital; Cyber Security; Strategy and Performance; Technology and Transformation, and the Victorian Centre for Data Insights.

### **Cabinet, Communications and Corporate**

The Cabinet, Communications and Corporate group provides services and Victorian public service-wide advice to support robust public administration and promote DPC's role as the First Minister's department. The group provides timely and practical guidance on the operation of Cabinet, Cabinet committees and the Executive Council. The group leads work to support DPC to meet integrity, financial accountability and institutional governance obligations to parliament and ministers and provides specialist communication, event, behavioural insights and protocol advice across government. The group also provides the operational backbone to DPC and its entities through finance; operations; people and culture; and procurement services and assistance.

### **Social Policy and Intergovernmental Relations**

The Social Policy and Intergovernmental Relations group brings together social policy expertise by coordinating the state's intergovernmental relations. The group provides policy advice on the following areas: health; mental health; education; skills and training; justice; community security and emergency management; and families, fairness and housing.

The group also leads oversight and coordination of intergovernmental advice, COVID-19 pandemic response efforts and the government's response to the Royal Commission into Victoria's Mental Health

System. It also supports the Office of the Family Violence Reform Implementation Monitor.

### **Economic Policy and State Productivity**

The Economic Policy and State Productivity group leads economic policy advice to the Premier. The group collaborates with relevant departments and agencies to support a coordinated whole of government approach to policy and projects in the areas of economic development and industry recovery; fiscal policy; regional and suburban development; local government; regulatory reform; consumer affairs; racing; workplace safety; creative industries; major events, tourism and sport; innovation; small business; employment; international engagement; infrastructure and planning; precincts; public transport; agriculture; resources; energy and climate change; and water and the environment.

### **First Peoples–State Relations**

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

### **Industrial Relations Victoria**

Industrial Relations Victoria (IRV) provides strategic industrial relations legislative, policy and technical advice to government and departments. IRV engages with Victorian employers, employees and their representatives to support a positive industrial relations environment, and to advocate for fair and productive workplaces,

secure work and gender pay equity. IRV also oversees industrial relations matters and enterprise bargaining policy and processes across the Victorian public sector. IRV comprises of the Private Sector Industrial Relations branch, the Public Sector Industrial Relations branch and the Office of the Deputy Secretary. IRV supports three portfolio entities: the Labour Hire Licensing Authority, the Portable Long Service Authority and Wage Inspectorate Victoria.

## DPC'S SENIOR EXECUTIVES

### Secretary

**Jeremi Moule** was appointed as the Secretary of DPC in October 2020. Prior to this role, he was DPC's Deputy Secretary of Governance Policy and Coordination, a position he held since August 2018.

Jeremi has held various executive positions in the Victorian and South Australian public services for more than 20 years. He started his career as a journalist and was the CEO of a registered training organisation. Jeremi lives in Bendigo and has worked extensively in regional Victoria.

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

### Deputy Secretary/General Counsel, Legal, Legislation and Governance

**Toby Hemming** was appointed as 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 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.

### Chief Executive Officer, Digital Victoria

**Michael McNamara** was appointed CEO for Digital Victoria in September 2021.

Michael has more than 25 years of experience in the digital transformation paradigm. Prior to DPC, Michael was the Chief Information Officer and Deputy CEO for Services Australia where he was responsible for major digital transformation programs. Before joining the public sector, he had a lengthy private sector career supporting the likes of ANZ and other banking and energy providers to build and modernise their digital infrastructure. Michael was ranked in the top 10 in the CIO50 awards in 2021.

### Deputy Secretary, Cabinet, Communications and Corporate

**Vivien Allimonos** is Deputy Secretary of Cabinet, Communications and Corporate. Vivien also acted as the Chief Executive Officer of Digital Victoria from March 2021 until September 2021. Prior to DPC, Vivien was the Chief Communications Officer at the Department of Education and Training. Vivien has more than 20 years of experience in public administration, with a focus on international affairs, trade and communications. She has held various executive positions in the Victorian and Australian public services as well as the US State Department. She holds an honours degree in commerce/arts from the University of Melbourne and was listed in IPAA Victoria's Top 50 Public Sector Women 2020.



## Deputy Secretary, Social Policy and Intergovernmental Relations

**Kate Houghton PSM** was appointed as a Deputy Secretary in DPC in November 2018, initially looking after Social Policy and Aboriginal Affairs. In April 2021 Aboriginal Affairs became the separate First Peoples–State Relations group and Kate took on responsibility for intergovernmental relations.

Kate has led many teams across a variety of portfolios within the Victorian public service. Before joining DPC she was 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. She is also an IPAA Fellow. In the June 2022 Queen’s Birthday Honours List, Kate was awarded the Public Service Medal in recognition of her contribution in support of Australia’s response to the COVID-19 pandemic.

## Deputy Secretary, Economic Policy and State Productivity

**Tim Ada** began in the role of Deputy Secretary of Economic Policy and State Productivity in April 2019. Previously, Tim was Deputy Secretary at the Department of Jobs, Precincts and Regions, where he was responsible for the strategic development of key industry sectors including manufacturing, life sciences, international education and delivering telecommunications and employment programs.

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

**Chris Miller** acted in the role of Deputy Secretary of Economic Policy and State Productivity from April to October 2021. Chris substantively served as Executive Director of the Infrastructure, Planning and Major Projects branch at DPC. Chris departed DPC in February 2022.

## Deputy Secretary, First Peoples–State Relations

**Elly Patira** was appointed as the Deputy Secretary of First Peoples–State Relations in April 2021. Elly is a lawyer and policy adviser with broad experience across constitutional, Indigenous and minority rights law and policy, both domestically and internationally. She holds a Bachelor of Arts and a JD (Juris Doctor) from the University of Melbourne and a Master of International Human Rights Law from the University of Oxford. Elly has held various executive positions in the Treaty and First Peoples portfolio at DPC. She has previously worked as an academic, in the corporate sector, for Aboriginal organisations and as an adviser during the Fijian constitution-making process.

As Deputy Secretary, Elly is responsible for an extensive program of priority work with First Peoples in the areas of treaty, truth and transitional justice, self-determination and cultural rights and protection.

## Deputy Secretary, Industrial Relations Victoria

**Matt O’Connor** was appointed as the Deputy Secretary of Industrial Relations Victoria in April 2015.

Matt has worked in the Victorian Government since 2003. He has overseen the development of significant industrial relations legislative policy reforms including wage theft, labour hire licensing, long service leave and child employment.

Matt provides strategic input on a range of whole of government industrial relations matters. He has overseen the government's participation in significant legal proceedings in the Fair Work Commission, advocating for secure and fair employment through increases to the national minimum wage; paid family and domestic violence leave; and a minimum wage floor for piece rates in the horticultural award. He has also represented the Victorian Government in consultations with the Commonwealth Government on federal industrial relations legislative proposals including amendments to the *Fair Work Act 2009*.

Matt has steered the government's public sector industrial relations strategy for several years and, more recently, played a pivotal role in developing enduring flexible working arrangements and managing COVID-19 workforce issues.

### **Deputy Secretary, Social Services Workforce Reform**

**Sandy Pitcher** began as Deputy Secretary, Social Services Workforce Reform in February 2022. Sandy has around 15 years of executive experience across the Victorian, South Australian and Commonwealth public sectors as well as the Commission for Racial Equality in the UK. Sandy was the inaugural Secretary of the Department of Families, Fairness and Housing in 2021, after co-leading the contact and case management COVID-19 response for Victoria from July 2020. She was the Secretary of the South Australian Department of Environment, Water and Natural Resources from 2015 to 2018.

Sandy has held a number of community and university board positions. She also had a stint in an ASX company from 2018 to 2019.

Sandy holds degrees in law and arts from Adelaide University and was appointed an IPAA National Fellow in 2013, as well as being awarded the National Telstra Businesswoman of the Year in 2012.

## **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.

DPC is responsible for the effective, efficient and economical management of the following administrative offices.

### **Office of the Chief Parliamentary Counsel**

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

### **Office of the Governor**

The Office of the Governor supports the Governor of Victoria in carrying out all aspects of their official duties for the benefit of the Victorian community. It also 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, regional and overseas 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's activities include reviewing significant state and local

government projects as well as commercial projects with a significant impact on the public. OVGA also leads on significant good-design initiatives and provides input, advice and advocacy on policies and issues of relevance to the Victorian Government.

### **Public Record Office Victoria**

Public Record Office Victoria (PROV) maintains the archives of the State Government of Victoria, holding records dating from the mid-1830s to today. PROV manages these for use by the government and people of Victoria. PROV's collection contains records of decisions, events, people and places that have shaped our history. PROV sets mandatory recordkeeping standards for state and local government agencies and provides support and advice on recordkeeping to government.

### **Service Victoria**

Service Victoria is a whole of government service capability with responsibility for improving and modernising the way government transactions are delivered online.

Service Victoria brings together more than 80 government services into a central access point — the Service Victoria app and website — making it easier for Victorians to transact with government.

Service Victoria is responsible for implementing the *Service Victoria Act 2018*, which helped Victoria to become the first jurisdiction to offer Level of Assurance 3 online identity verification, which is the highest rigour possible online.

## **OTHER ENTITIES**

DPC supports the Premier and its ministers in their responsibilities for the Victorian Public Sector Commission and the following special bodies and public entities.

### **Special bodies**

Special bodies are defined in section 6 of the Public Administration Act and are 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:

- Breakthrough Victoria Pty Ltd
- Cenitex
- Labour Hire Authority
- Portable Long Service Authority
- Victorian Aboriginal Heritage Council
- Wage Inspectorate Victoria.

# Five-year financial summary

## KEY FINANCIAL INDICATORS FROM 2017–18 TO 2021–22

	2021–22	2020–21	2019–20	2018–19	2017–18
	\$'000	\$'000	\$'000	\$'000	\$'000
Department-controlled activities	(1)	(2)	(3)	(4)	(5)
Income from government	650,501	607,413	726,920	720,119	520,002
Total income from transactions	694,868	642,804	818,062	760,318	580,778
Total expenses from transactions	(675,126)	(632,174)	(825,276)	(750,323)	(573,028)
Net result from transactions	19,742	10,630	(7,214)	9,995	7,750
Net result for the period	21,986	13,048	(7,666)	8,583	7,966
Net cash flow from operating activities	29,706	35,597	17,883	35,134	15,980
Total assets	1,118,658	881,214	866,022	876,813	847,231
Total liabilities	106,858	95,703	116,514	116,711	90,268

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

Notes:

- (1) The increase in 2021–22 income and expenditure is mainly due to new government initiatives delivered during the year including digital vaccination certification, business licensing initiatives and the development of the Digital Victoria Marketplace. In addition, there is an increase associated with 2022 State Election readiness. Assets increased as a result of revaluation from formal valuation of property, plant and equipment. Department liabilities increased as a result of higher employee leave liabilities and provision for the early retirement packages announced during the year.
- (2) The decrease in 2020–21 income and expenditure is mainly due to machinery of government changes where Fairer Victoria transferred from DPC to the Department of Families, Fairness and Housing on 1 February 2021, and Bushfire Recovery Victoria transferred to the Department of Justice and Community Safety from 1 July 2020. An increase in assets is driven by asset revaluations. Transfer of employee and supplier liabilities to the Department of Families, Fairness and Housing contributed to a decrease in liabilities.
- (3) The increase in 2019–20 income and expenditure is mainly due to bushfire recovery activities and responses to the COVID-19 pandemic. DPC's assets decreased due to reductions in financial assets from the use of funding received in prior financial years and machinery of government decisions where functions were transferred from DPC.
- (4) The increase in 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 due to higher payables and employee liabilities because of growth and machinery of government transfers into DPC.
- (5) 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.

## 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.

## DEPARTMENTAL OUTPUT CHANGES DURING 2021–22

Following the transfer of departmental outputs to the Department of Families, Fairness and Housing on 1 February 2021, DPC established a new departmental objective and made the following changes to its output structure in 2021–22.

2021–22 objective	Indicator	Output
First Peoples in Victoria are strong and self-determining	First Peoples in Victoria have increased control over decisions that impact their lives	Aboriginal policy, strengthening Aboriginal cultural heritage and communities

## DEPARTMENTAL OBJECTIVES, INDICATORS AND LINKED OUTPUTS

DPC’s medium-term objectives, associated indicators and linked outputs as set out in the 2021–22 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  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
First Peoples in Victoria are strong and self-determining	First Peoples in Victoria have increased control over decisions that impact their lives	Aboriginal policy, strengthening Aboriginal cultural heritage and communities
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 administration advice and support
		State electoral roll and electoral events

## 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.

### **Provide support for core government systems and activities vital to the Victorian response to, and recovery from, the COVID-19 pandemic**

COVID-19 communications evolved throughout 2021–22 to promote self-protective decision making, supporting public health orders and integration with COVID-19 advertising campaigns.

Behavioural insights were further applied to communications and campaigns to encourage individuals and communities to take proactive steps to protect themselves and others against COVID-19, and to adhere to public health measures.

COVID-19 communications continued to ensure consistency of message, reinforced accessibility requirements, advocated for in-language communications for First Nations and culturally diverse audiences, and facilitated collaboration across departments to ensure [coronavirus.vic.gov.au](https://coronavirus.vic.gov.au) remained the central source of COVID-19 information.

The Public Sector Administration Committee (PSAC) met regularly during 2021–22 to consider a range of issues connected with ensuring the public service could continue to deliver core services through the pandemic.

PSAC coordinated advice to the Emergency Management Commissioner at the beginning of 2022 on risks to critical services in the face of rising COVID-19 case numbers due to the emergence of the Omicron variant. PSAC has been a central coordination point for developing and implementing the Victorian public service (VPS) approach to flexible

working, including on matters such as COVIDSafe workspaces, staff wellbeing and vaccination policy.

Suburban Hubs have been established to support flexible and remote working for VPS staff. The Health, Safety and Wellbeing team provided audit and COVIDSafe compliance support to the project team while establishing and opening the hubs.

### **Supporting the government's response to COVID-19**

DPC has continued to support government decision making on Victoria's approach to COVID-19 management, including at National Cabinet. DPC played a key role in coordinating and delivering strategic communications in year two of the pandemic and has worked with departments to provide advice on significant policy changes throughout 2021–22. The key COVID-19 measures that DPC supported throughout 2021–22 included: delivering COVID-19 vaccinations; implementing the Victorian vaccinated economy; changing quarantine requirements for international arrivals; delivering rapid antigen tests through testing sites, schools and early childhood education and care services; and continued engagement and support for at-risk and priority communities.

Throughout the year DPC continued to collaborate with the Department of Health (DH) to deliver equitable access to vaccinations for all eligible Victorians, particularly with the increased availability of booster doses in late 2021. Extension of state sites in early 2022 ensured Victorians

had safe, efficient and easy access to vaccines as soon as they were eligible. Over time the vaccination program transitioned to be predominantly delivered through primary care settings, with Victoria continuing targeted engagement and outreach to support vaccination for at-risk and priority communities.

DPC worked closely with COVID-19 Quarantine Victoria and the Commonwealth Government to deliver the Victorian Quarantine Hub, which started accepting residents from February 2022 and provides a safe place for community members to self-isolate or quarantine.

DPC collaborated with DH to implement Victoria's new pandemic management framework under Part 8A of the *Public Health and Wellbeing Act 2008*. DPC briefed the Premier to consider making and extending the pandemic declaration and helped prepare reports to parliament as a key measure to promote transparency and accountability in relation to the government's COVID-19 response. The reports are tabled in parliament and publish the Premier's statement of reasons for making or extending a pandemic declaration. They also include advice from the Chief Health Officer and the Minister for Health in respect of the making or extending of the pandemic declaration. They summarise pandemic orders made, the public health risk powers and pandemic management powers exercised and the reasons for exercising those powers.

### **Supporting the Victorian Government to deliver improved health outcomes for Victorians in the context of unprecedented challenges**

Working closely with DH, DPC plays a key role in ensuring the Victorian health system is prepared and supported to manage fluctuations in demand, including COVID-19 demand, across the state. This year DPC continued to provide advice to government on the investment and responses needed to respond to COVID-19, including supporting significant investments in workforce, hospital-based and primary care, critical infrastructure and equipment.

DPC has also worked closely with DH to support the recovery of Victoria's health system — for example, the Victorian Government's COVID Catch-Up Plan to address non-urgent surgery that had been deferred due to the pandemic.

### **Providing advice on current and future economic challenges and opportunities, including related to Victoria's economic recovery from the COVID-19 pandemic**

In 2021–22 DPC continued to work closely with the Department of Treasury and Finance and other departments to support the government's economic recovery following COVID-19. This included advising on budget and fiscal strategy, industry recovery, employment, consumer affairs, local government, transport policy and infrastructure delivery. DPC also supported the Premier in the annual State Budget process and in implementing budget efficiency initiatives. Since the onset of COVID-19, DPC has actively supported the Victorian Government to identify and implement measures to assist businesses and individuals affected financially by the pandemic.



**Advocate for Victoria’s interests in intergovernmental forums, including supporting the Premier at National Cabinet**

In 2021–22 DPC led the provision of advice to the Premier and senior departmental officials to support their participation in a high volume of formal intergovernmental meetings. In the 12-month period DPC supported and coordinated strategic advice for more than 90 intergovernmental meetings. The highest number of meetings took place in the period from July 2021 to March 2022. Issues included vaccine rollout and implementation of the national plan for transitioning Australia’s response to COVID-19. This addressed recovery and financial measures to support workers and businesses.

DPC also provided strategic policy advice and collaborated across government to support the negotiation of key National Cabinet reform matters and priority portfolio agreements. These covered health, education and energy, maintaining a focus on Victorian priorities and maximising benefits to the Victorian community. In total, DPC helped negotiate more than 20 agreements including multilateral and bilateral Mental Health Agreements, Public Dental Services for Adults and the National Plan to End Violence against Women and Children.

**Ensure strategic decision-makers are supported in their efforts to strengthen the disaster resilience and security of all Victorians, including through implementing the recommendations of state and national reviews and inquiries**

Through coordination and collaboration with all Victorian Government departments, DPC has continued to strengthen emergency management arrangements and to support a strong reform agenda in response to several reviews and inquiries. These included the Inspector-General for Emergency Management (IGEM) Inquiry into the 2019–20 Victorian Fire Season, IGEM’s Review of 10 Years of Reform in the Emergency Management Sector, the COVID-19 Hotel Quarantine Inquiry and the ESTA Capability and Service Review. DPC, in partnership with Emergency Management Victoria, also continues to work with other jurisdictions through the Australia–New Zealand Emergency Management Committee to strengthen disaster resilience.

Further in 2021–22 DPC supported national counterterrorism reforms through the Australia–New Zealand Counter-Terrorism Committee. DPC also supported reforms to tackle the early warning signs of radicalisation and violent and extremist behaviour, delivering on recommendations of the Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers. DPC continued to provide protective security measures for government personnel and its information and physical assets through coordinating VPS personnel vetting and the Member of Parliament Protective Security Program.

**Support the Victorian Government to deliver critical social policy reforms, including recommendations from the Royal Commission into Victoria’s Mental Health System, continuing to strengthen the VET system, justice reforms, and continuing the rollout of Three-Year-Old Kindergarten**

DPC has continued to support landmark social policy reforms through providing a whole of government lens to ensure their successful implementation.

In 2021–22 DPC continued to support implementation of reforms across the justice system, including helping to progress legislation to transform financial assistance for victims of crime, with the existing Victims of Crime Assistance Tribunal set to be replaced with an administrative Financial Assistance Scheme built around the needs of victims and aiming to minimise trauma. DPC also supported development of the government response to the Parliamentary Inquiry into Historical Forced Adoption in Victoria, with work underway to design Australia’s first redress scheme for historical forced adoption practices and administer an exceptional circumstances fund. DPC also continued to support work to modernise Victoria’s youth justice system via oversight of the new youth justice facility, Cherry Creek, which is set to open in mid-2023. DPC also continued to support work to modernise Victoria’s youth justice system via oversight of the new youth justice facility, Cherry Creek, which is set to open in mid-2023.

In partnership with DH, DPC has continued to support a coordinated government response to the Royal Commission into Victoria’s Mental Health System. In the year since the final report was tabled, work has begun on more than 90 per cent of the Royal Commission’s 74 recommendations to lay the foundations for Victoria’s future mental health system.

Key achievements in 2021–22 include introducing the new Mental Health and Wellbeing Bill into the Victorian Parliament, releasing the Mental Health and Wellbeing Workforce Strategy 2021–2024 and Victoria signing the National Mental Health and Suicide Prevention Agreement. DPC also continues to work with DH to facilitate government-wide decision making to improve the mental health and wellbeing system, including a Mental Health and Wellbeing Cabinet Committee, a Mental Health and Wellbeing Victorian Secretaries’ Board Committee, a Suicide Prevention and Response Victorian Secretaries’ Board Committee and an interdepartmental Committee on Mental Health and Wellbeing Promotion.

DPC continued to play a key role in supporting the design and delivery of major education and training reforms in 2021–22. In the past year, DPC worked closely with the Department of Education and Training (DET) to strengthen the training and skills system, including:

- helping establish the Victorian Skills Authority to respond to Victoria’s training needs
- supporting the introduction of a new TAFE funding model to strengthen Victoria’s economic and social recovery and improve the sector’s financial sustainability
- progressing the Senior School Pathways Reform agenda to provide greater vocational and applied learning opportunities for school students.

During 2021–22 DPC continued to support DET’s implementation of universal funded three-year-old kindergarten. The reform has progressed according to the public rollout schedule, and in 2022 all services across the state are delivering at least five hours of funded three-year-old kindergarten each week. Further, DPC informed the design and ongoing implementation of the newly announced Best Start, Best Life agenda,

which will overhaul early childhood education and care in Victoria including making kindergarten free from 2023 and introducing a new year of universal Pre-Prep for four-year-olds.

**Support the successful delivery of the Victorian Government’s Big Housing Build to help increase the state’s social housing supply by 10 per cent in four years and support Victorians in need**

DPC continues to support the work of Homes Victoria in delivering the Big Housing Build, including through key governance forums and ongoing engagement in policy reform to enable system improvements. DPC co-chairs the Housing Interdepartmental Committee, supporting coordinated discussion of housing policy issues across government, and is a member of a range of other governance forums across the housing portfolio. DPC will continue to support regular reporting on delivering the Big Housing Build to the Victorian Government, to support appropriate oversight and monitoring of this generational reform to the social housing system.

**Provide clear, timely and practical guidance, expertise and support to our stakeholders in relation to Cabinet, parliament, legislation, Executive Council and ministerial correspondence-related matters**

In 2021–22 DPC provided strong policy advice and administration to support Cabinet, parliament, legislation, Executive Council and ministerial correspondence matters. This included guidance and support for the Premier and DPC ministers, as well as across all departments and the ministry where needed, as well as for the Governor in relation to Executive Council matters.

**Provide behavioural science capability to all Victorian Government departments to support the delivery of behaviourally informed programs and services**

Throughout 2021–22 the Behavioural Insights Unit provided advice and research support and delivered projects across a range of policies and services. This included the uptake of grant initiatives, enhancing the accessibility of forms and website communications and improving internal government processes such as procurement and recruitment activity.

The Behavioural Insights Unit also continued to support departments and agencies to understand the likely impact of policies and programs on Victorians’ behaviours in relation to COVID-19. The unit used international evidence to support effective implementation of policies, programs and communications for COVID-19–related requirements, including getting vaccinated, mask wearing and other COVIDSafe behaviours.

**Provide central media relations, communications, advertising and research governance advisory services to Victorian departments and stakeholders in relation to private and ministerial offices**

DPC’s Strategic Communications, Engagement and Protocol Branch delivered a range of products and services including speeches, media releases, internal communications and events, video production, photography and live streaming throughout 2021–22. It also fulfilled its key role of coordinating and delivering COVID-19 strategic communications.

As part of its strategic governance and central advisory role for all government advertising campaigns, DPC:

- ensured adherence to the Victorian Government Communication Guidelines and relevant legislation
- supported the consistent development of campaign creative and media buying across government
- provided strategic advice on communicating with diverse and regional audiences
- led coordinated communications for COVID-19 policies and projects to ensure a consistent and cohesive approach across government.

DPC's dedicated media team provided media and communications support to the department. In 2021–22 the team:

- developed whole of government media protocols for enquiries on the Yoorrook Justice Commission
- led on support for major ministerial announcements around Treaty negotiations with the First Peoples' Assembly of Victoria
- supported a partnership between Digital Victoria and Code Like a Girl
- supported the role of the Service Victoria app in the state's COVID-19 response.

DPC developed and delivered communication strategies to support campaigns and announcements including the Recognition Matters campaign, the Diversity on Boards campaign and VPS-wide COVID-19-related internal communications and announcements. Products included more than 115 videos covering content including on the State Budget, NAIDOC Week live events and milestones such as the path to Treaty, Truth and Justice for First Peoples in Victoria.

DPC's Protocol and Events team provided strategic advice and oversight of the protocol policies and functions of government and delivered numerous events, visits and

meetings including Australia Day public events and programs; the ANZAC Day State Luncheon; facilitation support for the QUAD Foreign Ministers' Meeting and Commonwealth Games Federation delegation visit; and significant ceremonial events including the State Memorial Services for Victoria Police and Mr Shane Warne AO.

### **Support strong policy outcomes for First Peoples by driving whole of government policy and reform in the Treaty and First Peoples portfolio**

In 2021–22 DPC, primarily through the First Peoples–State Relations group, continued to drive both whole of government and internal Aboriginal affairs policy and reform in partnership with First Peoples. A key milestone was establishing the DPC Board of Management Subcommittee on Self-Determination Reform. The subcommittee has an advisory role and supports DPC to progress significant reform underway in the Treaty and First Peoples portfolio such as progressing treaty; responding to and supporting the Yoorrook Justice Commission; leading whole of government reform under the National Agreement on Closing the Gap and the Victorian Aboriginal Affairs Framework 2018–2023 (VAAF); and promoting cultural rights. The subcommittee also performs a key role in improving internal systems, policies and processes to enable self-determination.

In March 2022 DPC, in partnership with the Department of Justice and Community Safety, set up the landmark \$155 million Stolen Generations Reparations Package. The package is testament to the strength of Stolen Generations and their families, who have long fought for justice. To ensure the package was developed for and by Stolen Generation survivors, DPC established the community-led Stolen Generations Reparations Steering Committee to lead engagement on the package's design. Assessment of applications is underway, with some advance payments to people

who are terminally or critically ill. DPC will continue to work alongside the Department of Justice and Community Safety to ensure the package meets community expectations.

DPC is driving preparation across government to support Victoria's ongoing treaty process. To build capability for this critical work, DPC is engaging with Victorian Government departments and agencies to ensure government is ready to respond to the transformational change that treaty is expected to bring. This includes a Treaty Interdepartmental Committee of senior representatives and a working-level network of Treaty Coordinators from each government department to facilitate whole of government engagement.

### **Support the delivery of energy, climate change and environmental priorities**

In 2021–22 DPC supported the Premier, departments (including the departments of Environment, Land, Water and Planning and Jobs, Precincts and Regions) and government entities in delivering the government's energy, resources and environment commitments including:

- launching the second Victorian Renewable Energy Target Auction to bring online at least 600 megawatts of new renewable energy capacity in Victoria
- steps to establish Australia's first offshore wind industry including through the announcement of offshore wind targets of 2 gigawatts (GW) by 2032, 4GW by 2035 and 9GW by 2040
- securing the future of gas in Victoria by remaking the Petroleum Regulations 2021 to safely govern the onshore conventional gas sector and developing the Gas Substitution Roadmap to guide the transition to sustainable gas alternatives and greater electrification

- supporting Victorian energy consumers through the extension of the \$250 Power Saving Bonus for concession card holders until 30 June 2022 and eligibility expansion of the payment to all Victorian households from 1 July 2022
- introducing legislation to reform governance arrangements for Victoria's alpine sector, including establishing the new statutory authority, Alpine Resorts Victoria
- supporting the release of the Marine and Coastal Strategy, Victoria's first five-year implementation plan to support sustainable use and improve how marine and coastal environments are managed
- continuing to support circular economy reforms including introducing Recycling Victoria as the new waste and recycling sector regulator and developing Victoria's Container Deposit Scheme.

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

In 2021–22 DPC continued to work with the Department of Transport and the Major Transport Infrastructure Authority on many of the major transport projects in construction including the Level Crossing Removal Project, Metro Tunnel Project, North East Link Project, West Gate Tunnel Project and multiple road upgrades. The government has 165 major road and rail projects being constructed or planned at an investment of \$90 billion and the creation of more than 18,000 jobs. DPC has also continued to work across government in supporting the Suburban Rail Loop Authority to progress the Suburban Rail Loop project.

DPC worked with partners across government and, in particular, the Department of Environment, Land, Water and Planning to introduce new planning pathways for state projects including establishing the State Project Concierge service.

## **Support to establish Breakthrough Victoria and administration of the Victorian Jobs and Investment Fund**

In 2021–22 DPC has:

- supported the establishment and early operation of Breakthrough Victoria Pty Ltd as a government-owned company to administer the \$2 billion Breakthrough Victoria Fund. This fund is supporting research and technology commercialisation in the health and life sciences, digital technology, advanced manufacturing, agri-food and clean economy sectors to deliver economic and societal outcomes and grow jobs
- administered the Victorian Jobs and Investment Fund, a whole of government framework that governs investment attraction programs across multiple departments. In 2021–22 the fund helped secure more than 3,800 new jobs and over \$850 million in new investment.

## **Support the efficient operation of markets and appropriate consumer protections**

DPC has worked with the departments of Justice and Community Safety and Treasury and Finance to improve the design of government regulation to protect consumers while minimising costs on businesses and the community. In 2021–22 this included changes to casino regulation in response to the Royal Commission into the Casino Operator and Licence, establishing new gambling and liquor regulators, decriminalising sex work in Victoria, adopting an automatic mutual recognition scheme for occupational licences and various projects funded through the Regulatory Reform Incentive Fund.

## **Support engagement with international partners to improve investment, trade and other whole of government outcomes**

DPC has worked across government in 2021–22 to further Victoria’s international engagement objectives by:

- supporting whole of government cooperation with key international partners to promote trade, investment and cultural and education ties that benefit Victorians, including facilitating engagement between the diplomatic community and Victorian leaders including the Premier and Governor
- collaborating with Asia Society Australia and the Australia-India Institute to enhance Victoria’s connections to, engagement with and knowledge of Asia
- supporting foreign investment through the Victorian Jobs and Investment Fund.

## **Digital government and communications**

### **Drive digital transformation through a whole of government digital strategy, creating a cohesive and modern approach to ICT and taking a more agile and coordinated approach to funding digital initiatives**

Digital Victoria launched the Victorian Government Digital Strategy 2021–2026 in November 2021. The strategy provides a blueprint for how the Victorian Government will accelerate change and invest in the digital infrastructure and skills required to serve the people and businesses of Victoria over the next five years. It sets the vision to:

- enable better, fairer and more accessible services
- create a digital-ready public sector
- grow a thriving digital economy.

Digital Victoria has made significant progress in delivering important strategic and foundational activities to ensure transformation efforts focus on what is critical to deliver the vision. This includes the transition to common, connected platforms that reduce complexity and unlock productivity and delivering strategic investment models to coordinate investment in digital services to improve the Victorian citizen experience.

### **Deliver better customer experiences through insightful design and public engagement, improving trust and participation with the Victorian Government**

Engage Victoria is the government's online consultation platform that enables Victorians to share their ideas and opinions and converse with others on a range of policies, programs, issues and topics relevant to Victoria. In 2021–22 Engage Victoria conducted 208 consultations across all government departments and eight agencies including Parks Victoria, the Environment Protection Authority and the Major Transport Infrastructure Authority. It received more than 1,064,000 visitors and over 93,000 pieces of feedback on the platform.

Victorians took part in many important consultations including the Annual Victoria Police Community Sentiment Survey, shaping Homes Victoria's new social housing development and contributing to the design of critical transport projects including North East Link and the Suburban Rail Loop.

Digital Victoria has continued to embed human-centred design across government to ensure services align with the needs of Victorians. In 2021–22 the website ([vic.gov.au/human-centred-design-playbook](https://vic.gov.au/human-centred-design-playbook)) was visited more than 31,400 times and over 2,500 copies of the playbook have been downloaded. Training was delivered to 600 people from 81 government entities and departments from across the VPS.

### **Implement a cyber security strategy that focuses on the safe and reliable delivery of government services and better protects businesses and the community from the growing threat of cyber crime**

Digital Victoria launched Victoria's Cyber Strategy in September 2021, setting the government's cyber agenda for the next five years. Three outcomes underpin the strategy: the safe and reliable delivery of government services; a cyber safe place to work, live and learn; and creating a vibrant cyber economy.

Throughout 2021–22 Digital Victoria worked with public sector departments and agencies to grow the adoption of baseline security controls and improve protection of government services. To combat email authentication risks Digital Victoria is leading the public sector's implementation of Domain-based Message Authentication, Reporting and Conformance across all departments, agencies and local councils.

Digital Victoria has further contributed to the cyber maturity of Victorian public bodies through the ongoing delivery of cyber security training, programs uplifting cloud security and increasing public sector visibility of Victoria's mitigation strategy maturity.

### **Unlock improved service delivery by using data, analytics and artificial intelligence to better identify and understand Victoria's needs**

In 2021–22 the Victorian Centre for Data Insights (VCDI) led data-driven initiatives to improve policy design, service delivery and efficiency across the Victorian Government while ensuring data is used safely, securely, legally and ethically.

VCDI supported the government's COVID-19 response and recovery activity by enabling rapid reporting and analysis on public health and economic impacts while also accelerating data sharing between Victoria and other Australian jurisdictions through new data sharing policy initiatives.

VCDI expanded its strategic partnerships program, engaging with government departments and agencies on more than 15 initiatives to uplift data analytics, management, governance and strategic and technical capabilities. The program also supported critical government priorities including in the response to the Royal Commission into Victoria's Mental Health System, Regional Economic Development Strategies and Local Jobs First Policy.

**Provide open government data to the public in a safe, secure, lawful and ethical way, empowering our public and private sectors to make better decisions and strengthening collaboration with our digital and technology industry**

Through the government's open data portal ([data.vic.gov.au](https://data.vic.gov.au)), Digital Victoria has supported the public to search, discover and access Victorian Government data. Vicmap data, Victoria's foundational spatial data, and data relating to school zones, water fluoridation and real-time train positions, is available from the portal. In 2021–22 the portal saw a record 721,612 sessions, up from 432,729 sessions in the previous year due to public demand for COVID-19 data.

Digital Victoria engaged in extensive VPS and public consultation, finalising its review of the DataVic Access Policy in September 2021. It is expected that an updated Open Data Policy will be released in 2022–23, refreshing the government's commitment and practice of safely and ethically releasing government data for public reuse.

Digital Victoria also continued to work with citizens and industry to identify opportunities and to promote the government's open data, including through its sponsorship of GovHack.

**Prioritise open and efficient ICT spend and purchasing processes to reduce costs, improve procurement outcomes and support our local small and medium technology enterprises**

Digital Victoria has led a number of ICT procurement and investment reform activities throughout 2021–22 to maximise value for the Victorian public sector.

The Victorian Government IT Dashboard ([itdashboard.digital.vic.gov.au](https://itdashboard.digital.vic.gov.au)) was updated quarterly to provide the Victorian public with transparency of government ICT projects with a total value of \$1 million or more.

Six State Purchase Contracts with an annual spend of \$440 million delivered estimated financial benefits exceeding \$100 million. Digital Victoria also began work on developing Digital Marketplace — a centralised online platform for the government to procure ICT and infrastructure more effectively. The Digital Marketplace will simplify and enhance the procurement process for small, local and social businesses to do business with government. A proof of concept was delivered in June 2022. The minimal viable product is now under development.

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

Digital Victoria continued to modernise departmental processes through the operation and delivery of common platforms that are accessible across government including the Common Corporate Platforms Program, Single Digital Presence (SDP), Digital Public Notices and the whole of government Application Programming Interface (API) Capability Program.



During 2021–22 the Common Corporate Platform program, which focuses on the design and implementation of modern, cloud-based platforms and standardised processes for human capital management, finance and procurement functions, has:

- established a portfolio governance board
- developed an implementation roadmap
- aligned human resources processes across government
- developed the whole of government platform for human capital management and integrated the first modules — Recruitment, Onboarding, Employee Central and Employee Central Payroll — into the platform.

The SDP program has continued to make it easier for Victorians to find, access, understand and use Victorian Government information. In 2021–22 the program enhanced the platform’s security, safety and reliability, improved its governance and processes, and delivered training programs to uplift capability across government. More than 50 web presences were delivered using SDP in 2021–22, with representation from seven departments and various other organisations and agencies. More than 500 VPS staff now use the platform’s content management system, and the SDP community of practice continues to evolve and grow with more than 600 registered members. The year also saw more than 300 participants undertake writing for the web sessions, with another 130 attending Google Analytics training — both programs helping to upskill the VPS to deliver improved online experiences.

Digital Victoria’s API Capability Program supported departments and agencies to securely connect their systems and applications to other systems and data sources and to find or update data in

real time. During 2021–22 the API program implemented, supported and contributed to critical government priorities including:

- the state’s COVID-19 emergency response
- contact tracing API for tracking positive COVID-19 infection spikes
- integrating systems between Family Safety Victoria, Victoria Police and Court Services Victoria to facilitate data sharing
- integrating Court Services Victoria’s systems with the Department of Justice and Community Safety.

In addition, the program also built integrations with the Commonwealth Government’s document verification services, which helped determine eligibility for various individual and business grants.

### **Enhance customer experience with more digital services for Victorians**

Service Victoria has continued to modernise, expand and personalise government services in 2021–22.

New services were added to Service Victoria’s website and app, including the Sick Pay Guarantee, Disability Worker Registration Screening, Victorian Travel Voucher Scheme, Seniors Travel vouchers and Get Active Kids vouchers.

More than a billion transactions took place between Victorians and the government, and the Service Victoria app was the most downloaded in the country after being installed on 6.6 million devices.

Service Victoria also played an important role in Victoria’s COVID-19 response, enabling rapid deployment of a range of digital services including supporting Victoria to be the first jurisdiction to help customers add their COVID-19 vaccination certificate to their contact tracing check-ins.

## Industrial Relations

### **Drive cooperative and productive workplace relations in the Victorian public sector by developing and facilitating compliance with the Victorian Government's industrial relations policy and overseeing the timely and efficient resolution of enterprise bargaining**

In 2021–22 DPC's Industrial Relations Victoria (IRV) provided leadership and support on public sector bargaining matters. This included assisting portfolio departments and agencies to finalise about 80 new public sector enterprise agreements during the transitional period in the lead up to the 1 January 2022 introduction of the new wages policy. IRV, with the Department of Treasury and Finance, led on developing the new wages policy and its implementation.

IRV worked with VPS employers and other stakeholders to develop and publish 35 common practice policies to support the consistent application of the current Victorian Public Service Enterprise Agreement.

### **Deliver and support policy and legislative reform that contributes to fair, productive and secure Victorian workplaces, including promoting gender pay equity**

Following an in-depth review of the *Child Employment Act 2003*, IRV developed the Child Employment Amendment Bill 2022, which makes amendments to the Act to improve the child employment regulatory framework and strengthen protections for children in the workplace. The Bill received royal assent on 28 June 2022.

IRV has led development of submissions to significant legal proceedings in the past year, advocating for:

- secure and fair employment in a range of settings

- increases to the national minimum wage under the Fair Work Commission's Annual Wage Review process
- paid family and domestic violence leave
- a historic minimum wage floor for piece rates in the Horticulture Award.

IRV has also contributed to other whole of government submissions to the Commonwealth and the Fair Work Commission on:

- supporting fair treatment for Pacific workers through labour mobility initiatives and seasonal worker programs
- supporting wage increases for aged-care workers in recognition of the increased complexity and responsibility of their work and historical gendered undervaluing.

IRV's submission supporting a minimum wage floor for piece rates in the Horticulture Award was published in April 2022. The Fair Work Commission made a historic change to the minimum rates of pay in the modern award following this and other supporting submissions.

IRV provides the secretariat for the Equal Workplaces Advisory Council, which advises the Minister for Industrial Relations about initiatives to address the gap in women's pay and workforce participation. The council helped develop a submission to the Inquiry into Economic Equity for Victorian Women led by the Department of Treasury and Finance.

IRV oversaw implementation of the:

- Women in Construction Strategy 2019–22, which seeks to increase women's participation in trade and semi-skilled roles because they consistently comprise only two to three per cent of the workforce. The strategy sets out a four-year work program with actions at three key points of intervention: attraction, recruitment and retention

- Building Equality Policy, which aims to create training and employment opportunities for women on government-funded construction projects valued at \$20 million or more.

IRV continued to provide industrial relations support and advice to the Public Sector Gender Equality Commissioner following the implementation of the *Gender Equality Act 2020*. It developed a model gender equality provision for public sector employers to include in their enterprise agreements, which enlivens the dispute resolution powers of the Commissioner for disputes involving systemic gender equality issues.

### **Promote access to secure, ongoing and meaningful employment for Victorian workers**

IRV began work to implement several recommendations of the Report of the Inquiry into the Victorian On-Demand Workforce including:

- developing Fair Conduct and Accountability Standards and consulting stakeholders about them
- considering options for a support service to assist platform workers and businesses to understand entitlements and obligations
- preparing a submission to Fair Work Commission proceedings considering an application to develop an On-Demand Delivery Services Award
- advocating for improvements to national laws to better protect gig workers.

IRV worked with the Department of Jobs, Precincts and Regions to design and implement the Victorian Sick Pay Guarantee pilot scheme. The scheme, which began in March 2022, provides workers in specified industries who have no entitlement to paid sick leave with up to five days' pay at the national minimum wage.

IRV worked with VPS employers to audit the use of casual and fixed-term employment in the VPS to better understand the drivers for using insecure forms of work and barriers to providing secure work.

IRV developed and maintained a range of supports for public sector workers affected by COVID-19 including:

- paid special leave to care for children undertaking remote learning
- paid time off to receive a COVID-19 vaccination.

### **Monitor significant public and private sector industrial relations matters and disputes and provide timely and strategic advice to government**

IRV continued to work with industry stakeholders and to provide secretariat support to the Transport Industry Council and the Forestry Industry Council.

IRV undertook a review of the operation and effectiveness of the Victorian Government Tip Truck Owner Driver Policy, which provides for minimum rates of pay for tip truck owner-drivers working on government-funded construction projects. In accordance with the requirements of the *Owner Drivers and Forestry Contractors Act 2005*, IRV reviewed rates and costs schedules and published revised interim schedules in April 2022. These rates and costs schedules set minimum rates of pay for tip truck owner-drivers working on government construction projects.

IRV has continued to support the Victorian Government's policy responses to COVID-19 directed towards supporting workers and businesses in the private sector, including compliance with restrictions and the implementation of vaccination mandates.

IRV worked with the Department of Justice and Community Safety to complete a review of Victoria's private security industry and continued to work with the Department of Jobs, Precincts and Regions to develop the Victorian Fair Jobs Code.

**Support industrial relations portfolio agencies and authorities to deliver their legislative obligations, including in relation to wage theft, long service leave, labour hire, child employment and owner-drivers**

IRV continued to support the industrial relations portfolio entities: Wage Inspectorate Victoria, the Portable Long Service Authority and the Labour Hire Licensing Authority.

IRV led development of the *Child Employment Amendment Act 2022*, working closely with Wage Inspectorate Victoria, and will continue to work with them throughout the implementation process.

IRV works with the Portable Long Service Authority with respect to its responsibilities and functions under the *Long Service Benefits Portability Act 2018*. The Act established a portable long service scheme for workers in the community services, contract cleaning and security sectors. To date, more than 2,800 employers and 230,000 workers have registered for the scheme.

IRV also works with the Labour Hire Licensing Authority, the independent statutory body set up to administer the *Labour Hire Licensing Act 2018*. The Act establishes a labour hire licensing scheme to address exploitation in the labour hire industry. There are currently 5,291 labour hire licences in force in Victoria, including 1,044 licences granted in the period 1 July 2021 to 30 June 2022.

**Influence Victorian workplaces to achieve enduring compliance with Victorian law covering wage theft, child employment, long service leave and contractors in transport and forestry**

On 1 July 2021 Wage Inspectorate Victoria was set up as an independent statutory authority under the *Wage Theft Act 2020*, which introduced criminal wage theft offences. The new authority also assumed responsibility for administering existing child employment, long service leave and owner-driver and forestry contractor legislation. These functions were previously performed by Wage Inspectorate Victoria as a business unit of DPC.

In its first year of operations as a statutory authority, the Wage Inspectorate:

- protected the safety and welfare of children working in Victoria by administering child employment laws including assessing and issuing 7,758 child employment permits and undertaking 329 proactive compliance checks and investigations
- received 295 reports of alleged breaches of long service leave laws, initiated 124 long service leave investigations and finalised 95, recovering \$309,367 in outstanding long service leave entitlements
- answered 13,791 calls about wage theft, long service leave, child employment and owner-driver laws through its helpline and responded to 1,825 written enquiries
- filed four new prosecutions alleging breaches of the *Long Service Leave Act 2018* and the *Child Employment Act* and was successful in securing guilty verdicts and penalties against three employers, including in cases carried over from the previous financial year (three of the four matters filed in the 2021–22 financial year were still before court as of 30 June 2022)

- began intelligence-led, criminal wage theft investigations using the powers granted under the Wage Theft Act, including exercising warrants, issuing compulsory notices, entering premises and seizing evidence
- undertook regulatory responsibilities under the Owner Drivers and Forestry Contractors Act, including through proactive auditing activities focused on hirers of owner-drivers and checking compliance with the law for 259 individual drivers
- reached approximately 80 per cent of the Victorian population with awareness-raising messages about the Wage Inspectorate's role — in addition to receiving more than 286,000 visits to the educational resources on its website
- engaged with business and unions, meeting with more than 50 stakeholders to raise awareness of the wage theft legislation and the Wage Inspectorate's role
- began implementing a three-year education strategy focused on productive and prosperous Victorian workplaces to raise awareness of workplace rights and obligations in Victoria and increase compliance with the law
- engaged with the mainstream media to educate the community about Wage Inspectorate legislation, issuing 11 media releases and achieving coverage in more than 500 media titles across Melbourne and regional Victoria.

## Office of the Victorian Government Architect

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

In 2021–22 the Office of the Victorian Government Architect (OVGA) continued its work ensuring that government investment in public projects delivers value for the community. OVGA is embedded in many initiatives and projects across portfolios. Highlights include:

- Publications — launch of publications including Good Design and Local Government, Good Design and Design Review and a revised version of Government as Smart Client.
- Design-led Planning Reform — advancing the Future Homes Project, in partnership with the Department of Environment, Land, Water and Planning, to refine and validate replicable Future Homes competition winning designs. This work will inform potential planning reforms including a streamlined planning process for developments that use the exemplar designs produced from the Future Homes competition.
- Social housing — supporting Homes Victoria to achieve liveable, accessible, site-responsive and sustainable social housing through Victoria’s Big Housing Build program. OVGA has also worked closely on adapting and constructing one of the competition-winning designs as a demonstration project on public land for Homes Victoria.
- Health infrastructure — working with the Victorian Health Building Authority to deliver its significant pipeline of projects including the New Footscray Hospital and the Frankston Hospital Redevelopment.
- Education — undertaking post-occupancy evaluations of recently completed school projects and capturing lessons to inform future projects for the Victorian School Building Authority.
- Creative industries — worked closely with Creative Victoria and Development Victoria on the NGV Contemporary Design Competition assessment process. The Victorian Government Architect was also a member of the jury. OVGA has also been working with Creative Victoria on its Creative Spaces Design Guide.
- Transport infrastructure — collaborating with the Major Transport Infrastructure Authority on Victoria’s Big Build program including the Level Crossing Removal Project, North East Link and Metro Tunnel. OVGA also worked with the Suburban Rail Loop Authority on its Urban Design Strategy. OVGA is a member of a dedicated Urban Design Advisory Panel providing strategic advice on the project.
- Design Review — OVGA’s core advisory role is supplemented by OVGA’s Victorian Design Review Panel through structured design review of public and private sector projects. In 2021–22 special areas of focus for the panel included regional projects, social housing projects, development in sensitive heritage places and development for which the Minister of Planning is the responsible authority. Building on OVGA’s advocacy work on Good Design and Review, the design review team also provided strategic advice to metropolitan and regional councils on establishing local design review panels.

## 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

Performance measure	2018-19	2019-20	2020-21	2021-22
Number of briefs supporting Cabinet and Cabinet committee decision making	699	1,136	1,806	1,430
Policy services satisfaction rating	92%	86%	84%	80%
Policy services timeliness rating	97%	97%	97%	79%

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

Performance measure	2018-19	2019-20	2020-21	2021-22
Victorian Government entities using the Standard User Experience Framework	24	30	74	112
Average monthly analysis reports generated to guide government decision making	75	65	102	117
Average number of monthly visits to <a href="http://www.vic.gov.au">www.vic.gov.au</a>	356,362	1,067,943	1,043,658	1,048,168

Further details on DPC's 2021-22 performance against its output performance measures are covered on pages 47-61.

## FIRST PEOPLES IN VICTORIA ARE STRONG AND SELF-DETERMINING — KEY INITIATIVES

This objective focuses on improving outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights and conducting a truth telling process. It addresses trauma and supports healing; addresses racism established through colonisation; and provides culturally safe systems and services. It also transfers power and resources to communities.

DPC's outcomes on the following key initiatives helped us achieve the 'First Peoples in Victoria are strong and self-determining' strategic objective.

### **Advance Aboriginal self-determination in line with the commitments made in the Victorian Aboriginal Affairs Framework 2018–2023 and the Victorian Closing the Gap Implementation Plan 2021–2023**

Throughout 2021–22 DPC has continued to progress whole of government self-determination reform in line with the VAAF and the Victorian Closing the Gap Implementation Plan 2021–2023.

DPC undertook extensive engagement with departments and the Aboriginal sector to develop the Victorian Government Aboriginal Affairs Report 2021, an important accountability mechanism that measures whole of government progress to improve outcomes for and with First Peoples. The delivery and tabling of the 2021 Aboriginal Affairs Report was postponed, relieving pressure on departments due to the impacts of the COVID-19 pandemic and is expected to be tabled in parliament in September 2022. It incorporates reporting against the VAAF, the Self-Determination Reform Framework and, for the first time, the Closing the Gap Implementation Plan. DPC has also established a VAAF Data Dashboard, which will be updated following the tabling of the Aboriginal Affairs Report to promote community access to local data.

DPC also supported the establishment of the new Closing the Gap Partnership Forum in early 2022. The Partnership Forum consists of 13 representative Aboriginal community-

controlled organisations elected to represent their sector, nominated delegates from Aboriginal Governance Forums and senior departmental executives.

### **Progress the Victorian Government's negotiation of the treaty process with the First Peoples' Assembly of Victoria, in line with the *Advancing the Treaty Process with Aboriginal Victorians Act 2018***

In 2021–22 DPC continued to lead negotiations with the First Peoples' Assembly of Victoria and drive whole of government reform to progress the government's commitment to treaty including:

- executing the historic Treaty Authority Agreement and introducing the Treaty Authority Bill to parliament in early June 2022. The Treaty Authority will act as the 'independent umpire' for the treaty process and is innovative and unique to Victoria's treaty process. Its design has been led by the Assembly, who have consulted across community to determine the most appropriate model to support a fair and effective treaty negotiation process
- negotiating features of a Treaty Negotiation Framework and a Self-Determination Fund with the Assembly, which are required before Victoria can move to the next phase of the treaty process and begin negotiations on a treaty or treaties between the government and Aboriginal negotiating parties



- leading work across the Victorian Government to inform the State’s position in negotiating treaty elements and support institutional change required as part of the treaty process, including through coordinating a Treaty Interdepartmental Committee. The committee is an interdepartmental working-level network of Treaty Coordinators, delivering 25 presentations on treaty and rolling out Treaty Microcertifications from the University of Melbourne across the VPS
- preparing the Treaty Annual Report as required under the Advancing the Treaty Process with Aboriginal Victorians Act. The report outlines the work of the State in advancing the treaty process, ensuring the government is transparent in its work to advance treaty in Victoria.
- establishing and coordinating an interdepartmental committee, a whole of government working group and the DPC Yoorook Justice Commission Response Network to provide governance oversight
- developing and implementing a suite of processes, policies and guidance to support the State and DPC’s response to the commission
- coordinating the State’s and DPC’s response to Notices to Produce issued by the commission under the *Inquiries Act 2014* and supporting the Minister for Treaty and First Peoples in her appearance before the commission
- coordinating the tabling of the commission’s Interim Report in parliament.

**Lead the whole of Victorian Government response to the historic Yoorook Justice Commission, the first ever truth-telling inquiry into the historical and ongoing systemic injustices committed against Aboriginal Victorians since colonisation**

Since May 2021 the Yoorook Justice Commission has been investigating historical and ongoing injustices perpetrated against First Peoples since colonisation by State and non-State entities, across all areas of social, political and economic life. Yoorook is the Wemba Wemba / Wamba Wamba word for ‘truth’.

In 2021–22 DPC played a central role in coordinating the whole of government response to and engagement with the Yoorook Justice Commission. DPC progressed key activities to fulfil its role in meeting the State’s commitment to genuine, transparent and proactive engagement with the commission including:

**Drive and support strong cultural heritage management and protection including supporting Traditional Owners and the Victorian Aboriginal Heritage Council and acquitting DPC’s statutory functions**

DPC has ongoing responsibilities working with First Peoples to protect and manage Victoria’s Aboriginal cultural heritage.

DPC performs statutory functions under the *Aboriginal Heritage Act 2006*, recognising the leading role of strong and engaged Traditional Owners in Victoria’s progressive Aboriginal cultural heritage protection system. The important work of Registered Aboriginal Parties (RAPs) is central to Victoria’s system. Unlike other jurisdictions, Traditional Owners via RAPs are given direct and substantial statutory decision-making functions, which are supported by DPC through operational funding and policy, cultural heritage management, enforcement and ICT support.

In 2021–22 DPC has supported cultural heritage management and protection by:

- providing the necessary assistance to ensure RAPs were properly supported in their independent statutory role in the approval of 479 cultural heritage management plans last financial year
- directly evaluating 136 cultural heritage management plans in areas for which there is no RAP
- adding 822 Aboriginal places to the Victorian Aboriginal Heritage Register
- providing expert advice to government relating to Aboriginal cultural heritage protection matters both within Victoria and nationally
- supporting processes to consider ongoing protection for significant Aboriginal cultural landscapes such as Ghow Swamp — an area of considerable traditional cultural significance as well as global archaeological significance
- providing secretariat support to the Victorian Aboriginal Heritage Council, comprised of up to 11 Traditional Owners, including resourcing the council with specialist staff to oversee the protection and repatriation of Aboriginal ancestral remains
- enforcing compliance with the Act through a dedicated Compliance and Enforcement Unit (see also Section 4 — Appendix 6).

### **Deliver the Aboriginal Community Infrastructure Program to enable Aboriginal organisations to meet their infrastructure needs and serve their communities**

From 2017–18 to 2021–22 the Aboriginal Community Infrastructure Program has funded 73 Aboriginal community infrastructure projects to the value of \$28.819 million to build or repair, refurbish or expand existing infrastructure. Further projects will be announced following the program’s sixth funding round.

In 2021–22 DPC, in partnership with the Department of Jobs, Precincts and Regions, delivered two funding rounds. The fifth funding round closed on 6 September 2021 and attracted 32 applications, with 13 projects funding a total of \$7.9 million new infrastructure projects. The sixth funding round closed on 9 May 2022 and was announced in August 2022, with 21 Aboriginal organisations sharing \$11 million to build or upgrade community infrastructure.

### **Support the recognition of Traditional Owner groups by driving nation-building initiatives, particularly to support non-formally recognised Traditional Owner groups**

DPC has continued to support the Nation-Building Package in partnership with First Nations Legal & Research Services and the Federation of Victorian Traditional Owner Corporations. The package supports both formally and non-formally recognised Traditional Owner groups across Victoria so they can prepare for and participate in the treaty process and deliver on statutory and cultural responsibilities.

The 2021–22 State Budget invested \$11.12 million over two years in the package, building on \$13.58 million allocated in the 2019–20 State Budget. It has a strong focus on supporting Traditional Owner groups without formal recognition in the Mid North West, Central North, North East and Far East Gippsland regions of Victoria.

In 2021–22 support provided under the package included:

- \$120,000 in grants, with a further \$55,000 in direct support to Traditional Owners without formal recognition
- five facilitation and Indigenous governance workshops, and 50 online and in-person information and planning workshops held with applicants

- \$1.207 million for First Nations Legal & Research Services to employ staff to work directly with Traditional Owners seeking formal recognition, independent of government
- more than \$1.2 million in grant funding to extend Traditional Owner Engagement Officers in RAPs until June 2023, to support the nation-building and treaty readiness aspirations of RAPs
- \$1.654 million to the federation for core funding, the Resource Pool, and administration of the Resource Pool. The Resource Pool provides funding for each formally recognised Traditional Owner group for nation-building and treaty readiness activities and cultural heritage-related projects.

### **Progress and fulfil the statutory responsibilities of the Victorian Aboriginal Heritage Council**

DPC has continued to provide secretariat and operational support to the Victorian Aboriginal Heritage Council, which has statutory responsibilities under the Aboriginal Heritage Act including to make decisions on RAP applications and oversee RAP operations. The council is also responsible for protecting and returning Ancestors to Country, for repatriating Secret and Sacred Objects to their Traditional Owners and helping to promote awareness and understanding of Aboriginal culture.

In 2021–22 DPC supported the council to:

- run the Taking Control of Our Heritage Conference in October 2021 — this conference provided an integral forum for Traditional Owners, cultural heritage practitioners and academics to discuss cultural heritage protections, both nationally and locally, with a focus on ensuring Traditional Owners remain central to these processes
- make a determination about RAP status for the Melbourne CBD, along with Country and waters to the east and west, which are now formally cared for and protected by Traditional Owners.

### Progress towards achieving the objective

The output performance measures that provide information on DPC's progress in achieving the 'First Peoples in Victoria are strong and self-determining' strategic objective are outlined below.

**Objective indicator:** First Peoples in Victoria have increased control over decisions that impact their lives

Performance measure	2018-19	2019-20	2020-21	2021-22
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage	17	16	10	16
Participation of Aboriginal people in Local Aboriginal Networks	2,507	2,705	2,737	2,907

Further details on DPC's 2021-22 performance against its output performance measures are covered on pages 47-61.

# 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.

### Advice and support to the Governor

#### Support the Governor to carry out the role for the benefit of Victoria

In addition to constitutional and ceremonial duties, the Governor, the Hon Linda Dessau AC, took part in a wide range of community and international engagement events in 2021–22. The Governor and her spouse, Mr Anthony Howard AM QC, hosted a variety of events at Government House, with a particular focus on supporting the State's pandemic recovery. Events included the Australia Day Flag Raising Ceremony, a celebration of Victorian farmers, a reception for the F1 Grand Prix and the inaugural Governor of Victoria Startup Awards. When COVID-19 restrictions were in place, the Governor conducted her program through a range of online events across the state.

In 2021–22 the Governor continued international engagement on behalf of the state at the request of the government, both locally and overseas. This included visiting the World Expo in Dubai and leading the delegation to Birmingham for Victoria's successful 2026 Commonwealth Games bid.

### Chief Parliamentary Counsel Services

In 2021–22 the Office of the Chief Parliamentary Counsel (OCPC) drafted a variety of legislation to implement major government policy initiatives and reforms across a wide range of law.

OCPC drafted 74 Bills in the reporting period, of which 56 became Acts during that period. Bills of note include the major rewriting of a new Mental Health and Wellbeing Bill 2022, the *Summary Offences Amendment (Nazi Symbol Prohibition) Act 2002*, the Treaty Authority and Other Treaty Elements Bill 2022 and the *Sex Work Decriminalisation Act 2002*.

In 2021–22, 152 statutory rules were made.

Throughout 2021–22 OCPC continued providing drafting services to parliament to facilitate the passage of Victorian legislation, the preparation of House amendments and the introduction of Private Members' Bills.

The demand from opposition and independent Members of Parliament for drafting services for House Amendments and Private Members' Bills continues to require resources.

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

OCPC received funding in 2021–22 over two years to develop and implement a new replacement work management and legislative database system. Assisted by an external consultant, the office undertook a comprehensive review of its business operations, which included scoping and developing detailed requirements for the replacement system.

The new system will deliver efficiencies and enhanced services to government, parliament, industry and the public and

will completely replace the office's current systems for managing legal projects. OCPC has worked closely with Digital Victoria to refine the requirements package, explore delivery platform options and identify potential solutions. The office is on track to start the tender process in early 2022–23, with the expectation that the new system will be delivered in 2024–25.

## **Management of Victoria's public records**

### **Improve government recordkeeping through standards, guidance and compliance monitoring**

In 2021–22 the Public Record Office Victoria (PROV) concluded the review and redevelopment of the mandatory recordkeeping standards and specifications issued by the Keeper of Public Records for government. These contain principles and requirements for records created and held by public offices in all formats and in all systems and storage environments. PROV also released an Approvals Processes Policy and a Value and Risk Policy. These products were developed in consultation with public offices and will be periodically reviewed to maintain their currency.

As a member of the Council of Australasian Archives and Records Authorities, PROV led development of 'Functional Requirements for Managing Records in Microsoft 365 (M365)'. PROV has provided advice and assistance to public offices across government as they transition to M365 and associated systems.

The organisational self-assessment tools and recordkeeping e-learning module offered by PROV continue to be well used. PROV is developing a new e-learning module on digital recordkeeping that will be released in 2022–23. Two successful online Records Management Network forums were held in 2021–22, with almost 200 attendees at each.

### **Increase the usage of the state's archives through digitisation, provision of innovative online access and promotion of the collection**

Digitisation activities during 2021–22 saw the introduction of a new online system to streamline the ordering process for the public. PROV staff also responded to requests for digitised records from government agencies and the wider community during periods of COVID-19 lockdowns. Significant improvements to the PROV website were also introduced, enabling users to download an increased number of high-quality images of digitised records including a major collection from the Department of Education and Training.

A successful public consultation on community expectations about the online availability of digitised records was undertaken through the Engage Victoria platform. The 568 submissions informed an updated policy position. PROV partnered with the Australian Centre for the Moving Image to fully appraise its audio-visual collection and subsequently began a program of digitising at-risk audio-visual material, which will be made available online over time.

PROV continued to support the Old Treasury Building's exhibition program by loaning key items from the State collection for public display. A project to publish the fully digitised public record collection of Beechworth's Burke Museum on the PROV website began and will be completed in early 2022–23.

In addition to the online public programs series delivered throughout 2021 and 2022, PROV now has an ongoing podcast channel called 'Look History in the Eye' available on Apple Podcasts and Spotify. This channel offers a platform for storytellers and historical researchers to share their discoveries and to tell under-represented histories uncovered from public records.

### **Build the collection by identifying records of state significance and ensuring they are securely cared for**

During 2021–22 PROV appraised records across a diverse range of government functions resulting in new Retention and Disposal Authorities for the Office of the Chief Parliamentary Counsel, Service Victoria, Energy Safety, the Legal Aid Commission, Small Owner Operators (exempt sex workers) and the Electricity Generation function. Highlights included appraising records associated with the oversight of voluntary assisted dying and records generated by the unique functions administered by Service Victoria.

PROV's new digital archive was deployed in late 2021, enabling the preservation of more complex digital records and providing faster ingest capacity. The permanent digital records of the Royal Commission into the Management of Police Informants and the Royal Commission into Victoria's Mental Health System were transferred from DPC to PROV in line with the Inquiries Act. All departments can now transfer digital Cabinet in Confidence records and participate in the annual Cabinet in Confidence records transfer program.

PROV also completed several large-scale physical records transfer projects, including one commissioned by Ports Victoria to document and transfer the historic maps, plans and hydrographic records of the former Melbourne and Geelong Harbor Trusts stored at the Queenscliffe Maritime Museum. The records, dating from the mid-19th century to the year 2000, document Victoria's bays, tides and coastal infrastructure. Plans of subdivision from Land Use Victoria and historic records of the former Queen Victoria Memorial Hospital and Royal Melbourne Hospital were also transferred to PROV.

### **Enhance public sector integrity and governance capability, including through shadowing the Victorian Public Sector Commission, to ensure that the public sector operates in accordance with the highest expectations of trust**

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

Key priorities and deliverables for the branch include:

- advising departments and public sector boards on the Appointment and Remuneration Guidelines and monitoring and reporting on compliance
- advising on best practice entity creation by updating and providing fact sheets, templates and guidance promoting best practice to stakeholders
- providing advice to support effective public administration and good governance (e.g. by supporting the administration of the *Public Administration Act 2004*)
- supporting public sector employers to apply the government's employment policies consistent with the Public Administration Act and the Public Entities Executive Remuneration Policy.

Governance branch also manages DPC's relationship with the Victorian Public Sector Commission (VPSC) and provides advice to the Minister for Government Services on the VPSC's performance against its annual plan. DPC works closely with the VPSC to support a trusted public sector that delivers exceptional outcomes for the Victorian community.

### **Provide guidance and advice on the caretaker conventions to support the operation of government during the caretaker period**

DPC is responsible for providing guidance and advice to the VPS on the operation of the conventions that apply during the caretaker period prior to a State Election. In April 2022 the Secretary for DPC issued the Guidelines on the Caretaker Conventions 2022 (see [www.vic.gov.au/guidelines-caretaker-conventions](http://www.vic.gov.au/guidelines-caretaker-conventions)) to guide the public sector in handling ongoing government business and administration before and during the 2022 State Election caretaker period. In the lead up to the November 2022 election, DPC will support agencies across the public sector by providing training and presentations on the caretaker conventions.

### **Support the Victorian Independent Remuneration Tribunal to promote transparency and accountability in remuneration arrangements for Members of Parliament, public sector executives and local government elected officials**

DPC provides secretariat support to the Victorian Independent Remuneration Tribunal to make determinations and provide advice about remuneration for Members of Parliament, public sector executives and local government elected officials.

During 2021–22 the secretariat supported the tribunal to:

- make the first comprehensive Determination setting the values of allowances for mayors, deputy mayors and councillors
- make an annual adjustment Determination to the values of salaries and allowances for Members of Parliament
- make annual adjustment Determinations to the values of remuneration bands for executives employed in the VPS and in prescribed public entities
- provide advice to the Minister for Government Services about base remuneration arrangements for specialist investment executive roles in the Victorian Funds Management Corporation and the Treasury Corporation of Victoria.

The secretariat also supports the compliance officer function that is attached to the tribunal to independently hear and determine appeals from Members of Parliament in relation to claims for work-related parliamentary allowances and the separation payment. The compliance officer heard two appeals in 2021–22.



# 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 2021–22 Victorian Budget Paper No. 3 — Service Delivery.

Commentary is provided where there are variances of more than five 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	2021–22 target	2021–22 actual	Variance	Result
<b>Quantity</b>					
Whole of government emergency management forums, meetings and exercises facilitated	number	20	135	575%	✓
The 2021–22 actual is higher than the 2021–22 target due to a higher number of meetings than anticipated being held to support the government's response to COVID-19.					
Whole of government forums, meetings and advisory groups chaired	number	85	71	-16%	■
The 2021–22 actual is lower than the 2021–22 target due to some whole of government coordination meetings required to manage and respond to COVID-19 being administered through updated and more fit for purpose governance structures.					
Number of projects and advisory support provided to departments facilitated by the Behavioural Insights Unit	number	60	75	25%	✓
The 2021–22 actual is higher than the 2021–22 target due to an increase in the provision of rapid advice that supported departments in their responses to COVID-19.					
New investment resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	\$ million	120	852	610%	✓
The 2021–22 actual is higher than the 2021–22 target due to a strong investment pipeline through 2020–21 and 2021–22.					
Jobs resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	number	2,000	3,860	93%	✓
The 2021–22 actual is higher than the 2021–22 target due to a strong investment pipeline through 2020–21 and 2021–22.					

Performance measure	Unit	2021-22 target	2021-22 actual	Variance	Result
Number of data sharing arrangements enabled by the Victorian Centre for Data Insights (VCDI)	number	15	26	73%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased demand for data sharing to support data-driven decision making in response to COVID-19.					
Companies and consortia supported by the Breakthrough Victoria Fund	number	5	5	0%	✓
<b>Quality</b>					
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
VCDI satisfaction rating	per cent	70	96	37%	✓
The 2021-22 actual is higher than the 2021-22 target due to the increased scale and effectiveness of VCDI's Strategic Partnerships Program and the consistent delivery of positive outcomes.					
Satisfaction with services provided by the Behavioural Insights Unit to government agencies	per cent	70	91	30%	✓
The 2021-22 actual is higher than the 2021-22 target due to higher than anticipated levels of satisfaction with Behavioural Insights Unit services.					
<b>Timeliness</b>					
VCDI: proportion of data published on agreed cadence	per cent	80	97	21%	✓
The 2021-22 actual exceeded the 2021-22 target due to the streamlining and automating of data refresh processes, which improved timeliness.					
<b>Cost</b>					
Total output cost	\$ million	80.2	75.6	-6%	✓
The 2021-22 actual is lower than the 2021-22 target primarily due to a rephase of funding from 2021-22 to subsequent years for the Securing Victoria's International Interests initiative and the Premier's Jobs and Investment Fund; and the transfer of the Jobs and Skills Exchange funding to the Public administration advice and support output following machinery of government changes.					

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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,200	1,430	19%	✓
The 2021-22 actual is higher than the 2021-22 target due to a higher number of Cabinet and Committee items requiring briefings.					
Establishment or renewal of ICT whole of government State Purchase Contracts	number	6	6	0%	✓
<b>Quality</b>					
Policy services satisfaction rating	per cent	90	80	-11%	■
The 2021-22 actual is lower than the 2021-22 target due to lower than expected results across a range of satisfaction indicators including consultation with stakeholders.					
<b>Timeliness</b>					
Policy services timeliness rating	per cent	95	79	-17%	■
The 2021-22 actual is lower than the 2021-22 target due to changes in measuring timeliness following the transition to a new briefing and correspondence system.					
Timely delivery of state events and functions	per cent	100	100	0%	✓
<b>Cost</b>					
Total output cost	\$ million	123.2	151.9	23%	■
The 2021-22 actual is higher than the 2021-22 target due to higher operating costs and new funding decisions made during the year.					

### 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

## 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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Average number of monthly visits to www.vic.gov.au	number	356,000	1,048,168	194%	✓
The 2021-22 actual is higher than the 2021-22 target due to the community's increased need for COVID-19 information, resulting in a significant and steep increase in traffic on the website.					
Existing Victorian Government department or entity websites transitioned, or new websites built, on the Single Digital Presence Platform	number	49	50	2.0%	✓
Average number of monthly visits to www.together.gov.au	number	40,000	39,524	-1.2%	○
Average number of monthly visits to DataVic	number	22,000	60,134	173%	✓
The 2021-22 actual is higher than the 2021-22 target due to users seeking COVID-19-related open data over the first six months of the year.					
Number of VPS active users in the Data Directory	number	250	210	-16%	■
The 2021-22 actual is lower than the 2021-22 target due to a reallocation of resources to meet increased demand for data to support responses to COVID-19.					
Government entities reporting cyber maturity	number	75	178	137%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased interest in cyber maturity across the public sector following the early stages of the voluntary project.					
Government board members trained in cyber security	number	60	60	0%	✓
Digital Victoria: milestones delivered in accordance with agreed budget and timeline	per cent	75	72	-4.0%	○
Victorian Government entities using the Standard User Experience Framework	number	25	112	348%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased uptake of the Standard User Experience Framework following the delivery of supporting materials and technical assistance by Digital Victoria.					
Average monthly analysis reports generated to guide government decision making	number	65	117	80%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased demand for insights into community needs during COVID-19.					
<b>Quality</b>					
Overall satisfaction of customers transacting on Service Victoria's digital customer platform	per cent	95	96	1.1%	✓

Performance measure	Unit	2021-22 target	2021-22 actual	Variance	Result
<b>Cost</b>					
Total output cost	\$ million	91.2	141.0	55%	■
The 2021-22 actual is higher than the 2021-22 target due to new funding decisions made during the year.					

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

## 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	2021–22 target	2021–22 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	80	83	3.8%	✓
<b>Quality</b>					
Stakeholder satisfaction with the quality of advice on significant public and private sector projects	per cent	80	80	0%	✓
<b>Timeliness</b>					
Average number of business days to issue formal advice	days	10	7.7	-23%	✓
The 2021–22 actual is lower than the 2021–22 target due to compressed timeframes associated with time-sensitive, state-significant public sector projects and programs of work.					
<b>Cost</b>					
Total output cost	\$ million	1.2	1.4	17%	■
The 2021–22 actual is higher than the 2021–22 target due to higher operating costs.					

### 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

## 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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Employers informed on OH&S obligations under both state and Commonwealth legislation and regulations	number	> 3,500	12,633	261%	✓
The 2021-22 actual is higher than the 2021-22 target as programs which transitioned from in-person to online delivery continued. Increasing the digital content also resulted in an increase in employer reach.					
Workers informed on OH&S obligations under both state and Commonwealth legislation and regulations	number	> 40,000	47,500	19%	✓
The 2021-22 actual is higher than the 2021-22 target because programs that transitioned from in-person to online delivery continued. Increasing the digital content also resulted in an increase in employee reach.					
Child employment investigations completed	number	170	171	0.6%	✓
<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 2021-22 actual is higher than the 2021-22 target due to improved internal approval processes.					
Long service leave investigations completed within 90 days of lodgement	per cent	15	100	487%	✓
The 2021-22 actual is higher than the 2021-22 target due to improved internal approval processes and supports.					
<b>Cost</b>					
Total output cost	\$ million	27.3	24.6	-10%	✓
The 2021-22 actual is lower than the 2021-22 target primarily due to a rephase of funding from 2021-22 for the Better support for 'on demand' workers in Victoria initiatives, New Laws to Criminalise Wage Theft, and Compliance and enforcement of wage theft laws initiatives. This has been partially offset by new funding decisions made during the year.					

Results legend

✓ Performance target achieved or exceeded in a desirable way

## ABORIGINAL POLICY, STRENGTHENING ABORIGINAL CULTURAL HERITAGE AND COMMUNITIES

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

Performance measure	Unit	2021-22 target	2021-22 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	number	16	16	0	✓
Average weekly hours of case management provided to members of the Stolen Generations	number	80	130	63%	✓
The 2021-22 actual is higher than the 2021-22 target due to an increased number of enquiries from members of the Stolen Generations.					
Delivery of a public report on government outcomes for Aboriginal Victorians to be tabled in parliament	number	1	0	-100%	■
The 2021-22 actual is lower than the 2021-22 target due to COVID-19 impacts on Aboriginal organisations and departments. The report is expected to be tabled in parliament in September 2022.					
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	240	418	74%	✓
The 2021-22 actual is higher than the 2021-22 target due to a significant increase in applications from Aboriginal and non-Aboriginal community members, as well as the launch of the Victorian Government's Stolen Generations Reparations Package.					
Victorian Aboriginal Heritage Council meetings conducted within legislative timeframes	number	6	7	17%	✓
The 2021-22 actual is higher than the 2021-22 target due to the need to make time-sensitive determinations on legislative and regulatory matters.					
Number of Assembly and/or State Assembly meetings held	number	40	72	80%	✓
The 2021-22 actual is higher than the 2021-22 target due to meetings being conducted more regularly between the State and the First Peoples' Assembly of Victoria to support negotiations on the remaining treaty elements required during this phase of treaty.					
Participation of Aboriginal people in Local Aboriginal Networks	number	2,800	2,907	3.8%	✓
Removal of first mortgages on titles of property owned by Aboriginal Community Controlled Organisations	number	4	3	-25%	■
The 2021-22 actual is lower than the 2021-22 target due to the need for additional information from applicants before considering removing first mortgages on some properties.					



Performance measure	Unit	2021-22 target	2021-22 actual	Variance	Result
<b>Quality</b>					
Funding payments for Aboriginal community initiatives made in accordance with milestones	per cent	100	100	0	✓
Funding payments for Aboriginal cultural heritage protection initiatives, sector support and nation building made in accordance with milestones	per cent	100	96	-4%	○
<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	99	-1%	○
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	99.8	93.1	-6.7%	✓
The 2021-22 actual is lower than the 2021-22 target primarily due to lower than expected expenditure for Delivering a Victorian Truth and Justice process and the Delivering the State's commitment to treaty in Victoria initiatives.					

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

## ADVICE AND SUPPORT TO THE GOVERNOR

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

Performance measure	Unit	2021–22 target	2021–22 actual	Variance	Result
<b>Quantity</b>					
Increase in the annual number of guests and visitors to Government House	per cent	5	66	1,220%	✓
The 2021–22 actual is higher than the 2021–22 target due to the easing of COVID-19 restrictions allowing more visitors to 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 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	13.5	13.5	0%	✓
The 2021–22 target was published in the 2021–22 Victorian Budget Paper No. 3 — Service Delivery as \$12.7 million, which has been subsequently adjusted to \$13.5 million to reflect depreciation.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## 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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Formal advice provided on legislation	number	465	520	12%	✓
The 2021-22 actual is higher than the 2021-22 target due to the high number of House Amendments requested during the period.					
Acts and Statutory Rules published electronically and in hard copy without error	per cent	96	99	3.1%	✓
Statutory rules made and Bills prepared and introduced into parliament	number	220	227	3.2%	✓
Number of sets of House Amendments drafted for Members of Parliament	number	60	101	68%	✓
The 2021-22 actual is higher than the 2021-22 target due to the high number of House Amendments requested during the period.					
<b>Quality</b>					
Bills and Statutory Rules drafted or settled that meet the required standard	per cent	97	100	3.1%	✓
<b>Timeliness</b>					
Bills and Statutory Rules drafted or settled within the required timeframe	per cent	97	97	0%	✓
Electronically published versions of Principal Acts and Statutory Rules published within three business days of coming into operation and new Acts and Statutory Rules published within 24 hours of making	per cent	96	100	4.2%	✓
<b>Cost</b>					
Total output cost	\$ million	7.9	7.3	-7.6%	✓
The 2021-22 actual is lower than the 2021-22 target primarily due to delayed expenditure for the Replacement Work Management and Legislative Database System and other technology projects.					

### Results legend

- ✓ Performance target achieved or exceeded in a desirable way

## 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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Collection usage: utilisation of physical and digital records held by Public Record Office Victoria	number	5,400,000	4,744,796	-12%	■
The 2021-22 actual is lower than the 2021-22 target due to significant fluctuation in demand and lower than forecast downloads from third-party genealogy sites.					
<b>Quality</b>					
Satisfaction with services provided by Public Record Office Victoria to government agencies and to the public	per cent	90	91	1.1%	✓
<b>Timeliness</b>					
Provision of services within published timeframes	per cent	95	83	-13%	■
The 2021-22 actual is lower than the 2021-22 target due to restricted access to the Victorian Archives Centre and the implementation of new business systems.					
<b>Cost</b>					
Total output cost	\$ million	11.6	14.6	26%	■
The 2021-22 actual is higher than the 2021-22 target primarily due to higher operating costs.					

### 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

## PUBLIC ADMINISTRATION ADVICE AND SUPPORT

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

Performance measure	Unit	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Percentage of VPS jobs advertised through the Jobs and Skills Exchange	per cent	90	77	-14%	■
The 2021-22 actual is lower than the 2021-22 target due to ongoing difficulty filling certain job functions through internal-only advertising.					
Number of engagement and promotion activities undertaken by the Jobs and Skills Exchange	number	20	69	245%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased investment in stakeholder engagement to support staff affected by workforce transitions and improved visibility of the Jobs and Skills Exchange.					
Percentage of new-to-VPS executives participating in the VPSC induction program	per cent	78	96	23%	✓
The 2021-22 actual is higher than the 2021-22 target due to an increased uptake of participants in the program with fewer program withdrawals/deferrals.					
<b>Quality</b>					
Satisfaction with response to user queries on the Jobs and Skills Exchange platform	per cent	80	92	15%	✓
The 2021-22 actual is higher than the 2021-22 target due to the VPSC improving internal processes and increasing training of support staff.					
Percentage of agencies who interacted with VPSC and who indicated VPSC advice and support assisted them to improve integrity capability	per cent	85	85	0%	✓
Overall satisfaction with engagement, consultation and responsiveness from the VPSC GRADS team	per cent	85	89	4.7%	✓
Stakeholder satisfaction with the Remuneration Tribunal's process regarding determinations, reviews and advice	per cent	80	85	6.3%	✓
The 2021-22 actual is higher than the 2021-22 target due to strong stakeholder feedback about determinations and advice regarding Members of Parliament salaries and allowances, public sector executive remuneration and allowances for elected local government officials.					
<b>Timeliness</b>					
Percentage of collection, validation and reporting of Victorian public sector annual workforce data completed by the end of February each year	per cent	95	99	4.2%	✓

<b>Performance measure</b>	<b>Unit</b>	<b>2021-22 target</b>	<b>2021-22 actual</b>	<b>Variance</b>	<b>Result</b>
Advice from the Remuneration Tribunal provided within 15 working days of receipt of submission	per cent	90	90.9	1.0%	✓

#### **Cost**

Total output cost	\$ million	15.6	19.0	22%	■
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The 2021-22 actual is higher than the 2021-22 target primarily due to new funding decisions made during the year.

#### 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

## 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 administering 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	2021-22 target	2021-22 actual	Variance	Result
<b>Quantity</b>					
Election events conducted by the Victorian Electoral Commission, including state elections and by-elections, local government elections, by-elections and countbacks, and statutory elections or polls	number	28	21	-25%	■
The 2021-22 actual is lower than the 2021-22 target due to fewer by-elections and countbacks arising after the Local Government 2020 general elections and the 2021 South Gippsland general election.					
<b>Quality</b>					
Election events invalidated by a court of disputed returns as a result of a proven claim against the Victorian Electoral Commission's conduct of that event	number	0	0	0	✓
<b>Timeliness</b>					
Electoral enrolment transactions applied to the Victorian Register of Electors within set timeframes	per cent	90	98.9	10%	✓
The 2021-22 actual is higher than the 2021-22 target due to increased enrolment transactions during the 2022 Australian Election.					
<b>Cost</b>					
Total output cost	\$ million	42.6	50.4	18%	■
The 2021-22 actual is higher than the 2021-22 target primarily due to a rephase of funding from 2022-23 to 2021-22 for planning activities for the 2022 State Election. These activities were undertaken in 2021-22 to address potential impacts of public health measures on conduct of the State Election.					

### 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

# Section 3: Financial statements for the year ended 30 June 2022

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# 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 2022 and the financial position of the department at 30 June 2022.

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

We authorise the attached financial statements for issue on 2 September 2022.



**Anthony Bale**

Chief Financial Officer  
Department of Premier and Cabinet

Melbourne  
2 September 2022



**Jeremi Moule**

Secretary  
Department of Premier and Cabinet

Melbourne  
2 September 2022

# Independent audit report for the year ended 30 June 2022



## 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 2022</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 2022 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 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**

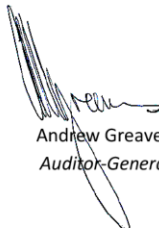
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and 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  
7 September 2022



Andrew Greaves  
Auditor-General

# Comprehensive operating statement for the financial year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>Continuing operations</b>			
<b>Income from transactions</b>			
Output appropriations <sup>(i)</sup>	2.1	599,827	531,939
Special appropriations	2.1	50,674	75,474
Grants	2.1	30,937	30,732
Other income	2.1	13,430	4,659
<b>Total income from transactions</b>		<b>694,868</b>	<b>642,804</b>
<b>Expenses from transactions</b>			
Grant expenses	3.1	225,951	201,123
Employee expenses	3.1	257,395	238,740
Capital asset charge <sup>(i)</sup>	3.1	–	11,050
Depreciation and amortisation	5.3	24,066	23,220
Interest expense		174	95
Other operating expenses	3.1	167,540	157,946
<b>Total expenses from transactions</b>		<b>675,126</b>	<b>632,174</b>
<b>Net result from transactions (net operating balance)</b>		<b>19,742</b>	<b>10,630</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	8.1	22	(657)
Other gains on other economic flows	8.1	2,222	3,075
<b>Total other economic flows included in net result</b>		<b>2,244</b>	<b>2,418</b>
<b>Net result</b>		<b>21,986</b>	<b>13,048</b>
<b>Other economic flows — other comprehensive income</b>			
Changes in physical asset revaluation surplus	5.1.1	206,975	30,632
<b>Comprehensive result</b>		<b>228,961</b>	<b>43,680</b>

The accompanying notes form part of these financial statements.

Note:

- (i) Capital asset charge was discontinued in 2021–22, with a corresponding reduction in appropriation revenue provided to the department to cover the expense. Refer to Note 3.1 for further detail.

# Balance sheet

## as at 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>Assets</b>			
<b>Financial assets</b>			
Cash and deposits	7.2.1	55,356	52,882
Receivables	6.1	118,104	106,753
<b>Total financial assets</b>		<b>173,460</b>	<b>159,635</b>
<b>Non-financial assets</b>			
Property, plant and equipment	5.1	895,220	679,359
Intangible assets	5.2	44,241	36,684
Other non-financial assets	6.3	5,737	5,536
<b>Total non-financial assets</b>		<b>945,198</b>	<b>721,579</b>
<b>Total assets</b>		<b>1,118,658</b>	<b>881,214</b>
<b>Liabilities</b>			
Payables	6.2	37,036	44,239
Borrowings	7.1	7,382	3,508
Employee benefits	6.4	56,993	46,365
Other provisions	6.5	5,447	1,591
<b>Total liabilities</b>		<b>106,858</b>	<b>95,703</b>
<b>Net assets</b>		<b>1,011,800</b>	<b>785,511</b>
<b>Equity</b>			
Accumulated surplus		171,001	149,015
Physical asset revaluation surplus		599,330	392,355
Contributed capital		241,469	244,141
<b>Total equity</b>		<b>1,011,800</b>	<b>785,511</b>
<b>Net worth</b>		<b>1,011,800</b>	<b>785,511</b>

The accompanying notes form part of these financial statements.

# Cash flow statement

## for the financial year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>Cash flows from/(used in) operating activities</b>			
Receipts from government <sup>(i)</sup>		669,578	634,338
Receipts from other entities		1,997	5,192
Goods and services tax recovered from the Australian Taxation Office		27,075	27,375
Interest received		4	4
<b>Total receipts</b>		<b>698,654</b>	<b>666,909</b>
Payments to suppliers and employees		(450,856)	(414,436)
Payments of grants expenses		(217,918)	(205,731)
Capital asset charge payments <sup>(i)</sup>		–	(11,050)
Interest and other costs of finance paid		(174)	(95)
<b>Total payments</b>		<b>(668,948)</b>	<b>(631,312)</b>
<b>Net cash flows from operating activities</b>	7.2.2	<b>29,706</b>	<b>35,597</b>
<b>Cash flows used in investing activities</b>			
Purchase of non-financial assets		(22,896)	(22,575)
Proceeds from disposal of motor vehicles		891	769
<b>Total payments</b>		<b>(22,005)</b>	<b>(21,806)</b>
<b>Net cash flows used in investing activities</b>		<b>(22,005)</b>	<b>(21,806)</b>
<b>Cash flows from/(used in) financing activities</b>			
Appropriation for capital expenditure purposes		51,800	–
Special appropriations for capital expenditure purposes	2.2.2	5,710	5,007
<b>Total receipts</b>		<b>57,510</b>	<b>5,007</b>
Cash transferred out — machinery of government changes	8.6	(2,672)	(7,628)
Capital grants to portfolio agencies		(57,510)	(5,007)
Repayment of leases		(2,555)	(1,956)
<b>Total payments</b>		<b>(62,737)</b>	<b>(14,591)</b>
<b>Net cash flows used in financing activities</b>		<b>(5,227)</b>	<b>(9,584)</b>
<b>Net increase in cash and cash equivalents</b>		<b>2,474</b>	<b>4,208</b>
Cash and cash equivalents at beginning of financial year		52,882	48,674
<b>Cash and equivalents at end of financial year</b>	7.2.1	<b>55,356</b>	<b>52,882</b>

The accompanying notes form part of these financial statements.

Note:

- (i) Capital asset charge was discontinued in 2021–22, with a corresponding reduction in appropriation revenue provided to the department to cover the expense. Refer to Note 3.1 for further detail.

## Statement of changes in equity for the financial year ended 30 June 2022

	Notes	Physical asset revaluation surplus \$'000	Contributed capital \$'000	Accumulated surplus \$'000	Total \$'000
<b>Balance at 1 July 2020</b>		<b>361,723</b>	<b>251,818</b>	<b>135,967</b>	<b>749,508</b>
Net result for the year		–	–	13,048	13,048
Annual appropriations — capital	2.2.1	–	–	–	–
Special appropriations — capital	2.2.2	–	5,007	–	5,007
Machinery of government transfers		–	(7,677)	–	(7,677)
Capital distributions to portfolio agencies		–	(5,007)	–	(5,007)
Changes in physical asset revaluation surplus	5.1.1	30,632	–	–	30,632
<b>Balance at 30 June 2021</b>		<b>392,355</b>	<b>244,141</b>	<b>149,015</b>	<b>785,511</b>
Net result for the year		–	–	21,986	21,986
Annual appropriations — capital	2.2.1	–	51,800	–	51,800
Special appropriations — capital	2.2.2	–	5,710	–	5,710
Machinery of government transfers	8.6	–	(2,672)	–	(2,672)
Capital distributions to portfolio agencies		–	(57,510)	–	(57,510)
Changes in physical asset revaluation surplus	5.1.1	206,975	–	–	206,975
<b>Balance at 30 June 2022</b>		<b>599,330</b>	<b>241,469</b>	<b>171,001</b>	<b>1,011,800</b>

The accompanying notes form part of these financial statements.



# Notes to the financial statements

## for the financial year ended 30 June 2022

### 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. The significant judgement applied to value property, plant and equipment is disclosed in Note 5.4.1 of

the financial statements. 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 comprise 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 reported in aggregate and not controlled by the department.

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

**Wage Inspectorate Victoria** was established on 1 July 2021 under the *Wage Theft Act 2020*.

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

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 accounting policies that summarise recognition and measurement bases used and relevant to an understanding of these financial statements, are provided throughout the notes to the financial statements.

## 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 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

The revenue items that have specific recognition criteria are further described in Note 2.1. 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	2022 \$'000	2021 \$'000
Output appropriations	2.2.1	599,827	531,939
Special appropriations	2.2.2	50,674	75,474
<b>Total appropriations</b>		<b>650,501</b>	<b>607,413</b>
General purpose grants		12,985	12,772
Specific purpose grants for on-passing		17,952	17,767
Other specific purpose grants		–	193
<b>Total grants</b>		<b>30,937</b>	<b>30,732</b>
<b>Other income</b>		<b>13,430</b>	<b>4,659</b>
<b>Total income from transactions</b>		<b>694,868</b>	<b>642,804</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 for 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 appropriations are recognised when the expenditure relating to the amounts appropriated are paid by the department.

## Grants

The department has determined that the grant income included in the table above is earned as per AASB 1058 *Income of Not-for-Profit Entities* under arrangements that are either not enforceable or without any sufficiently specific performance obligations. This is recognised when the department has an unconditional right to receive cash, which usually coincides with receipt of cash.

Income from grants received from other government entities for developing and constructing the Service Victoria digital services are recognised progressively as and when those assets are 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 income earned by the department in constructing the asset.

Income received from the Commonwealth Government as specific purpose grants for on-passing to other entities is recognised simultaneously as income and expenditure because the funds are immediately on-passed to the relevant recipient entities on receipt.

## 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.
- **Sponsorship income:** Sponsorship income includes receipts from external parties for the Australia Day Fund and Cultural Diversity Week.
- **Resources received free of charge:** 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.

The department's resources received free of charge are usually public records transferred to the Public Record Office Victoria (PROV). The department received \$11.4 million of public records as resources received free of charge during 2021–22. There were no public records received by PROV in the previous two financial years due to delays in the release of their new record management system which was impacted by COVID-19.

## 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 the department received 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 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>			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2022 controlled</b>									
Output appropriations	456,481	–	130,935	810	10,043	8,580	606,848	599,827	7,021
Additions to net assets	12,816	–	51,800	–	(10,043)	–	54,573	51,800	2,773
<b>2022 total</b>	<b>469,297</b>	<b>–</b>	<b>182,735</b>	<b>810</b>	<b>–</b>	<b>8,580</b>	<b>661,422</b>	<b>651,627</b>	<b>9,795</b>
<b>2021 controlled</b>									
Output appropriations	660,464	(114,679)	30,418	765	7,909	2,140	587,017	531,939	55,078
Additions to net assets	20,824	(1,500)	–	–	(7,909)	102	11,517	–	11,517
<b>2021 total</b>	<b>681,288</b>	<b>(116,179)</b>	<b>30,418</b>	<b>765</b>	<b>–</b>	<b>2,242</b>	<b>598,534</b>	<b>531,939</b>	<b>66,595</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. The department's section 29 mainly relates to PROV generating revenue from its reading room seminars, publications and tenancy agreements.
- (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 relates to timing of delivering major activities that includes single digital presence, delivering a Victorian truth and justice process, delivering the state's commitment to treaty for Victoria and ensuring the continued safety and operations of the Lake Tyers and Framlingham Aboriginal trusts. The appropriation for these projects will be received as project milestones are completed in a future financial period. Variance in Additions to the Net Assets Base appropriation is due to there being sufficient depreciation equivalent funding for asset investments.

## 2.2.2 Summary of special appropriations

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

Authority	Purpose	Appropriations applied	
		2022 \$'000	2021 \$'000
<b>Controlled</b>			
<i>Constitution Act, No. 8750 of 1975</i> — Executive Council	Salary for the Clerk of the Executive Council	50	50
<i>Constitution Act, No. 8750 of 1975</i> — Governor's salary	Salary payments to the Governor of Victoria	485	482
<i>Electoral Act, No. 23 of 2002</i>	Operating costs incurred by the Victorian Electoral Commission	50,139	74,942
<b>Total controlled</b>		<b>50,674</b>	<b>75,474</b>
<b>Administered</b>			
<i>Electoral Act, No. 23 of 2002</i>	Electoral entitlements	12,551	11,955
<i>Inquiries Act, No. 67 of 2014,</i> section 58	Expenses and financial obligations of the Board of Inquiry	–	5,447
<b>Total administered</b>		<b>12,551</b>	<b>17,403</b>
<b>Capital</b>			
<i>Electoral Act, No. 23 of 2002</i>	Capital costs incurred by the Victorian Electoral Commission	5,710	5,007
<b>Total capital</b>		<b>5,710</b>	<b>5,007</b>

### 3. COST OF DELIVERING OUR SERVICES

#### Introduction

This section provides details of the expenses the department incurred in delivering its services.

The funds that enable the provision of services are disclosed in Note 2.

In this section the costs associated with provision of services are recorded.

#### Structure of this section

3.1 Expenses incurred in the delivery of services

#### Key accounting recognition and measurement criteria

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

Certain 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

	2022 \$'000	2021 \$'000
Specific purpose grants for on-passing <sup>(i)</sup>	138,056	133,232
Grant payments for other specific purposes <sup>(ii)</sup>	87,895	67,891
<b>Grant expenses</b>	<b>225,951</b>	<b>201,123</b>
Salaries and wages, annual leave and long service leave	237,367	220,450
Defined contribution superannuation expenses	19,774	17,977
Defined benefit superannuation expense	254	313
<b>Employee expenses</b>	<b>257,395</b>	<b>238,740</b>
<b>Capital asset charge<sup>(iii)</sup></b>	<b>-</b>	<b>11,050</b>
Purchases of services and supplies	120,109	102,687
Information technology expenses	28,461	18,026
Marketing and promotion	12,194	30,380
Short-term lease expenses and low-value assets	216	34
Office accommodation expenses	6,560	6,819
<b>Other operating expenses</b>	<b>167,540</b>	<b>157,946</b>

Notes:

- (i) Payments to Victorian Government entities and other non-Victorian Government entities.
- (ii) Payments to Victorian public non-financial corporations and other private businesses and individuals.
- (iii) Capital asset charge was discontinued in 2021-22, with a corresponding reduction in appropriation revenue provided to the department to cover the expense.

### **Grant expenses**

Grant expenses are contributions of the department's resources to other parties 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.

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 for their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and have conditions attached to 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 2021–22 can be viewed at [www.dpc.vic.gov.au](http://www.dpc.vic.gov.au).

This grants payments information on the department's internet page is not subject to audit by the Victorian Auditor-General's Office.

### **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.

### **Capital asset charge**

A capital asset charge (CAC) was a charge levied on the budgeted written-down value of controlled non-current physical assets in the department's balance sheet. In previous years, CAC had been used to demonstrate the opportunity cost of using government assets.

It should be noted that the capital asset charge policy was discontinued in 2021–22 and also reflected in the 2021–22 State Budget. While the inclusion of CAC was previously reflected in output cost, it did not reflect a net distribution of funds from the department because the department was funded from the budget for its CAC expense, and then immediately paid the same amount back into the Consolidated Fund.

### **Other operating expenses**

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

The following lease payments are recognised on a straight-line 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.



## 4. OUTPUT INFORMATION

### Introduction

The department is predominantly funded by 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 2022 and their objectives are summarised below.

#### Strong policy outcomes

The objective of 'Strong policy outcomes' is to pursue policy and service delivery 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 includes: Government-wide leadership, reform and implementation; Strategic advice and government support; Digital government and communications; Office of the Victorian Government Architect; and Industrial relations.

#### First Peoples in Victoria are strong and self-determining

The objective of 'First Peoples in Victoria are strong and self-determining' is to improve outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights and conducting a truth-telling process. It addresses trauma, supports healing and addresses racism established through colonisation. It provides culturally safe systems and services and transfers power and resources to communities. It includes Aboriginal policy, strengthening Aboriginal cultural heritage and communities.

#### Professional public administration

The objective of 'Professional public administration' is to foster and promote a high performing public service. It ensures effective whole of government performance and outcomes. It protects the values of good public governance, integrity and accountability in support of public trust. It includes: Advice and support to the Governor; Chief Parliamentary Counsel services; Management of Victoria's public records; Public administration advice and support; and State electoral roll and electoral events.

### 4.2 Changes in departmental outputs

There was a change in the name of 'Engaged citizens' to 'First Peoples in Victoria are strong and self-determining' during the year. This output group was renamed due to machinery of government changes effective 1 February 2021 that transferred to the Department of Families, Fairness and Housing: Equality policy and programs; Multicultural affairs policy and programs; Support for veterans in Victoria; Women's policy; and Youth.

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

	Strong policy outcomes		First Peoples in Victoria are strong and self-determining		Professional public administration		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>Income from transactions</b>								
Output appropriations	469,904	334,979	93,001	141,226	36,922	55,734	599,827	531,939
Special appropriations	50,189	50	–	–	485	75,424	50,674	75,474
Grants income	30,461	29,131	53	776	423	825	30,937	30,732
Other income	455	3,087	1,558	1,572	11,417	–	13,430	4,659
<b>Total income from transactions</b>	<b>551,009</b>	<b>367,247</b>	<b>94,612</b>	<b>143,574</b>	<b>49,247</b>	<b>131,983</b>	<b>694,868</b>	<b>642,804</b>
<b>Expenses from transactions</b>								
Grants expenses	173,612	21,801	52,011	92,262	328	87,060	225,951	201,123
Employee expenses	210,513	180,151	25,242	37,288	21,640	21,301	257,395	238,740
Capital asset charge	–	1,903	–	427	–	8,720	–	11,050
Depreciation and amortisation	17,465	17,582	790	438	5,811	5,200	24,066	23,220
Interest expense	59	75	105	8	10	12	174	95
Other operating expenses	142,226	134,330	15,217	14,095	10,097	9,521	167,540	157,946
<b>Total expenses from transactions</b>	<b>543,875</b>	<b>355,842</b>	<b>93,365</b>	<b>144,518</b>	<b>37,886</b>	<b>131,814</b>	<b>675,126</b>	<b>632,174</b>
<b>Net result from transactions (net operating balance)</b>	<b>7,134</b>	<b>11,405</b>	<b>1,247</b>	<b>(944)</b>	<b>11,361</b>	<b>169</b>	<b>19,742</b>	<b>10,630</b>
<b>Other economic flows included in net result</b>								
Net gain/(loss) on non-financial assets	(57)	(702)	57	66	22	(21)	22	(657)
Other gains on other economic flows	1,813	2,306	188	388	221	381	2,222	3,075
<b>Total other economic flows included in net result</b>	<b>1,756</b>	<b>1,604</b>	<b>245</b>	<b>454</b>	<b>243</b>	<b>360</b>	<b>2,244</b>	<b>2,418</b>
<b>Net result</b>	<b>8,890</b>	<b>13,009</b>	<b>1,492</b>	<b>(490)</b>	<b>11,604</b>	<b>529</b>	<b>21,986</b>	<b>13,048</b>
<b>Other economic flows — other comprehensive income</b>								
Changes in physical asset revaluation surplus	53	–	20	–	206,902	30,632	206,975	30,632
<b>Comprehensive result</b>	<b>8,943</b>	<b>13,009</b>	<b>1,512</b>	<b>(490)</b>	<b>218,506</b>	<b>31,161</b>	<b>228,961</b>	<b>43,680</b>

## 5. KEY ASSETS TO SUPPORT OUTPUT DELIVERY

### Introduction

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

### 5.1 Property, plant and equipment

#### 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 machinery of government changes are transferred at their carrying amount.

The cost of leasehold improvements are capitalised and depreciated over the shorter of the remaining lease term or estimated useful life.

The initial cost of leased motor vehicles 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 contracts.

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.

## Total property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Land <sup>(i)</sup>	246,370	224,532	–	–	246,370	224,532
Buildings (including heritage buildings) <sup>(i)</sup>	105,957	117,156	(1,209)	(18,555)	104,748	98,601
Leasehold improvements	35,528	34,216	(13,321)	(9,127)	22,207	25,089
Building construction in progress	4,281	7,406	–	–	4,281	7,406
Office equipment and computer equipment	18,165	16,638	(16,105)	(15,436)	2,060	1,202
Plant and equipment works in progress	59	1,478	–	–	59	1,478
Leased motor vehicles	4,889	4,229	(1,439)	(1,544)	3,450	2,685
Public records <sup>(ii)</sup>	503,466	311,591	–	–	503,466	311,591
Other heritage assets <sup>(ii)</sup>	8,579	7,059	–	(284)	8,579	6,775
<b>Net carrying amount</b>	<b>927,294</b>	<b>724,306</b>	<b>(32,074)</b>	<b>(44,946)</b>	<b>895,220</b>	<b>679,359</b>

Notes:

- (i) Land and buildings at both Government House and PROV were valued at 30 June 2022 by the Valuer-General of Victoria. The department does not hold any other land and buildings.
- (ii) Public records held by PROV and other heritage assets were valued at 30 June 2022 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 valued at fair value. For land valuation purposes, the market approach is used, 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 on valuation techniques, inputs and processes, 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 the short useful lives of these assets.

### Office equipment and computer equipment

Office equipment and computer equipment 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.

### Motor vehicles

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**

These assets are valued at fair value. The valuation of these assets is based on a market approach. This involves using market prices and other relevant information generated by market transactions from comparable or similar assets.

For more details on valuation techniques, inputs and processes, refer to Note 5.4.

**Other heritage assets**

These assets are reported at fair value using the market approach. The market approach compares the value of the subject assets with comparable assets that have sold in the marketplace.

For more details on valuation techniques, inputs, and processes, refer to Note 5.4.

**Right-of-use assets acquired by lessees**

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 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.

Refer to the table at 5.1.1(a) for reconciliation of movements in carrying amounts of the department's right-of-use assets.

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

	Land at fair value \$'000	Buildings (including heritage buildings) <sup>(i)</sup> \$'000	Leasehold improvements \$'000	Construction in progress \$'000	Office equipment and computer equipment \$'000	Plant and equipment works in progress \$'000	Leased motor vehicles \$'000	Public records \$'000	Other heritage assets \$'000	Total \$'000
<b>2022</b>										
<b>Carrying amount as at start of the year</b>	<b>224,532</b>	<b>98,601</b>	<b>25,089</b>	<b>7,406</b>	<b>1,202</b>	<b>1,478</b>	<b>2,685</b>	<b>311,591</b>	<b>6,775</b>	<b>679,359</b>
Additions	–	3,755	846	2,412	1,552	110	2,035	11,417	–	22,127
Disposals	–	–	–	–	(6)	–	(413)	–	–	(419)
Transfers between classes	–	5,071	466	(5,537)	–	(1,529)	–	–	–	(1,529)
Other administrative arrangements	–	–	–	–	–	–	–	–	–	–
Revaluation	21,838	2,804	–	–	–	–	–	180,458	1,875	206,975
Depreciation/amortisation expense	–	(5,483)	(4,194)	–	(688)	–	(857)	–	(71)	(11,293)
<b>Carrying amount at end of 2022</b>	<b>246,370</b>	<b>104,748</b>	<b>22,207</b>	<b>4,281</b>	<b>2,060</b>	<b>59</b>	<b>3,450</b>	<b>503,466</b>	<b>8,579</b>	<b>895,220</b>
<b>2021</b>										
<b>Carrying amount as at start of the year</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>
Additions	–	184	531	10,636	337	8	951	–	–	12,647
Disposals	–	(44)	–	–	–	–	(494)	–	(8)	(546)
Transfers between classes	–	8,522	23,691	(32,153)	74	(120)	–	–	–	14
Other administrative arrangements	–	–	–	(1,203)	–	–	(303)	–	–	(1,506)
Revaluation	30,632	–	–	–	–	–	–	–	–	30,632
Depreciation/amortisation expense	–	(4,872)	(5,229)	–	(478)	–	(943)	–	(71)	(11,593)
<b>Carrying amount at end of 2021</b>	<b>224,532</b>	<b>98,601</b>	<b>25,089</b>	<b>7,406</b>	<b>1,202</b>	<b>1,478</b>	<b>2,685</b>	<b>311,591</b>	<b>6,775</b>	<b>679,359</b>

Note:

(i) This includes right-of-use assets relating to accommodation leases of the department (refer to Note 5.1.1(a) for further details).

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

The following table is a subset of buildings and leased motor vehicles included in Note 5.1.1 for right-of-use assets.

	<b>Buildings</b> \$'000	<b>Leased motor vehicles</b> \$'000
<b>Opening balance — 1 July 2021</b>	733	2,685
Additions	3,544	2,035
Disposals	–	(413)
Other administrative arrangements	–	–
Depreciation	(703)	(857)
<b>Closing balance — 30 June 2022</b>	<b>3,574</b>	<b>3,450</b>
<b>Opening balance — 1 July 2020</b>	1,059	3,474
Additions	–	951
Disposals	–	(494)
Other administrative arrangements	–	(303)
Depreciation	(326)	(943)
<b>Closing balance — 30 June 2021</b>	<b>733</b>	<b>2,685</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 begin when the assets are available for use — that is, when they are in the location and condition necessary for them to be capable of operating in the manner intended by management.

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

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

Internally generated intangible 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.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Opening balance of gross carrying amount</b>	<b>68,954</b>	<b>62,689</b>
Additions	14,110	6,265
<b>Closing balance of gross carrying amount</b>	<b>83,064</b>	<b>68,954</b>
<b>Opening balance of accumulated amortisation</b>	<b>(45,625)</b>	<b>(32,937)</b>
Impairment losses charged to net result	(516)	(1,061)
Amortisation of intangible assets charged	(12,774)	(11,627)
<b>Closing balance of accumulated amortisation</b>	<b>(58,915)</b>	<b>(45,625)</b>
<b>Intangibles under development</b>	<b>20,092</b>	<b>13,355</b>
<b>Net book value at end of financial year</b>	<b>44,241</b>	<b>36,684</b>

### 5.3 Depreciation and amortisation

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Buildings (including heritage buildings)	5,483	4,872
Leasehold improvements	4,194	5,229
Office equipment and computer equipment	688	478
Leased motor vehicles	857	943
Other heritage assets	71	71
Intangible assets	12,774	11,627
<b>Total depreciation and amortisation</b>	<b>24,067</b>	<b>23,220</b>

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 lives.

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 current and prior year estimated useful lives for the different asset classes are included in the table below.

	<b>Useful life (years)</b>
Buildings	5–200
Leasehold improvements	5–20
Office equipment and computer equipment	3–20
Motor vehicles	5
Leased motor vehicles	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' in the comprehensive operating statement, except to the extent that it can be offset against an asset revaluation surplus 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.

### Assets subject to restriction on use

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

## 5.4 Fair value determination

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

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

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

#### Fair value measurement hierarchy

	Carrying amount \$'000	Fair value measurement at end of reporting period using:		
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>2022</b>				
Land at fair value	246,370	–	–	246,370
Buildings at fair value	104,748	–	–	104,748
Public records at fair value	503,466	–	49,914	453,552
Other heritage assets at fair value	8,579	–	8,579	–
Leasehold improvements	22,207	–	–	22,207
Office equipment and computer equipment	2,060	–	–	2,060
Leased motor vehicles	3,450	–	–	3,450
<b>Total</b>	<b>890,881</b>	<b>–</b>	<b>58,493</b>	<b>832,387</b>
<b>2021</b>				
Land at fair value	224,532	–	–	224,532
Buildings at fair value	98,601	–	–	98,601
Public records at fair value	311,591	–	–	311,591
Other heritage assets at fair value	6,775	–	6,775	–
Leasehold improvements	25,089	–	–	25,089
Office equipment and computer equipment	1,202	–	–	1,202
Leased motor vehicles	2,685	–	–	2,685
<b>Total</b>	<b>670,476</b>	<b>–</b>	<b>6,775</b>	<b>663,701</b>

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 were changes between levels for certain categories of public records from the prior year. During the current financial year, the public records were re-categorised into homogeneous groupings, with some categories measured at level 2 based on prices and other relevant information generated by market transactions involving identical or comparable (or similar) assets. This included sales evidence from auction records, dealer price guides and online databases. Refer to the 'Public records' section below, which contains a classification of the fair value hierarchy for each category.

The Valuer-General Victoria (VGV) is the department's independent valuation agency. The department engages VGV to carry out professional valuations on a five-year cycle. In the interim years the department, in conjunction with VGV, monitors changes in the fair value of each class of asset through relevant data sources to determine whether a revaluation is required. If a valuation is required, then the department will either carry out a managerial valuation or engage with VGV to value those asset classes.

VGV performed an independent valuation of land, buildings, public records and other heritage assets during the reporting period.

In 2020–21, where a full revaluation was not required, the department conducted a fair value assessment using the regular indices for land and buildings from VGV. Following the assessment and as per FRD103, a managerial valuation adjustment was done due to the movement in fair value being greater than 10 per cent.

The reconciliation of all movements of fair value assets is shown in the table at 5.1.1.

#### **5.4.1 Valuation techniques, inputs and processes**

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

The market approach is used to value 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. Such adjustments of community service obligations are considered significant unobservable inputs, and valuation of specialised land is classified at level 3 in the fair value measurement hierarchy.

For the department's buildings, the current replacement cost method is used, adjusting for useful life and associated depreciation. Such adjustments are considered significant unobservable inputs and buildings are classified at level 3 in the fair value measurement hierarchy.

VGV performed an independent valuation of land and buildings. The effective date of the valuation is 30 June 2022. The value of the undeveloped portion of land was discounted due to the identification of contaminated soil. The discount applied reflects the diminished utility of the undeveloped portion of land (refer to the table at 5.4.2). The remaining portion of that parcel of land has been developed, and for valuation purposes, is assumed not to be contaminated, and therefore discounting has not been applied. A contingent liability is recognised for the contaminated land (refer to Note 8.7).

##### *Significant judgement — valuation uncertainty*

The fair value of land and buildings are reported on the basis of significant valuation uncertainty caused by the COVID-19 pandemic. This uncertainty may have a significant risk of resulting in a material adjustment to the carrying amount of land and buildings within the next financial year.

At this stage, there is no substantial evidence of significant declines in the market values of land and buildings. It is not expected that this will significantly change. Further, much of the department's land has restricted zoning and valuation methodologies to reflect the restricted use.

## Public records

Public records consist of physical records in a variety of formats. The records described below are largely homogeneous categories based on record type, format or other criteria. They have been classified at either level 2 or level 3 of the fair value measurement hierarchy.

- File — compilation of various records such as correspondences and completed forms (level 3)
- Document — contains one type of record such as a transcript or petition (level 3)
- Map, Plan and Drawing — various sizes and materials that may be flat in structure or rolled in tubes (level 2)
- Volume — records that are bound together such as books (level 3)
- Photograph or Image — this can be in various formats including prints, negatives or slides (level 2)
- Card — includes various types such as index cards, file movement cards or record cards (level 2)
- Moving Image — motion picture film of varying formats (level 2)
- Sound Recording — audio archives (level 2)
- Object — various forms of display items that can be used at exhibitions (level 2)
- Data — electronic records stored on physical media (level 2)
- Icons — collections with significant historical and cultural value (level 2).

VGV performed an independent valuation of public records during the reporting period. The public records were valued from physical inspection of items, either in full or through random sampling. The Object and Icons categories were valued individually, and the remaining categories were valued according to statistical sampling methods.

The valuation of public records adopted the market approach. This involved using market prices and other relevant information generated by market transactions of comparable or similar assets. Comparable sales are identified using subscription databases as well as auction catalogues and other specialised libraries. Since these are government records that are not frequently sold, sales evidence is based on values of similar items adjusted for the unique characteristics of the items being valued.

As public records consist of a range of categories, the valuation technique involved the direct comparison approach; some items also contained unobservable inputs to the fair value measurement. For some categories, adjustments were made to the market value references to account for the unique characteristics of the items being valued adjusting for historical significance or other factors that impact on the item being valued. As those adjustments could not be observed and are based on professional judgements and significant to the fair value measurement, those records have been categorised into level 3 of the fair value hierarchy. Other records that do not contain significant unobservable inputs have been categorised into level 2 of the fair value hierarchy.

The other category of records are the digital records. The digital records are either digitised from a previous physical copy or 'born digital' where no physical copy exists. Digital records are currently not recognised and ascribed a value due to insufficient market data and cost not being able to be determined to appropriately support the valuation attributed.

## Other heritage assets

Other heritage assets include artwork. For artwork, valuation of the assets is determined by a comparison with 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.

These assets have been assessed with reference to similar assets and do not contain significant unobservable inputs. They are classified at level 2 in the fair value measurement hierarchy.

#### 5.4.2 Description of significant unobservable inputs to level 3 valuations

2021 and 2022	Valuation technique	Significant unobservable inputs	Range	Sensitivity of fair value measurement to changes in significant unobservable inputs
Land	Market approach	Direct cost per square metre	\$350/m <sup>2</sup> <sup>(i)</sup> (unrestricted land contaminated area)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value.
		Community service obligation (CSO) adjustment	Property 1 — 10% reduction Property 2 — 60% reduction	A significant increase or decrease in the CSO adjustment would result in a significantly lower (higher) fair value.
Buildings	Current replacement cost	Useful life of specialised buildings	30 to 100 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Public Records (File, Document and Volume categories)	Market approach	Professional judgement applied considering the unique nature of assets	Varied range for sample valued according to statistical sampling methods	A significant increase or decrease in the level of professional judgement applied would result in a significantly lower (higher) fair value.
Leasehold improvements	Current replacement cost	Cost per unit	\$1,000 – \$14,000,000 per unit	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value.
		Useful life of leasehold improvements	5 to 20 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Office equipment and computer equipment	Current replacement cost	Cost per unit	\$4,000 – \$6,000,000 per unit	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value.
		Useful life of office equipment and computer equipment	3 to 20 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Leased motor vehicles	Current replacement cost	Cost per unit	\$25,000 – \$107,000 per unit	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value.
		Useful life of leased motor vehicles	2 to 3 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.

Note:

- (i) A value of \$3,500 per square metre (m<sup>2</sup>) was used for the developed (uncontaminated) portion of the subject site (comprising 23,000m<sup>2</sup>) and \$350 per square metre (m<sup>2</sup>) was used for the contaminated area (comprising 9,730m<sup>2</sup>).

## 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
- 6.5 Other provisions

### 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 where the carrying amounts approximate to fair value due to their short-term nature or due to an expectation that they will be paid in full by the end of the 2022–23 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 as receivable 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 in the reporting period that are unpaid at the end of the reporting period.

**Statutory payables** are recognised and measured similarly to contractual payables but are not classified as financial instruments nor included in the category of financial liabilities at amortised cost because they do not arise from contracts.

**Deferred capital grant revenues** are recognised progressively as the underlying assets are constructed and the department satisfies its obligations under the asset construction contracts. The percentage of contract completion method is used to recognise project funding as income. Any project funding not recognised as revenue at the end of the reporting period is recognised as a liability. There were no such liabilities at the end of this reporting period.

## 6.1 Receivables

	2022 \$'000	2021 \$'000
<b>Contractual</b>		
Receivables	60,703	81,266
<b>Statutory</b>		
Amounts owing from the Victorian Government <sup>(i)</sup>	50,215	16,117
GST recoverable	7,186	9,370
<b>Total receivables</b>	<b>118,104</b>	<b>106,753</b>
Represented by:		
Current receivables	115,653	100,631
Non-current receivables	2,451	6,122

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.

### 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

	2022 \$'000	2021 \$'000
<b>Contractual</b>		
Supplies and services	31,348	40,641
<b>Statutory</b>		
Amounts payable to other government agencies	5,688	3,598
<b>Total payables</b>	<b>37,036</b>	<b>44,239</b>
Represented by:		
Current payables	37,036	44,239

## 6.3 Other non-financial assets

	2022 \$'000	2021 \$'000
Prepayments	5,334	5,342
Other	403	194
<b>Total other non-financial assets</b>	<b>5,737</b>	<b>5,536</b>

Prepayments represent payments in advance of receiving goods or services made in one accounting period covering a term extending beyond that period. Prepayments at the end of the financial year include accommodation, 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. Because 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 either:

- undiscounted value — if the department expects to wholly settle within 12 months
- 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 in the comprehensive operating statement as a gain or loss from continuing operations, 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 disclosed separately as a component of the provision for employee benefits.



	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current provisions</b>		
Annual leave	24,526	20,531
Long service leave	20,525	14,155
Provision for on-costs	9,491	5,557
<b>Total current provisions for employee benefits</b>	<b>54,542</b>	<b>40,243</b>
<b>Non-current provisions</b>		
Long service leave	1,629	5,285
Provision for on-costs	822	837
<b>Total non-current provisions for employee benefits</b>	<b>2,451</b>	<b>6,122</b>
<b>Total provisions for employee benefits</b>	<b>56,993</b>	<b>46,365</b>

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

## 6.5 Other provisions

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Make-good provision	2,437	1,591
Other	3,010	–
<b>Total other provisions</b>	<b>5,447</b>	<b>1,591</b>

Other provisions are recognised when the department has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, considering the risks and uncertainties surrounding the obligation.

The make-good provision is recognised in accordance with the lease agreement over the accommodation facilities. The department must remove any leasehold improvements from the accommodation facilities and restore the premises to its original condition at the end of the lease term.

Other provisions relate to the best estimate of the consideration required to settle the obligation relating to the announcement of the early retirement scheme. The scheme was voluntary and there were a limited number of early retirement packages available for eligible employees.

## 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 managing 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 AASB 16 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 AASB 16 lease accounting standard. Interest expense is recognised in the period in which it is incurred.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current borrowings</b>		
Lease liabilities	3,292	1,933
<b>Total current borrowings</b>	<b>3,292</b>	<b>1,933</b>
<b>Non-current borrowings</b>		
Lease liabilities	4,090	1,575
<b>Total non-current borrowings</b>	<b>4,090</b>	<b>1,575</b>
<b>Total borrowings</b>	<b>7,382</b>	<b>3,508</b>

The department leases various properties and motor vehicles. The lease contracts are typically made for fixed periods of between one and 10 years with an option to renew the lease.

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

Right-of-use assets are presented in Note 5.1.1(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.

	2022 \$'000	2021 \$'000
Interest expense on lease liabilities	174	95
Expenses relating to short term leases and leases of low-value assets	216	34
<b>Total amount recognised in the comprehensive operating statement</b>	<b>390</b>	<b>129</b>

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

The following amounts are recognised in the 'cash flow statement' relating to leases.

	2022 \$'000	2021 \$'000
Total cash outflow for leases	(2,945)	(2,085)

#### Leases

For any new contracts entered into, 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 all three of the following 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 benefit substantially from all the economic benefits from using the asset throughout the contract period, and has the right to direct the use of the asset throughout the contract period
- whether the department has the right to make decisions in respect of 'how and for what purpose' the asset is used throughout the contract period.

#### 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 account separately for non-lease components within the contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

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 is reduced for payments made and increased for interest changes. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or in the comprehensive operating statement 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 the comprehensive operating statement when the expenditure is incurred.

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

The department discloses right-of-use assets as 'Property plant and equipment'. Lease liabilities are presented as 'Borrowings' in the balance sheet.

## 7.2 Cash balances and cash flow information

### 7.2.1 Cash balances

	<b>2022</b> \$'000	<b>2021</b> \$'000
Cash on hand	–	–
Cash at bank	55,356	52,882
<b>Balance as per cash flow statement</b>	<b>55,356</b>	<b>52,882</b>

Cash at bank includes deposits at call held at the bank and trust account 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 Reconciliation of the net result for the period to the cash flow from operating activities

	2022 \$'000	2021 \$'000
<b>Net result for the period</b>	<b>21,986</b>	<b>13,048</b>
<b>Non-cash movements</b>		
Depreciation and amortisation	24,066	23,220
(Gain)/loss on disposal of non-financial assets	(22)	657
Net transfers free of charge	(11,416)	–
<b>Total non-cash movements</b>	<b>12,628</b>	<b>23,877</b>
<b>Movements in assets and liabilities (net of restructuring)</b>		
(Increase) in receivables	(11,685)	(6,231)
Decrease in other non-financial assets	9	5,651
(Decrease) in payables	(7,203)	(2,199)
Increase in employee benefits	10,961	1,451
Increase in other provisions	3,010	–
<b>Total movements in assets and liabilities</b>	<b>(4,908)</b>	<b>(1,328)</b>
<b>Net cash flows from operating activities</b>	<b>29,706</b>	<b>35,597</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*.

The department applies AASB 9 *Financial Instruments* and classifies all financial assets based on the business model for managing the assets and the assets' contractual terms.

#### *Financial assets at amortised cost*

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

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

#### *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. After 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 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 disclosed 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.

<b>2022</b>	<b>Financial assets at amortised cost</b>	<b>Financial liabilities at amortised cost</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Contractual financial assets</b>			
Cash and deposits	55,356	–	55,356
Receivables	60,703	–	60,703
<b>Total contractual financial assets in 2022</b>	<b>116,059</b>	<b>–</b>	<b>116,059</b>
<b>Financial liabilities</b>			
Payables	–	31,348	31,348
Lease liabilities	–	7,382	7,382
<b>Total contractual financial liabilities in 2022</b>	<b>–</b>	<b>38,730</b>	<b>38,730</b>

<b>2021</b>	<b>Financial assets at amortised cost</b> \$'000	<b>Financial liabilities at amortised cost</b> \$'000	<b>Total</b> \$'000
<b>Contractual financial assets</b>			
Cash and deposits	52,882	–	52,882
Receivables	81,266	–	81,266
<b>Total contractual financial assets in 2021</b>	<b>134,148</b>	<b>–</b>	<b>134,148</b>
<b>Financial liabilities</b>			
Payables	–	40,641	40,641
Lease liabilities	–	3,508	3,508
<b>Total contractual financial liabilities in 2021</b>	<b>–</b>	<b>44,149</b>	<b>44,149</b>

The department's main financial risks include credit risk, liquidity risk and market risk.

#### *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 the minimal credit risk, there is no expected credit loss for contractual receivables as per AASB 9 *Financial Instruments* 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 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 lease liabilities. The department manages the risk by undertaking interest-bearing liabilities, which are motor vehicles and accommodation leases under fixed-rate contracts.

## 7.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded at their nominal value and include 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.

<b>Nominal amounts</b>	<b>Less than 1 year \$'000</b>	<b>1–5 years \$'000</b>	<b>5+ years \$'000</b>	<b>Total \$'000</b>
<b>2022</b>				
Capital commitments	401	–	–	401
Outsourcing commitments	1,389	–	–	1,389
Short-term occupancy agreement commitments (no GST)	18,324	–	–	18,324
Other commitments	53,769	12,289	–	66,058
<b>Total commitments (inclusive of GST)</b>	<b>73,884</b>	<b>12,289</b>	<b>–</b>	<b>86,173</b>
Less GST recoverable	(6,717)	(1,117)	–	(7,834)
<b>Total commitments (exclusive of GST) in 2022</b>	<b>67,168</b>	<b>11,171</b>	<b>–</b>	<b>78,339</b>
<b>2021</b>				
Capital commitments	1,930	3,235	–	5,165
Outsourcing commitments	1,571	46	–	1,617
Short-term occupancy agreement commitments (no GST)	5,803	–	–	5,803
Other commitments	27,858	10,423	487	38,767
<b>Total commitments (inclusive of GST)</b>	<b>37,162</b>	<b>13,704</b>	<b>487</b>	<b>51,352</b>
Less GST recoverable	(3,378)	(1,246)	(44)	(4,668)
<b>Total commitments (exclusive of GST) in 2021</b>	<b>33,783</b>	<b>12,458</b>	<b>443</b>	<b>46,684</b>

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



## 7.5 Trust account balances

	2022				2021			
	Opening balance as at 1 July 2021	Increase/(decrease) in funds	Transfer out — administrative arrangements <sup>(i)</sup>	Closing balance as at 30 June 2022	Opening balance as at 1 July 2020	Increase/(decrease) in funds	Transfer out — administrative arrangements	Closing balance as at 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash and cash equivalents and investments</b>								
<b>Controlled trusts</b>								
Australia Day Committee Victoria Trust	669	(432)	–	237	3	666	–	669
Victorian Veterans Fund	–	–	–	–	757	(265)	(492)	–
Departmental Trust Account	7,412	(5,586)	–	1,826	5,286	4,506	(2,380)	7,412
Treasury Trust <sup>(ii)</sup>	18,116	7,629	(1,212)	24,533	30,640	(11,789)	(735)	18,116
Vehicle Lease Trust	1,386	521	–	1,907	1,057	360	(31)	1,386
Information Victoria Working Account	1,051	(484)	–	567	816	235	–	1,051
ANZAC Day Trust	–	–	–	–	17	11	(28)	–
Aboriginal Cultural Heritage Fund	1,865	1,205	–	3,070	1,881	(16)	–	1,865
Intergovernmental Trust <sup>(iii)</sup>	22,383	2,293	(1,460)	23,216	8,216	18,129	(3,962)	22,383
<b>Total controlled trusts</b>	<b>52,882</b>	<b>5,146</b>	<b>(2,672)</b>	<b>55,356</b>	<b>48,673</b>	<b>11,837</b>	<b>(7,628)</b>	<b>52,882</b>

The department has trust account balances relating to trust accounts that are controlled and/or administered. Trust accounts controlled by the department are shown above. These trust balances are reported as cash at bank in Note 7.2.1. Administered trusts are disclosed in Note 8.8.

Notes:

- (i) This relates to trusts transferred out of the department due to administrative restructures. Refer to Note 8.6 for more details.
- (ii) The Treasury Trust was established under the Financial Management Act to record the receipt and disbursement of unclaimed monies and other funds held in trust.
- (iii) The Intergovernmental Trust was established under section 19 of the Financial Management Act to record projects managed through interdepartmental fund transfers when no other trust arrangement exists.

## 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 Other accounting policies and Australian Accounting Standards issued but not yet effective
- 8.10 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
- impairments of non-current physical and intangible assets
- the revaluation of the present value of the long service and recreational leave liability due to changes in the bond interest rate.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Other economic flows</b>		
<b>Net gain on non-financial assets</b>		
Impairment of intangible assets	(516)	(1,061)
Gain on disposal of leased motor vehicles	538	404
<b>Total net gain/(loss) on non-financial assets</b>	<b>22</b>	<b>(657)</b>
<b>Other gains on other economic flows</b>		
Gain on revaluation of recreational leave liability	214	295
Gain on revaluation of long service leave liability	2,008	2,780
<b>Total other gains on other economic flows</b>	<b>2,222</b>	<b>3,075</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 position of Minister and Accountable Officer in the department (from 1 July 2021 to 30 June 2022 unless otherwise stated) were:

<b>Name of Minister or Accountable Officer</b>	<b>Relevant title</b>
The Hon Daniel Andrews MP	Premier
The Hon James Merlino MP	Deputy Premier (until 24 June 2022)
The Hon Jacinta Allan MP	Deputy Premier (from 25 June 2022)
Gabrielle Williams MP	Minister for Treaty and First Peoples (from 27 June 2022) (previously Aboriginal Affairs — until 26 June 2022)
Tim Pallas MP	Minister for Industrial Relations
The Hon Danny Pearson MP	Minister for Government Services
Jeremi Moule	Secretary

The persons who acted in positions of Minister and Accountable Officer in the department (from 1 July 2021 to 30 June 2022) were:

<b>Name of Minister or Accountable Officer</b>	<b>Relevant office</b>	<b>Persons who acted in the positions</b>
The Hon Daniel Andrews MP	Office of the Premier	The Hon Jacinta Allan MP The Hon James Merlino MP
The Hon Danny Pearson MP	Office of the Minister for Government Services	The Hon Shaun Leane MP The Hon Natalie Hutchins MP
Gabrielle Williams MP	Office of the Minister for Treaty and First Peoples (previously Aboriginal Affairs — until 26 June 2022)	The Hon Luke Donnellan MP The Hon Martin Foley MP The Hon Ros Spence MP The Hon Richard Wynne MP
Tim Pallas MP	Office of the Minister for Industrial Relations	The Hon Danny Pearson MP
Jeremi Moule	Office of the Secretary	Tim Ada Kate Houghton Chris Miller

## Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing the department during the reporting period was in the range of \$740,000–\$749,999 (2020–21: \$630,000–\$639,999).<sup>(1)</sup>

Note: (i) Remuneration received or receivable by the Accountable Officer (s) in 2020–21 was lower than the current year due to the transition of Secretaries during that year. Remuneration received includes salary and superannuation paid in the year. Remuneration receivable includes the value of accrued leave entitlements.

## 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 department or on behalf of the department, 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 benefits or deferred compensation.
- Termination benefits include termination of employment payments.

	<b>2022</b>	<b>2021</b>
<b>Remuneration of executive officers</b>	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	25,167	25,394
Post-employment benefits	2,558	2,454
Other long-term benefits	1,051	(1,249)
Termination benefits	416	519
<b>Total remuneration</b>	<b>29,192</b>	<b>27,118</b>
<b>Total number of executives<sup>(i)</sup></b>	<b>138</b>	<b>168</b>
<b>Total annualised employee equivalents<sup>(ii)</sup></b>	<b>108.0</b>	<b>128.4</b>

Notes:

- (i) The total number of executive officers includes people 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, Victorian Independent Remuneration Tribunal and Wage Inspectorate 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 \$650.5 million (2021: \$607.4 million). Refer to Note 2.1 for details.

### **Key management personnel**

The department's key management personnel from 1 July 2021 to 30 June 2022 included:

#### *The Premier*

The Hon Daniel Andrews MP

#### *Portfolio ministers*

The Hon James Merlino MP

The Hon Jacinta Allan MP

Gabrielle Williams MP

Tim Pallas MP

The Hon Danny Pearson MP

#### *Secretary*

Jeremi Moule

#### *Deputy Secretaries*

Toby Hemming

Tim Ada

Chris Miller

Vivien Allimonos

Kate Houghton

Travis Lovett

Elly Patira

Matt O'Connor

Sandy Pitcher

Michael McNamara

#### *Executive Director, Corporate Services*

Genevieve Dolan

Kylie Callander

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

#### *Administrative offices*

Justine Heazlewood — The Keeper of Public Records of Public Record Office Victoria

Joanne de Morton — Chief Executive Officer of Service Victoria

The compensation detailed below excludes the salaries and benefits of portfolio ministers. Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported in the State's Annual Financial Report.

	<b>Department, administration offices and section 53 entities</b>	
	<b>2022</b>	<b>2021</b>
<b>Compensation of key management personnel</b>	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	5,070	3,733
Post-employment benefits	358	270
Other long-term benefits	172	(368)
Termination benefits	–	153
<b>Total</b>	<b>5,600</b>	<b>3,788</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 occurs 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 Victorian Government Procurement Board requirements.

During the financial year the department's Secretary, Jeremi Moule, 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

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Victorian Auditor-General's Office</b>		
Audit of the annual financial statements	156	144
<b>Total remuneration of auditors</b>	<b>156</b>	<b>144</b>

## 8.6 Restructuring of administrative arrangements

### Transfers out of the department

The following transfer of public sector reform from the department (the transferor) to the Victorian Public Sector Commission was based on the declaration pursuant to section 28(1) of the Public Administration Act taking effect on 1 July 2021:

<b>2022</b>	<b>Public sector reform</b> \$'000	<b>Total net transfer</b> \$'000
<b>Assets</b>		
Cash and deposits	2,672	<b>2,672</b>
Receivables	332	<b>332</b>
<b>Total assets</b>	<b>3,004</b>	<b>3,004</b>
<b>Liabilities</b>		
Employee benefits	(332)	<b>(332)</b>
<b>Total liabilities</b>	<b>(332)</b>	<b>(332)</b>
<b>Net assets transferred<sup>(i)</sup></b>	<b>2,672</b>	<b>2,672</b>

Note:

(i) The net assets (liabilities) transferred 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 department.

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 department, 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

### Quantifiable contingent liabilities

	<b>2022</b>	<b>2021</b>
<b>Contingent liabilities</b>	<b>\$'000</b>	<b>\$'000</b>
Legal proceedings and disputes	150	110
<b>Total</b>	<b>150</b>	<b>110</b>

### Non-quantifiable contingent liabilities

#### Digital Victoria contracts

The department has executed several procurement contracts on behalf of Digital Victoria, which includes an indemnity clause. This indemnity clause implies that the department may be liable to reimburse financial claims in the future. It is impractical to quantify those potential future claims at this point in time.

#### Contaminated land — PROV (North Melbourne)

The department has a potential contingent liability arising from remediation that may be required if the undeveloped area of land, which is contaminated, is further developed. This area of land has been maintained in a vegetated state to reduce the possibility of any erosion and windborne dust generation. Due to recent changes in environmental laws, there will be an application lodged with the Environmental Protection Authority Victoria (EPA), which will include an assessment from an independent consultant, to clarify the classification of the contamination. The liability for any remediation works is contingent upon the outcome of the application to the EPA, and any plans to further develop or sell the undeveloped portion of land. At this stage the undeveloped area of land is not expected to be developed, sold or further remediated which makes it impractical to quantify the financial effects of this contingent liability. As of 30 June 2022, there has been no legal or constructive obligation identified and as such there has been no provision recognised.

(2021: nil).

#### Contingent assets

There were no contingent assets as at the reporting date. (2021: 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 to achieve its objectives. The most significant transactions in this category include appropriations received and on-passed to the Victorian Electoral Commission for electoral entitlements, disposal of vehicles under leases, the Public Service Commuter Club and other Treasury and departmental trusts.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Administered (non-controlled) items</b>		
<b>Administered income from transactions</b>		
Appropriations	12,551	17,402
Grants	–	137
Provision of services	98	48
Other income	1,921	691
<b>Total administered income from transactions</b>	<b>14,570</b>	<b>18,278</b>
<b>Administered expenses from transactions</b>		
Grants and other transfers	12,551	11,955
Supplies and services	5	4,548
Employee expenses	–	874
Payments into the Consolidated Fund	2,018	879
<b>Total administered expenses from transactions</b>	<b>14,574</b>	<b>18,256</b>
<b>Total administered comprehensive result</b>	<b>(4)</b>	<b>22</b>
<b>Administered financial assets<sup>(i)</sup></b>		
Cash <sup>(ii)</sup>	31,442	24,305
Other receivables	114	133
<b>Total administered financial assets</b>	<b>31,556</b>	<b>24,438</b>
<b>Total assets</b>	<b>31,556</b>	<b>24,438</b>
<b>Administered liabilities</b>		
Amounts payable to other government agencies <sup>(ii)</sup>	31,659	24,535
<b>Total liabilities</b>	<b>31,659</b>	<b>24,535</b>
<b>Administered net assets</b>	<b>(103)</b>	<b>(97)</b>

Notes:

(i) The State's investment in all its controlled entities is disclosed in the administered note of the Department of Treasury and Finance's financial statements. This includes the investment in the department's portfolio entities.

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

### Administered trust account balances

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

	2022			2021		
	Opening balance as at 1 July 2021 \$'000	Increase/ (decrease) in funds \$'000	Closing balance as at 30 June 2022 \$'000	Opening balance as at 1 July 2020 \$'000	Increase/ (decrease) in funds \$'000	Closing balance as at 30 June 2021 \$'000
<b>Cash and cash equivalents and investments</b>						
<b>Administered trusts</b>						
Vehicle Lease Trust	(4)	23	18	(4)	–	(4)
Public Service Commuter Club <sup>(i)</sup>	(207)	13	(193)	(357)	151	(207)
Departmental and Treasury trust accounts	4,139	2,302	6,441	6,655	(2,516)	4,139
Labour Hire Authority Trust	20,374	4,801	25,175	16,125	4,249	20,374
Intergovernmental Trust	3	(3)	–	2,420	(2,417)	3
<b>Total administered trusts</b>	<b>24,305</b>	<b>7,137</b>	<b>31,442</b>	<b>24,839</b>	<b>(534)</b>	<b>24,305</b>

Note:

(i) This relates to the timing of an upfront payment to the Public Transport Corporation and receipt of amounts associated with the scheme by deductions from club members salaries.

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

### Other accounting policies — contributions by owners

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

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

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

### Australian Accounting Standards issued but not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2021–22 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 the following.

<b>Standard/interpretation</b>	<b>Summary</b>	<b>Applicable for annual reporting periods beginning on</b>	<b>Impact on public sector entity financial statements</b>
AASB 2020-1 <i>Amendments to Australian Accounting Standards — Classification of Liabilities as Current or Non-current</i>	This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. A liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified.	1 January 2023	The amended standard is not expected to have a significant impact on the public sector.
	AASB 2020-6 <i>Amendments to Australian Accounting Standards — Classification of Liabilities as Current or Non-current — Deferral of Effective Date</i> was issued in August 2020 and defers the effective date to annual reporting periods beginning on or after 1 January 2023 instead of 1 January 2022, with earlier application permitted.		

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:

- *AASB 2020-3 Amendments to Australian Accounting Standards — Annual Improvements 2018–2020 and Other Amendments*
- *AASB 2021-2 Amendments to Australian Accounting Standards — Disclosure of Accounting Policies and Definitions of Accounting Estimates*
- *AASB 2021-6 Amendments to Australian Accounting Standards — Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- *AASB 2021-7 Amendments to Australian Accounting Standards — Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections.*

## **8.10 Subsequent events**

No significant events have occurred since 30 June 2022 that will have a material impact on the information disclosed in the financial statements.

## Section 4: Appendices

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## Appendix 1: Budget portfolio outcomes

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

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

The budget portfolio outcomes statements have been prepared on a consolidated basis and include all general government entities within the portfolio. Consistent with the budget papers, financial transactions and balances are classified into either 'controlled' or 'administered'.

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

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

- Victorian Electoral Commission
- Victorian Public Sector Commission
- Cenitex.

From 2021–22 the operations of the Portable Long Service Authority and the Labour Hire Authority are separately reported as regulatory bodies and are no longer included in this report.

## COMPREHENSIVE OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 2022

	2021-22 actual	2021-22 budget	Variation
Controlled	\$m	\$m	\$m
<b>Income from transactions</b>			
Output appropriations <sup>(1)</sup>	599.8	470.0	129.8
Special appropriations	50.7	43.1	7.6
Interest	–	1.5	(1.5)
Sale of goods and services <sup>(2)</sup>	226.6	186.8	39.8
Grants <sup>(3)</sup>	33.5	3.2	30.3
Resources received free of charge	11.4	–	11.4
Other income	0.2	1.4	(1.2)
<b>Total income from transactions</b>	<b>922.2</b>	<b>706.0</b>	<b>216.2</b>
<b>Expenses from transactions</b>			
Employee benefits <sup>(4)</sup>	390.8	340.5	(50.3)
Depreciation	49.8	43.6	(6.2)
Interest expense	0.4	–	(0.4)
Grants expense <sup>(5)</sup>	154.2	82.7	(71.5)
Capital asset charge	–	–	–
Other expenses <sup>(6)</sup>	296.7	239.5	(57.2)
<b>Total expenses from transactions</b>	<b>891.9</b>	<b>706.3</b>	<b>(185.6)</b>
<b>Net result from transactions</b>	<b>30.3</b>	<b>(0.3)</b>	<b>30.6</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	–	–	–
Net gain/(loss) on financial instruments and statutory receivables/payables	(0.4)	–	(0.4)
Other gains/(losses) from other economic flows	4.4	–	4.4
<b>Total other economic flows included in net result</b>	<b>4.0</b>	<b>–</b>	<b>4.0</b>
<b>Net result</b>	<b>34.3</b>	<b>(0.3)</b>	<b>34.6</b>
<b>Other economic flows — other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Changes in physical asset revaluation reserve <sup>(7)</sup>	207.0	–	207.0
Other	–	–	–
<b>Total other economic flows — other comprehensive income</b>	<b>207.0</b>	<b>–</b>	<b>207.0</b>
<b>Comprehensive result</b>	<b>241.3</b>	<b>(0.3)</b>	<b>241.6</b>



Summary:

The net result from transactions for the DPC portfolio is a surplus of \$30.3 million, which is primarily due to increased project and service delivery volumes in Cenitex and assets received free of charge by the Public Record Office Victoria. The comprehensive result for the portfolio was a surplus of \$241.3 million, which includes a \$207 million gain on the revaluation of assets.

Notes:

The notes below provide an explanation of the major variances between the 2021–22 comprehensive result compared with the budgeted comprehensive result.

- (1) Higher output appropriations mainly relate to additional budget funding approved after the original budget publication.
- (2) Higher sale of goods and services is driven by higher customer volume and additional services provided by Cenitex.
- (3) The increase in grant revenue mainly relates to trust revenues.
- (4) Employee benefits increase mainly relates to staffing requirements associated with budget initiatives approved after the original budget publication.
- (5) The increase in grants expense relates to grant transfers to Breakthrough Victoria Pty Ltd. Funding is approved after original budget publication.
- (6) Higher other expenses relate to professional services costs associated with budget initiatives approved after the original budget publication.
- (7) The increase in revaluation reserve relates to land and buildings within the portfolio and cultural assets held by the Public Record Office Victoria.

## BALANCE SHEET AS AT 30 JUNE 2022

<b>Controlled</b>	<b>2022 actual</b> \$m	<b>2022 budget</b> \$m	<b>Variation</b> \$m
<b>Financial assets</b>			
Cash and deposits	91.3	111.5	(20.2)
Receivables <sup>(1)</sup>	56.5	101.0	(44.5)
Other financial assets <sup>(2)</sup>	129.0	76.7	52.3
<b>Total financial assets</b>	<b>276.8</b>	<b>289.2</b>	<b>(12.4)</b>
<b>Non-financial assets</b>			
Inventories	6.2	3.7	2.5
Property, plant and equipment <sup>(3)</sup>	955.4	761.2	194.2
Intangible assets	63.0	62.3	0.7
Other non-financial assets	34.1	12.4	21.7
<b>Total non-financial assets</b>	<b>1,058.7</b>	<b>839.6</b>	<b>219.1</b>
<b>Total assets</b>	<b>1,335.5</b>	<b>1,128.8</b>	<b>206.7</b>
<b>Liabilities</b>			
Payables	76.3	105.9	29.6
Borrowings	34.0	38.7	4.7
Provisions	95.3	71.7	(23.6)
<b>Total liabilities</b>	<b>205.6</b>	<b>216.3</b>	<b>10.7</b>
<b>Net assets</b>	<b>1,129.9</b>	<b>912.5</b>	<b>217.4</b>
<b>Equity</b>			
Contributed capital	435.7	465.5	(29.8)
Reserves <sup>(4)</sup>	599.1	402.1	197.0
Accumulated surplus	95.1	44.6	50.5
<b>Total equity</b>	<b>1,129.9</b>	<b>912.3</b>	<b>217.6</b>

### Summary:

Net assets (or total equity) for the DPC portfolio at 30 June 2022 have increased by \$217.6 million when compared with the budgeted balance sheet published in the State Budget Papers. This is mainly attributable to gains on the revaluation of assets within the portfolio.

### Notes:

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

- (1) The decrease in receivables from government is due to machinery of government changes and timing of expense recoupment from other government departments. A budget update is made after the original budget publication.
- (2) The increase in other financial assets is due to a higher level of debtors.
- (3) The increase in property, plant and equipment relates to land and buildings within the portfolio and cultural assets held by the Public Record Office Victoria.
- (4) The increase in revaluation reserve relates to land and buildings within the portfolio and cultural assets held by the Public Record Office Victoria.

## CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2022

<b>Controlled</b>	<b>2021-22 actual</b> \$m	<b>2021-22 budget</b> \$m	<b>Variation</b> \$m
<b>Cash flows from operating activities</b>			
Receipts from government <sup>(1)</sup>	617.0	494.6	122.4
Receipts from other entities	20.2	4.0	16.2
Other receipts <sup>(2)</sup>	251.6	188.0	63.6
<b>Total receipts</b>	<b>888.8</b>	<b>686.6</b>	<b>202.2</b>
Payments of grants <sup>(3)</sup>	(154.2)	(82.7)	(71.5)
Payments to suppliers and employees <sup>(4)</sup>	(682.3)	(581.0)	(101.3)
Capital asset charge	-	-	-
<b>Total payments</b>	<b>(836.5)</b>	<b>(663.7)</b>	<b>(172.8)</b>
<b>Net cash flows from operating activities</b>	<b>52.3</b>	<b>22.9</b>	<b>29.4</b>
<b>Cash flows from investing activities</b>			
Net investment	0.6	-	0.6
Payments for non-financial assets	(44.2)	(30.2)	(14.0)
Proceeds from the sale of non-financial assets	1.0	-	1.0
<b>Net cash flows used in investing activities</b>	<b>(42.6)</b>	<b>(30.2)</b>	<b>(12.4)</b>
<b>Cash flows from financing activities</b>			
Owner contributions by the state government	4.7	(11.0)	15.7
Net borrowings	(7.8)	(9.5)	1.7
<b>Net cash flows from financing activities</b>	<b>(3.1)</b>	<b>(20.5)</b>	<b>17.4</b>
<b>Net increase/(decrease) in cash held</b>	<b>6.6</b>	<b>(27.8)</b>	<b>34.4</b>
Cash at the beginning of the financial year	84.7	139.3	(54.6)
<b>Cash at the end of the financial year</b>	<b>91.3</b>	<b>111.5</b>	<b>(20.2)</b>

Summary:

The net cash position for the DPC portfolio at 30 June 2022 is \$91.3 million. This is \$20.2 million lower than the original budgeted balance of \$111.5 million.

Notes:

The notes below provide an explanation of the major variances in the 2021-22 cash flow statement.

- (1) The variance in receipts from the government is mainly due to appropriations received for initiatives approved after the original budget publication.
- (2) The variance in other receipts relates mainly to increased Cenitex services revenue.
- (3) The variance in payments of grants primarily relates to the grants payments to Breakthrough Victoria Pty Ltd.
- (4) The variance in payments to suppliers and employees relates to costs associated with initiatives approved after original budget publication.

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

<b>Controlled</b>	<b>2021-22 actual \$m</b>	<b>2021-22 budget \$m</b>	<b>Variation \$m</b>
<b>Contributed capital</b>			
<b>Opening balance</b>	428.1	428.1	–
Contribution from owners	7.4	37.4	(30.0)
<b>Closing balance</b>	<b>435.5</b>	<b>465.5</b>	<b>(30.0)</b>
<b>Reserves</b>			
<b>Opening balance</b>	392.4	392.4	–
Comprehensive result	206.7	64.3	142.4
<b>Closing balance</b>	<b>599.1</b>	<b>402.1</b>	<b>197.0</b>
<b>Accumulated surplus</b>			
<b>Opening balance</b>	64.3	64.3	–
Machinery of government	–	–	–
Comprehensive result	30.8	(19.7)	50.5
<b>Closing balance</b>	<b>95.1</b>	<b>44.6</b>	<b>50.5</b>
<b>Total equity</b>	<b>1,129.7</b>	<b>912.3</b>	<b>217.4</b>

Summary:

Total equity for the DPC portfolio is \$217.4 million favourable when compared with the original budgeted balance sheet published in the State Budget Papers. This is mainly attributable to cultural asset revaluations.

## ADMINISTERED ITEMS STATEMENT FOR THE YEAR ENDED 30 JUNE 2022

	2021-22 actual \$m	2021-22 budget \$m	Variation \$m
<b>Administered income</b>			
Special appropriations	12.6	12.8	(0.2)
Sales of goods and services	2.2	0.8	1.4
Other income	1.0	0.3	0.7
<b>Total administered income</b>	<b>15.8</b>	<b>13.9</b>	<b>1.9</b>
<b>Administered expenses</b>			
Expenses on behalf of the state	6.6	6.3	(0.3)
Payments into the Consolidated Fund	9.5	1.1	(8.4)
<b>Total administered expenses</b>	<b>16.1</b>	<b>7.4</b>	<b>(8.7)</b>
<b>Income less expenses</b>	<b>(0.3)</b>	<b>6.5</b>	<b>(6.8)</b>
<b>Administered assets</b>			
Cash and deposits	1.0	0.4	0.6
Receivables	30.7	31.5	(0.8)
<b>Total administered assets</b>	<b>31.7</b>	<b>31.9</b>	<b>(0.2)</b>
<b>Administered liabilities</b>			
Payables	1.7	–	(1.7)
<b>Total administered liabilities</b>	<b>1.7</b>	<b>–</b>	<b>(1.7)</b>
<b>Net assets</b>	<b>30.0</b>	<b>31.9</b>	<b>(1.9)</b>

Summary:

Administered items for the DPC portfolio include receipts and payments made by the DPC portfolio on behalf of the state.

# Appendix 2: Other financial information

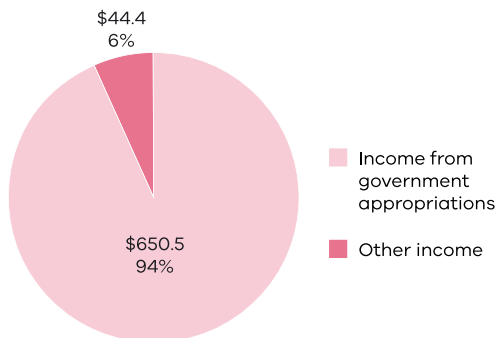
## FINANCIAL PERFORMANCE

Significant factors that affected DPC's performance in 2021–22 are summarised below.

DPC recorded a net profit result from operations of \$20 million for 2021–22.

The profit result is primarily due to assets received free of charge from the Public Record Office Victoria and trust funds operation, where funds received during 2021–22 will be expended in future years.

### Sources of income (\$ million)

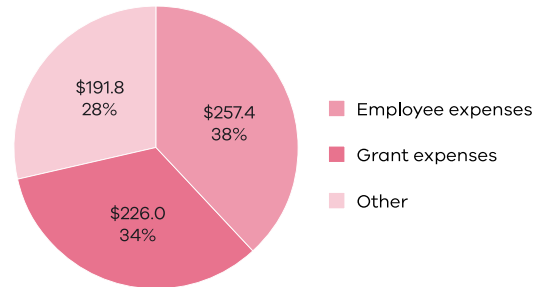


The above graph shows the sources of income available to DPC during the 2021–22 financial year.

DPC's main source of income is from government appropriations, which account for 94 per cent of income. The balance is derived from government grants and services.

Compared with 2020–21 the overall increase in DPC's income is mainly due to new government initiatives delivered during the year, including digital vaccination certification, the business licensing initiative and development of the Digital Victoria Marketplace, along with an increase associated with 2022 State Election readiness. This resulted in higher government appropriations.

### Expenses (\$ million)



The above graph shows the distribution of expenses in delivering DPC's services.

DPC's total expenses have increased by \$43 million compared with 2020–21. This is mainly due to delivering new government initiatives and increased expenditure to prepare for the 2022 State Election.

### Financial position — balance sheet

DPC's assets have increased due to the revaluation of property, plant and equipment. Liabilities have increased as a result of higher employee leave liabilities and provision for the early retirement packages announced during the year.

### Cash flows

DPC had a net cash inflow from operating activities of \$30 million. Compared with last year, this is a \$6 million decrease. This decrease is mainly due to working capital movements including the timing of payment of liabilities.

## CAPITAL PROJECTS / ASSET INVESTMENT

During 2021–22 DPC completed one capital project that met the disclosure threshold of \$10 million or greater — Australian Quarantine Accommodation and Planning — with a total estimated investment of \$15 million.

## CONSULTANCIES AND MAJOR CONTRACTS

### Consultancies and major contracts

#### Details of consultancies

In 2021–22 there were 25 consultancies engaged with a total approved value at \$10,000 or greater. The total expenditure incurred during 2021–22 in relation to these consultancies was \$4.01 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 2021–22 there were two consultancies engaged with a total approved value less than \$10,000. The total expenditure incurred during 2021–22 in relation to these consultancies was \$10,200 (excluding GST).

#### Disclosure of major contracts

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

DPC did not enter into any new contracts greater than \$10 million during the financial year ended 30 June 2022. 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

There were no direct costs attributable to machinery of government changes that have been incurred by the entities that are consolidated into the department's annual report pursuant to section 53(1)(b) of the *Financial Management Act 1994*.

## GRANT PAYMENTS

Details of DPC grant payments in 2021–22 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, Jeremi Moule, the Secretary of the Department of Premier and Cabinet, certify that Service Victoria has the following Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions in 2021–22.

#### *Relevant Direction and Instruction*

#### **4.2 Contract management and performance**

- 3.1 The Accountable Officer must ensure the Agency facilitates contract performance, including by:
- (a) establishing a sound governance framework for effectively managing contracts.

#### *Reasons for Material Compliance Deficiency*

In December 2021 controls in the DPC purchasing system identified a number of high-value invoices attached to Service Victoria contracts that were not fully compliant with the appropriate procurement governance framework.

#### *Remedial actions*

Service Victoria has collaborated with DPC Procurement to develop a remediation plan that includes appropriate level of management oversight of major procurements, and further staff education on procurement processes, compliance, and obligations.

Service Victoria's Board of Management has communicated and will enforce zero tolerance for non-compliance with procurement policies.



**Jeremi Moule**

Secretary  
Department of Premier and Cabinet  
Melbourne  
2 September 2022

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#### **Wage Inspectorate Victoria**

I, Robert Hortle, the Commissioner of the Wage Inspectorate Victoria, certify that the Wage Inspectorate Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



**Robert Hortle**

Commissioner  
Wage Inspectorate Victoria  
Melbourne  
8 July 2022



## GOVERNMENT ADVERTISING EXPENDITURE

### Details of government advertising expenditure in 2021–22

(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 develop- ment 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
COVID-19 QR Code 'Check-in' campaign 2021–22	Continuing campaign from 2021–22 to support the requirement for visitors to 'check in' at a range of public venues and on public transport	1 July 2021 – 20 October 2021	1,449.4	359.8	–	–	–	1,809.2
COVID-19 Stay Safe Stay Open — Check In (COVID-19 Digital Certificate) 2021–22 campaign	Campaign to support retail businesses and venues required to check proof of vaccination under COVID-19 settings	20 October 2021 – 4 December 2021	883.1	487.6	–	–	–	1,370.7
COVID-19 Summer 2021–22 campaign	Summer campaign that included messaging about COVID-19 Digital Vaccination Certificates and COVIDSafe behaviours	5 December 2021 – 5 March 2022	928.3	189.4	–	–	–	1,117.7
COVID-19 Autumn 2022 campaign	Autumn campaign that included messaging about COVIDSafe behaviours	1 March 2022 – 28 May 2022	829.4	617.5	37.7	–	–	1,484.6
Wage Inspectorate Victoria — 2021–22 Wage Theft campaign	Campaign to introduce Wage Inspectorate Victoria and Victoria's new wage theft laws	1 July 2021 – 24 July 2021	296.9	120.0	15.0	–	–	431.9

## INFORMATION AND COMMUNICATIONS TECHNOLOGY EXPENDITURE

For the 2021–22 reporting period, DPC had a total ICT expenditure of \$38.7 million, with details shown below.

	<b>Expenditure</b> \$'000
<b>All operational ICT expenditure</b>	
Business as usual (BAU) ICT expenditure (total)	<b>31,001</b>
<b>ICT expenditure related to projects to create or enhance ICT capabilities</b>	
Operational expenditure	2,140
Capital expenditure	5,531
Non-business as usual (non-BAU) ICT expenditure (total)	<b>7,671</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

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

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

As of June 2022 DPC's Board of Management members are:

- Jeremi Moule, Secretary
- Toby Hemming, Deputy Secretary, Legal, Legislation and Governance, and General Counsel
- Michael McNamara, Chief Executive Officer, Digital Victoria
- Vivien Allimonos, Deputy Secretary, Cabinet, Communications and Corporate
- Kate Houghton, PSM, Deputy Secretary, Social Policy and Intergovernmental Relations
- Tim Ada, Deputy Secretary, Economic Policy and State Productivity
- Elly Patira, Deputy Secretary, First Peoples–State Relations
- Matt O'Connor, Deputy Secretary, Industrial Relations Victoria
- Sandy Pitcher, Deputy Secretary, Social Services Workforce Reform.

### 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.

All members of the committee are independent.

As of 30 June 2022, the committee comprised the following members:

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

#### Internal audit

In 2021–22 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 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 Occupational Health and Safety (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
- establish designated working groups to reflect the DPC working environment
- ensure elections are conducted to fulfil the health and safety representative requirement across the department.

The committee members have met quarterly to ensure any emerging issues were identified early to enable a timely and proactive response.

## PROCUREMENT GOVERNANCE COMMITTEE

The DPC Procurement Governance Committee members as of 30 June 2022 were:

- Genevieve Dolan, Executive Director Corporate Services (chair)
- Bernard Baudoin, Director Digital Strategy and Enterprise Architecture
- Anthony Bale, Chief Financial Officer
- Kylie Callander, Chief Procurement Officer
- Carolynne Hamilton, Director Product Management and Development
- Nicola Ramsay, Chief Operating Officer.

The main responsibilities of the Procurement Governance Committee are to:

- ensure strategic direction of procurement activities at DPC
- provide governance and assurance to the Secretary and Board of Management through its oversight of procurement strategies, policies, procedures, practices and probity
- ensure compliance with Victorian Government Purchasing Board supply policies and the Financial Management Act.

# Appendix 4: Workforce data

## COMPARATIVE DATA

Table 1: Details of DPC employment levels in 2022 and 2021

		June 2022						June 2021							
		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	397	391.1	223	11	230.6	163	160.5	379	370.6	235	12	244.1	132	126.5
	Women	589	560.7	315	71	366	203	194.7	585	553.9	319	79	375.8	187	178.1
	Self-described	1	0.8	0	1	0.8	0	0.0	2	2.0	2	0	2.0	0	0.0
	<b>Age</b>														
	15–24	29	28.7	20	1	20.7	8	8.0	37	34.6	16	0	16.0	21	18.6
	25–34	331	322.7	156	15	166.5	160	156.2	325	316.6	174	13	182.9	138	133.7
35–44	334	319.9	169	36	195.3	129	124.6	326	311.8	186	44	219.0	96	92.8	
45–54	192	184.3	121	19	134.9	52	49.4	176	167.4	104	25	122.1	47	45.3	
55–64	81	77.2	56	11	63.2	14	14.0	83	78.1	64	8	69.1	11	9.0	
65+	20	19.8	16	1	16.8	3	3.0	19	18.0	12	1	12.8	6	5.2	
Classification data	<b>VPS grades 1–6</b>														
	VPS 1	0	0.0	0	0	0.0	0	0.0	6	6.0	0	0	0.0	6	6.0
	VPS 2	19	18.1	11	1	11.4	7	6.7	16	13.1	9	1	9.4	6	3.7
	VPS 3	83	80.4	59	9	65.8	15	14.6	103	98.7	67	8	72.6	28	26.1
	VPS 4	212	207.1	114	11	121.9	87	85.2	213	209.8	125	8	130.8	80	79.0
	VPS 5	294	280.1	136	27	154.4	131	125.7	306	292.0	150	36	176.6	120	115.4
	VPS 6	226	218.2	102	18	115.0	106	103.2	190	179.6	101	27	120.0	62	59.6
	<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	92	88.2	73	16	85.3	3	2.9	74	71.7	60	10	67.7	4	4.0
	STS	29	28.5	11	1	11.6	17	16.9	22	21.6	11	1	11.8	10	9.8
	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	
Casual	0	0.0	0	0	0.0	0	0.0	3	1.0	0	0	0.0	3	1.0	
Other	31	31.0	31	0	31.0	0	0.0	32	32.0	32	0	32.0	0	0.0	
<b>Total employees</b>	<b>987</b>	<b>952.6</b>	<b>538</b>	<b>83</b>	<b>597.4</b>	<b>366</b>	<b>355.2</b>	<b>966</b>	<b>926.5</b>	<b>556</b>	<b>91</b>	<b>621.9</b>	<b>319</b>	<b>304.6</b>	

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Note: At 30 June 2022, five employees were acting as a senior employee (Executive) for more than three months (four VPS 6 and one VPSTEC) and are not included in the Executive data.

Table 2: Details of Office of the Chief Parliamentary Counsel employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	13	12.5	10	2	11.5	1	1.0	13	12.5	10	1	10.8	2	1.7
Women	33	27.6	18	12	25.6	3	2.0	30	24.5	14	11	20.4	5	4.1
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	11	11.0	10	0	10.0	1	1.0	9	8.4	5	2	6.4	2	2.0
35-44	20	16.4	9	9	14.9	2	1.5	17	14.4	8	6	11.8	3	2.6
45-54	9	7.7	6	3	7.7	0	0.0	9	7.4	6	3	7.4	0	0.0
55-64	4	3.7	3	1	3.7	0	0.0	6	5.7	5	0	5.0	1	0.7
65+	2	1.3	0	1	0.8	1	0.5	2	1.1	0	1	0.6	1	0.5
<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	1	1.0	1	0	1.0	0	0.0
VPS 3	9	8.0	4	2	5.5	3	2.5	7	6.2	2	1	2.6	4	3.6
VPS 4	9	7.3	6	3	7.3	0	0.0	5	4.0	3	2	4.0	0	0.0
VPS 5	3	3.0	3	0	3.0	0	0.0	7	5.8	4	3	5.8	0	0.0
VPS 6	3	2.8	2	1	2.8	0	0.0	4	3.6	2	1	2.6	1	1.0
<b>Senior employees</b>														
Administrative Office Head	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
Executives	2	2.0	2	0	2.0	0	0.0	3	3.0	3	0	3.0	0	0.0
STS	3	2.2	1	1	1.7	1	0.5	3	2.2	1	0	1.0	2	1.2
Legal officers	16	13.8	9	7	13.8	0	0.0	12	10.2	7	5	10.2	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>46</b>	<b>40.1</b>	<b>28</b>	<b>14</b>	<b>37.1</b>	<b>4</b>	<b>3.0</b>	<b>43</b>	<b>37.0</b>	<b>24</b>	<b>12</b>	<b>31.2</b>	<b>7</b>	<b>5.8</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Demographic data

Classification data

Table 3: Details of Office of the Governor employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	26	26.0	22	0	22.0	4	4.0	22	22.0	17	0	17.0	5	5.0
Women	26	23.0	11	8	16.0	7	7.0	25	20.2	12	8	16.6	5	3.6
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	14	14.0	6	0	6.0	8	8.0	9	8.5	3	0	3.0	6	5.5
35–44	11	10.0	8	3	10.0	0	0.0	11	9.7	7	3	8.7	1	1.0
45–54	14	13.7	12	1	12.7	1	1.0	16	14.7	13	1	13.6	2	1.1
55–64	10	9.1	6	3	8.1	1	1.0	8	7.1	5	3	7.1	0	0.0
65+	3	2.2	1	1	1.2	1	1.0	3	2.2	1	1	1.2	1	1.0
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	17	15.8	10	2	10.8	5	5.0	12	10.3	7	2	7.8	3	2.5
VPS 3	11	10.0	8	3	10.0	0	0.0	11	9.7	8	3	9.7	0	0.0
VPS 4	13	12.5	5	2	6.5	6	6.0	12	11.4	5	2	6.4	5	5.0
VPS 5	7	6.7	6	1	6.7	0	0.0	9	8.7	7	1	7.7	1	1.0
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>														
Administrative Office Head	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
Executives	3	3.0	3	0	3.0	0	0.0	1	1.0	1	0	1.0	0	0.0
STS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Legal officers	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Casual	0	0.0	0	0	0.0	0	0.0	1	0.1	0	0	0.0	1	0.1
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>52</b>	<b>49.0</b>	<b>33</b>	<b>8</b>	<b>38.0</b>	<b>11</b>	<b>11.0</b>	<b>47</b>	<b>42.2</b>	<b>29</b>	<b>8</b>	<b>33.6</b>	<b>10</b>	<b>8.6</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Note: Executive numbers reflect employment levels as at 17 June 2022. The total number of substantive executives employed is two.

Table 4: Details of Office of the Victorian Government Architect employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	6	5.7	2	0	2.0	4	3.7	7	6.5	1	0	1.0	6	5.5
Women	8	6.5	4	1	4.8	3	1.7	10	8.3	3	3	5.2	4	3.1
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15-24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25-34	0	0.0	0	0	0.0	0	0.0	2	2.0	0	0	0.0	2	2.0
35-44	4	2.9	1	0	1.0	3	1.9	6	4.6	1	1	1.6	4	3.0
45-54	8	7.7	5	0	5.0	3	2.7	7	6.6	3	1	3.8	3	2.8
55-64	2	1.6	0	1	0.8	1	0.8	2	1.6	0	1	0.8	1	0.8
65+	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>VPS grades 1-6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	1	1.0	0	0	0.0	1	1.0	1	1.0	0	0	0.0	1	1.0
VPS 4	2	1.3	1	0	1.0	1	0.3	4	3.3	1	0	1.0	3	2.3
VPS 5	3	3.0	3	0	3.0	0	0.0	3	2.6	1	1	1.6	1	1.0
VPS 6	5	4.4	2	0	2.0	3	2.4	6	5.5	2	1	2.8	3	2.7
<b>Senior employees</b>														
Administrative Office Head	1	0.8	0	1	0.8	0	0.0	1	0.8	0	1	0.8	0	0.0
Executives	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	2	1.7	0	0	0.0	2	1.7	2	1.6	0	0	0.0	2	1.6
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>14</b>	<b>12.2</b>	<b>6</b>	<b>1</b>	<b>6.8</b>	<b>7</b>	<b>5.4</b>	<b>17</b>	<b>14.8</b>	<b>4</b>	<b>3</b>	<b>6.2</b>	<b>10</b>	<b>8.6</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Demographic data

Classification data



Table 5: Details of Public Record Office Victoria employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	27	26.2	16	4	19.2	7	7.0	24	23.2	12	4	15.2	8	8.0
Women	44	37.6	19	16	31.0	9	6.6	43	36.9	21	19	34.7	3	2.2
Self-described	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	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	17	15.5	7	2	8.7	8	6.8	13	11.8	7	3	9.2	3	2.6
35–44	17	15.0	9	5	12.6	3	2.4	16	14.8	8	4	11.2	4	3.6
45–54	22	20.2	11	7	16.2	4	4.0	20	18.0	10	7	15.0	3	3.0
55–64	11	9.7	6	4	9.3	1	0.4	13	11.7	6	6	10.7	1	1.0
65+	5	4.4	3	2	4.4	0	0.0	6	4.8	3	3	4.8	0	0.0
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	19	15.1	8	6	12.3	5	2.8	21	17.5	7	10	13.9	4	3.6
VPS 3	17	15.9	8	4	11.1	5	4.8	15	14.0	9	3	11.4	3	2.6
VPS 4	15	13.7	7	5	10.7	3	3.0	12	10.5	7	5	10.5	0	0.0
VPS 5	10	9.7	6	2	7.7	2	2.0	9	8.7	5	2	6.7	2	2.0
VPS 6	9	8.7	6	2	7.7	1	1.0	9	8.7	5	2	6.7	2	2.0
<b>Senior employees</b>														
Administrative Office Head	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
Executives	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	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>72</b>	<b>64.8</b>	<b>36</b>	<b>20</b>	<b>51.2</b>	<b>16</b>	<b>13.6</b>	<b>68</b>	<b>61.1</b>	<b>34</b>	<b>23</b>	<b>50.9</b>	<b>11</b>	<b>10.2</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Table 6: Details of Service Victoria employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	92	91.8	25	0	25.0	67	66.8	73	73.0	10	0	10.0	63	63.0
Women	52	50.8	13	3	14.8	36	36.0	40	38.8	7	1	7.8	32	31.0
Self-described	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15-24	6	6.0	0	0	0.0	6	6.0	5	5.0	0	0	0.0	5	5.0
25-34	41	40.0	9	1	9.2	31	30.8	32	31.2	2	0	2.0	30	29.2
35-44	60	59.6	16	2	17.6	42	42.0	49	48.8	7	1	7.8	41	41.0
45-54	30	30.0	11	0	11.0	19	19.0	22	21.8	5	0	5.0	17	16.8
55-64	8	8.0	2	0	2.0	6	6.0	5	5.0	3	0	3.0	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>														
VPS 1	0	0.0	0	0	0.0	0	0.0	3	3.0	0	0	0.0	3	3.0
VPS 2	16	16.0	1	0	1.0	15	15.0	11	11.0	0	0	0.0	11	11.0
VPS 3	4	4.0	2	0	2.0	2	2.0	4	4.0	1	0	1.0	3	3.0
VPS 4	11	10.8	1	0	1.0	10	9.8	3	3.0	1	0	1.0	2	2.0
VPS 5	29	28.2	4	1	4.2	24	24.0	21	20.2	1	0	1.0	20	19.2
VPS 6	57	56.8	16	1	16.8	40	40.0	49	48.8	4	0	4.0	45	44.8
<b>Senior employees</b>														
Administrative Office Head	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
Executives	5	5.0	5	0	5.0	0	0.0	9	8.8	8	1	8.8	0	0.0
STS	22	21.8	8	1	8.8	13	13.0	12	12.0	1	0	1.0	11	11.0
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>145</b>	<b>143.6</b>	<b>38</b>	<b>3</b>	<b>39.8</b>	<b>104</b>	<b>103.8</b>	<b>113</b>	<b>111.8</b>	<b>17</b>	<b>1</b>	<b>17.8</b>	<b>95</b>	<b>94.0</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Table 7: Details of Wage Inspectorate Victoria employment levels in 2022 and 2021

	June 2022						June 2021							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
<b>Gender</b>														
Men	28	27.6	23	0	23.0	5	4.6	0	0.0	0	0	0.0	0	0.0
Women	31	30.6	26	2	27.6	3	3.0	0	0.0	0	0	0.0	0	0.0
Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
<b>Age</b>														
15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
25–34	24	23.6	18	1	18.8	5	4.8	0	0.0	0	0	0.0	0	0.0
35–44	20	19.8	18	1	18.8	1	1.0	0	0.0	0	0	0.0	0	0.0
45–54	8	8.0	8	0	8.0	0	0.0	0	0.0	0	0	0.0	0	0.0
55–64	4	3.8	3	0	3.0	1	0.8	0	0.0	0	0	0.0	0	0.0
65+	3	3.0	2	0	2.0	1	1.0	0	0.0	0	0	0.0	0	0.0
<b>VPS grades 1–6</b>														
VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
VPS 3	11	11.0	9	0	9.0	2	2.0	0	0.0	0	0	0.0	0	0.0
VPS 4	25	24.4	21	2	22.6	2	1.8	0	0.0	0	0	0.0	0	0.0
VPS 5	13	12.8	11	0	11.0	2	1.8	0	0.0	0	0	0.0	0	0.0
VPS 6	7	7.0	6	0	6.0	1	1.0	0	0.0	0	0	0.0	0	0.0
<b>Senior employees</b>														
Administrative Office Head	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Executives	1	1.0	1	0	1.0	0	0.0	0	0.0	0	0	0.0	0	0.0
STS	2	2.0	1	0	1.0	1	1.0	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
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>59</b>	<b>58.2</b>	<b>49</b>	<b>2</b>	<b>50.6</b>	<b>8</b>	<b>7.6</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Note: At 30 June 2022, one employee has been acting as a senior employee (Executive) for more than three months (one VPS 6).

## EXECUTIVE OFFICER DATA

- For a department, a member of the Senior Executive Service (SES) is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* (PAA).
- For a portfolio entity, an executive is defined as a person employed as an executive under Part 3 of the PAA or a person to whom the Victorian Government's Public Entity Executive Remuneration Policy applies.
- All figures in the following tables reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.
- The definition of an SES does not include a statutory office holder, an Accountable Officer or an Administrative Office Head.

**Table 8: DPC Senior Executive Service numbers for 2022 and 2021**

Class	Men			Women			Self-described			Total		
	2022	2021	Var	2022	2021	Var	2022	2021	Var	2022	2021	Var
SES 3	4	1	3	4	2	2	0	0	0	8	3	5
SES 2	11	12	-1	15	14	1	0	0	0	26	26	0
SES 1	19	16	3	39	29	10	0	0	0	58	45	13
<b>Total</b>	<b>34</b>	<b>29</b>	<b>5</b>	<b>58</b>	<b>45</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>	<b>74</b>	<b>18</b>

**Table 9: DPC portfolio entity Senior Executive Service numbers for 2022 and 2021**

Portfolio entity	Men			Women			Self-described			Total		
	2022	2021	Var	2022	2021	Var	2022	2021	Var	2022	2021	Var
Office of the Chief Parliamentary Counsel	1	1	0	1	2	-1	0	0	0	2	3	-1
Office of the Governor	2	0	2	1	1	0	0	0	0	3	1	2
Office of the Victorian Government Architect	0	0	0	0	0	0	0	0	0	0	0	0
Public Record Office Victoria	0	0	0	0	0	0	0	0	0	0	0	0
Service Victoria	4	6	-2	1	3	-2	0	0	0	5	9	-4
Wage Inspectorate Victoria	0	0	0	1	0	1	0	0	0	1	0	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>13</b>	<b>-2</b>

Note: Executive numbers for the Office of the Governor reflect employment levels as at 17 June 2022. The total number of substantive executives employed is two.

**Table 10: Reconciliation of DPC Senior Executive Service numbers**

	<b>2022</b>	<b>2021</b>
Executives <sup>(1)</sup>	109	99
Accountable Officer (Secretary)	1	1
Less Separations	17	25
<b>Total executive numbers</b>	<b>93</b>	<b>75</b>

Note:

(1) Excludes DPC portfolio entity executive officers.

**Table 11: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff**

Table 11 discloses the annualised total salary for senior employees of DPC categorised by classification. The salary amount is reported as the full-time annualised salary.

<b>Income band (salary)</b>	<b>Executives</b>	<b>STS</b>	<b>PS</b>	<b>SMA</b>	<b>SRA</b>	<b>Other</b>
< \$160,000						
\$160,000–\$179,999		4				
\$180,000–\$199,999	17 <sup>^</sup>	11				
\$200,000–\$219,999	20 <sup>^</sup>	9				
\$220,000–\$239,999	13 <sup>^</sup>	5				
\$240,000–\$259,999	11					
\$260,000–\$279,999	7 <sup>^</sup>					
\$280,000–\$299,999	7 <sup>^</sup>					
\$300,000–\$319,999	5 <sup>^</sup>					
\$320,000–\$339,999	1					
\$340,000–\$359,999	1					
\$360,000–\$379,999	5					
\$380,000–\$399,999	3					
\$400,000–\$419,999						
\$420,000–\$439,999	1					
\$440,000–\$459,999						
\$460,000–\$479,999						
\$480,000–\$499,999	1					
> \$500,000	1					
<b>Total</b>	<b>93</b>	<b>29</b>				

<sup>^</sup> Includes employees on part-time arrangements, which cover the following FTE: 0.60, 0.70, 0.80 and 0.90.

Executives' remuneration includes superannuation.

Legend: FTE: full-time equivalent; STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

## Workforce inclusion policy

DPC values the diversity of our workforce and is committed to the principles of diversity, inclusion and equality, to ensure all staff are treated with dignity and respect; have equitable access to employment opportunities and outcomes; have the ability to participate in all aspects of work life; and can achieve their full potential. Table 12 outlines the progress DPC has made against key workforce inclusion targets relating to gender profiles at the executive level, people with disability and employees who identify as Aboriginal and/or Torres Strait Islander.

### Gender profile at the executive levels

DPC acknowledges gender diversity within our workforce and is committed to developing strategies to ensure everyone at DPC, including women and gender diverse staff, has safe and equal access to resources, opportunities and leadership roles and is always treated with dignity, respect and fairness.

Consistent with Safe and Strong: A Victorian Gender Equality Strategy, DPC has a target to ensure at least 50 per cent of women are represented in executive-level officer roles. The representation of women in executive level roles at DPC was 63 per cent in 2021–22, an increase from 61 per cent in 2020–21.

Under the *Gender Equality Act 2020*, DPC has developed a new Gender Equality Action Plan 2021–2025 that outlines the department's commitment to taking positive action towards achieving workplace gender equality including strategies and measures for promoting gender equality in the workplace over the next four years. The plan identifies six key areas of focus for improving gender equality at DPC including reducing the gender pay gap.

## People with disability

DPC's target rate of 12 per cent employment of people with disability by 2025 is outlined in our Disability Access and Inclusion Plan 2021–2025. The DPC Enablers Network supports the goals of the plan and continues to advocate for issues affecting employees with disability. DPC has a dedicated position of Senior Adviser, Disability Access and Inclusion to oversee the improvements to attracting and supporting people with disability through inclusive recruitment, retention and promotion practices.

### Aboriginal and Torres Strait Islander staff

DPC is committed to improving the recruitment and retention of Aboriginal and Torres Strait Islander staff by creating a culturally safe workplace, strengthening cultural capability and providing flexible and progressive career opportunities.

Barring Djinang is the Victorian public sector's five-year Aboriginal employment strategy. The strategy adopts an Aboriginal employment target of 2 per cent for the Victorian public sector. DPC met this target in 2021–22, with 2.3 per cent of staff identifying as Aboriginal and/or Torres Strait Islander over the past 12 months. However, this represents a decrease compared with 2.8 per cent in 2020–21.

Under the Victorian Government Self-Determination Reform Framework, DPC began developing a new Aboriginal workforce strategy in 2021–22, which is expected to be finalised in October 2022. The strategy aims to create a culturally safe workplace and support the recruitment and retention of Aboriginal staff across the department.

**Table 12: Workforce inclusion policy**

<b>Workforce inclusion policy initiative</b>	<b>Target</b>	<b>2021–22 actual (headcount)</b>	<b>2020–21 actual (headcount)</b>
Gender profile at executive levels	Representation of at least 50 per cent women in executive officer roles	63%	61%
People with disability	People with disability at DPC increases to 12 per cent by 2025 <sup>(1)</sup>	0.2%	0.4%
Aboriginal and/or Torres Strait Islander staff	Barring Djinang has adopted an Aboriginal employment target of 2 per cent for the Victorian public service	2.3%	2.8%

Note:

(1) Headcount is based on payroll system data.

Note that DPC's 2022 People Matter Survey results indicate that eight per cent of DPC's survey respondents have a disability.

Note that DPC's 2022 People Matter Survey results indicate that three per cent of DPC's survey respondents identify as Aboriginal and/or Torres Strait Islander.

## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

DPC is committed to the health and safety of our staff and has developed an OHS strategy that promotes physical and psychosocial safety within the workplace. DPC's safety strategy features support activities that will embed improved safety systems, develop leadership capability and support a proactive approach to fostering the positive mental health of our employees.

**Vision:** A workforce that demonstrates both physical and psychosocially safe practices in all aspects of our work.

**Mission:** To develop a holistic, values aligned, integrated approach to health, safety and wellbeing.

During 2021–22 DPC continued to review and implement measures that would ensure the health, safety and wellbeing of all staff is well maintained. DPC's health, safety and wellbeing team developed a system of OHS tools that would equip staff with crucial OHS information to support the return to the office environment. These policies, procedures and guidelines equip staff to work safely in a hybrid environment, with updates made to the e-learning OHS module, COVID-19 protocols, and Return to Office FAQ. In addition, quarterly reports were provided to DPC's Board of Management, relaying performance indicator data developed from the Victorian Government's Leading the Way strategy, with the aim of providing transparent information to improve health and safety performance.

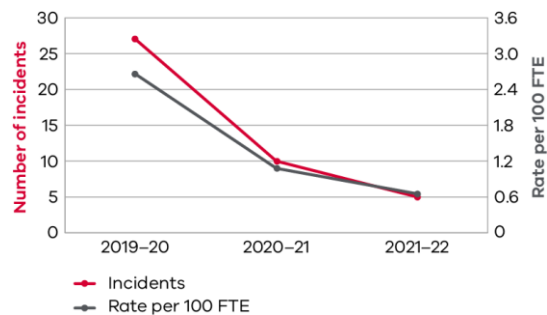
### Incident management

Reported incidents across DPC decreased by 0.43 per cent per 100 FTE staff in 2021–22, with five incidents reported. This decrease equates to five fewer incidents reported compared with the previous year. Incidents include injuries, detected hazards and 'near misses'.

'Slips, trips and bumps' were the most commonly reported incident (80 per cent). This differs from 2020–21, where 'psychological injury' was the most common incident. These changes reflect the increased number of staff returning to the workplace since the lifting of pandemic orders.

There were no notifiable incidents across DPC in 2021–22. Notifiable incidents are those that require the OHS Regulator (WorkSafe) to be notified if they occur.

**Figure 1: Number of incidents and rate per 100 FTE**



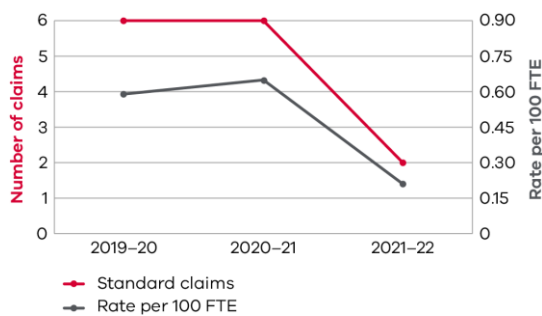
The number of standard claims received during 2021–22 decreased from six in 2020–21 to two. The rate per 100 FTE also decreased by 0.44. One claim was a minor claim (medical costs only) and one claim was for psychological injuries.



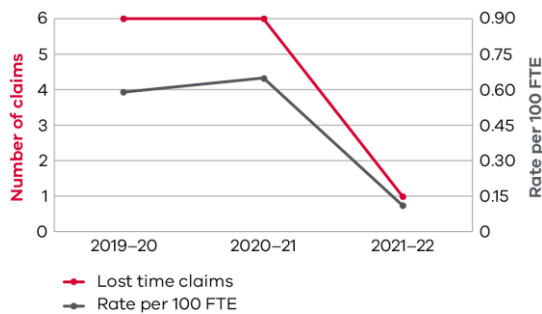
The total number of WorkCover claims lodged in 2021–22 has decreased compared with the previous year (Figure 2), with one of the two accepted claims exceeding 13 weeks (Figure 4).

Similarly, the number of lost-time claims has decreased in comparison with the previous year (Figure 3). The average cost per claim has continued to decrease from \$30,365 in 2020–21 to \$12,692 in 2021–22.

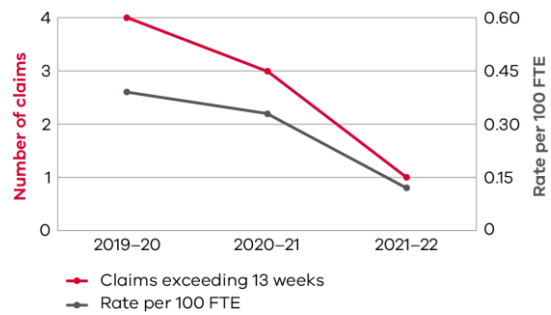
**Figure 2: Number of standard claims and rate per 100 FTE**



**Figure 3: Lost time claims and rate per 100 FTE**

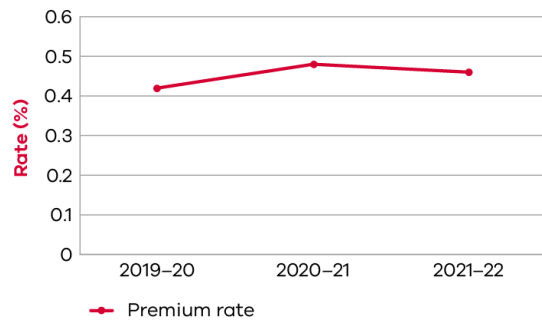


**Figure 4: Claims exceeding 13 weeks and rate per 100 FTE**



DPC’s WorkCover premium rate decreased by 0.02 per cent for 2021–22 (Figure 5). DPC is performing 27.27 per cent better than industry average, which contributed to the reduction in DPC’s WorkCover premium for 2021–22.

**Figure 5: Department of Premier and Cabinet premium rate**



## DPC's performance against occupational health and safety management measures

Measure	Key performance indicator	2019-20	2020-21	2021-22
<b>Incidents</b>	Number of incidents	27	10	5
	Rate per 100 FTE	2.66	1.08	0.65
	Number of incidents requiring first aid or further medical treatment <sup>(1)</sup>	15	4	2
<b>Claims</b>	Number of standard claims	6	6	2
	Rate per 100 FTE	0.59	0.65	0.22
	Number of lost-time claims	6	6	1
	Rate per 100 FTE	0.59	0.65	0.11
	Number of claims exceeding 13 weeks	4	3	1
	Rate per 100 FTE	0.39	0.33	0.11
<b>Fatalities</b>	Fatality claims	0	0	0
<b>Claim costs</b>	Average cost per standard claim	\$34,955	\$30,365	\$12,692
<b>Return to work</b>	Percentage of claims with return-to-work plan < 30 days	33%	16%	0%
<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
	Evidence of agreed structure of designated workgroups, HSRs and issue resolution procedures <sup>(2)</sup>	n/a	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>(3)</sup>	67%	n/a	67%
	Percentage of reported incidents investigated	100%	100%	100%
	Number of improvement notices issued by a WorkSafe inspector	0	0	0
	Number of prosecutions	0	0	0
	Percentage of issues arising from:			
	– internal audits	n/a	n/a	n/a
	– HSR provisional improvement notices	n/a	n/a	n/a
	– WorkSafe notices	n/a	n/a	n/a

Measure	Key performance indicator	2019–20	2020–21	2021–22
<b>Training</b>	Percentage of managers and staff who have received OHS training (online induction module):			
	– induction <sup>(2)</sup>	n/a	93%	93%
	– management training	42%	93%	93%
	– contractors and temps <sup>(4)</sup>	n/a	n/a	n/a
	Percentage of HSRs trained: <sup>(5)</sup>			
	– upon acceptance of the role (initial training)	19%	31%	33%
	– retraining (refresher)	0%	8%	7%

This information only incorporates the core groups of DPC.

Notes:

- (1) Number of incidents reported for 2019–20 do not include detectable hazards or near misses.
- (2) Newly introduced measures that were not reported in 2019–20.
- (3) Workplace inspections were on hold from July 2021 to October 2021 due to COVID-19.
- (4) Due to COVID-19 only urgent contractors and temps were used.
- (5) 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.

## Appendix 5: Environmental performance

DPC maintains a strong focus on sustainability through a range of operational activities and the ongoing management of our workspaces.

DPC continued to commit to the below sustainable practices:

- environmental considerations in tender specifications for all tender documents
- three streams of waste disposal: landfill, commingled and organics
- energy-efficient appliances and sensor lighting
- sustainably made furniture and, where possible, locally produced furniture
- sustainable relocation practices, whereby relocating work areas undertake significant clean-up activities and all waste is sustainably disposed of
- recycling any usable furniture or equipment to other government departments during refurbishments or relocations
- development of more digital solutions to reduce paper-based activities.

### OFFICE-BASED ENVIRONMENTAL IMPACTS

Over the past 12 months, DPC further consolidated our real estate portfolio in the Melbourne central business district, which has enabled the department to further minimise our environmental footprint.

The ongoing effects of COVID-19 has led to a significant reduction in all environmental measures, primarily due to DPC staff working remotely over the past 12 months.

The environmental indicators presented on the following pages are based on Financial Reporting Direction 24.

## ENERGY

DPC's energy consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street and 35 Collins Street.

(See the glossary at the end of this section for an explanation of the abbreviations used.)

### Electricity

Indicator	2021-22	2020-21
Total energy usage segmented by primary source (MJ)	7,474,021	8,419,946
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	2,325	2,620
Units of energy used per FTE (MJ/FTE)	7,846	8,839
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	562	633

#### Actions undertaken:

- DPC has adopted a more efficient footprint through consolidating most staff into 35 Collins Street.

DPC's gas consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place and 35 Collins Street.

### Gas

Indicator	2021-22	2020-21
Total energy usage segmented by primary source (MJ)	2,076,117	2,338,874
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> e)	132	149
Units of energy used per FTE (MJ/FTE)	2,179	2,455
Units of energy used per unit of office area (MJ/m <sup>2</sup> )	156	176

#### Actions undertaken:

- DPC participated in the 2022 Earth Hour event.

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

### Result

- Electricity consumption decreased by 12 per cent.
- Gas consumption decreased by 11 per cent.

### Explanatory notes

- Improved reporting from our service providers has resulted in a more accurate result for gas and electricity consumption.

## PAPER

DPC's paper use covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street and 35 Collins Street.

Indicator	2021-22	2020-21
Total units of copy paper (reams)	553	803
Units of copy paper per FTE (reams/FTE)	0.6	0.9
Percentage of 75-100% recycled content copy paper purchased (%)	34	35
Percentage of 0-50% recycled content copy paper purchased (%)	66	0
Greenhouse gas emissions related to paper use (t CO <sub>2</sub> e)	3.5	5

### Result

- Paper use decreased by 69 per cent.

### Explanatory notes

- The introduction of systems such as ABC (electronic briefing system) has contributed to the reduction of paper usage.

## WATER

DPC's water consumption covers tenancies at 1 Macarthur Street, 1 Treasury Place, 3 Treasury Place, 1 Spring Street and 35 Collins Street.

Indicator	2021-22	2020-21
Total units of metered water consumed by usage types (kL)	2,222	3,137
Units of metered water consumed in offices per FTE (L/FTE)	2,332	3,293
Units of metered water consumed in offices per unit of office area (L/m <sup>2</sup> )	167	236

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

### Result

- Water consumption decreased by 29 per cent.

### Explanatory notes

- Improved reporting from our service providers resulted in a more accurate result for water consumption.

## TRANSPORT

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

Operational vehicles	2021-22				2020-21			
	ULP	Hybrid	DSL	Total	ULP	Hybrid	DSL	Total
Total energy consumption by vehicles (MJ)	135,158	0	8,260	143,418	26,368	5,267	55,430	87,065
Total vehicle travel associated with entity operations (km)	3,952	0	214	4,166	34,300	90	2,421	36,811
Total greenhouse gas emissions from vehicle fleet (t CO <sub>2</sub> e)	9.42	0	0.58	10.0	1.84	0.4	3.91	6.15
Greenhouse gas emissions from vehicle fleet per 1,000 km travelled (t CO <sub>2</sub> e)	0.39	0	0.34	0.73	0.13	0.20	0.10	0.43

	2021-22	2020-21
Total distance travelled by aeroplane (km)	252,870	42,044
Total greenhouse gas emissions from air travel (t CO <sub>2</sub> e)	0.0	0.0

### Result

- Motor vehicle use decreased by 89 per cent.
- Air travel increased by 600 per cent.

### Explanatory notes

- Air travel greenhouse gas emissions were offset by procuring carbon offsets through our service provider.
- Amended methodology has resulted in an increase from previous years.

## WASTE

DPC's waste reporting covers tenancies at 1 Macarthur Street and 1 Treasury Place.

Waste generation	2021-22				2020-21			
	Landfill	Co-mingled recycling	Compost	Total	Landfill	Co-mingled recycling	Compost	Total
Total units of waste by destination (kg/year)	-	-	-	-	-	-	-	-
Units of waste per FTE by destination (kg/year)	-	-	-	-	-	-	-	-
Greenhouse gas emissions from waste to landfill (t CO <sub>2</sub> e)	-	-	-	-	-	-	-	-
Recycling rate (% of total waste)	-	-	-	-	-	-	-	-

### Explanatory notes

- A waste audit was not carried out during 2021-22 due to low office attendance rates resulting from COVID-19 settings.

## GREENHOUSE GAS EMISSIONS

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

Indicator	2021-22	2020-21
Total greenhouse gas emissions associated with energy use (t CO <sub>2</sub> e)	2,457	2,769
Total greenhouse gas emissions associated with vehicle fleet (t CO <sub>2</sub> e)	10.73	6.58
Total greenhouse gas emissions associated with air travel (t CO <sub>2</sub> e)	0	8
Total greenhouse gas emissions associated with waste production (t CO <sub>2</sub> e)	-	-
Total greenhouse gas emissions associated with paper use (t CO <sub>2</sub> e)	3.5	5
Total greenhouse gas emissions (t CO <sub>2</sub> e)	2,471.23	2,788.58

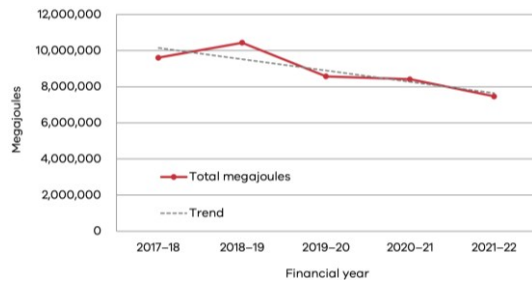
### Green procurement

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

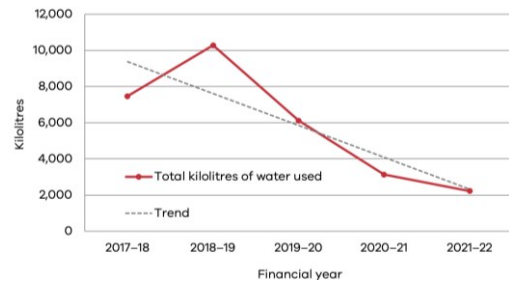


# ENVIRONMENTAL PERFORMANCE TREND CHARTS

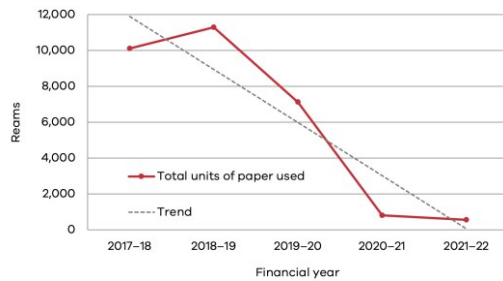
## DPC annual energy consumption



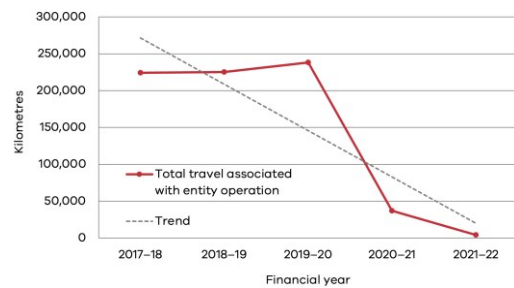
## DPC annual water use



## DPC annual paper use



## DPC annual car travel



### Glossary

- DSL: diesel
- FTE: full-time equivalent employee
- kg: kilogram
- kL: kilolitre
- km: kilometre
- L: litre
- m<sup>2</sup>: square metre
- MJ: megajoule
- ream: 500 sheets of A4 paper
- t CO<sub>2</sub> e: tonnes of carbon dioxide equivalent
- ULP: unleaded petrol

# Appendix 6: Statutory compliance and other information

## ACTS OF PARLIAMENT

### Acts of Parliament administered by the Premier

- *Administrative Arrangements Act 1983*
- *Australia (Acts) Request Act 1985*
- *Climate Change Act 2017* — sections 7, 8, 10, 14, 16, 41, 42, 50, 54 and 55 (these sections are jointly administered with the Minister for Environment and Climate Change)  
(The Act is otherwise administered by the Minister for 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 to 6 of Part IIIAA (these Divisions are administered by the Attorney-General)
  - section 88 in so far as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings) (this section is administered by the Attorney-General)
  - section 88 in so far as it relates to the appointment of the Commissioner for Better Regulation (this section is administered by the Minister for Regulatory Reform)
- *Constitution (Appointments) Act 2009*
- *COVID-19 Omnibus (Emergency Measures) Act 2020* — except:
  - Part 2.1 (this Part is jointly and severally administered by the Attorney-General, the Minister for Corrections, the Minister for Police, the Minister for Victim Support and the Minister for Youth Justice)
  - Part 2.2 (except section 16) (this Part is administered by the Minister for Small Business)
  - section 16 (this section is administered by the Minister for Industry Support and Recovery)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and severally administered by the Attorney-General, the Minister for Corrections, the Minister for Police, the Minister for Victim Support and the Minister for Youth Justice)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 4 before the repeal of Chapter 4 (in so far as it does relate to those matters, this Part is jointly and severally administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Disability, Ageing and Carers and the Minister for Housing)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into the *Education and Training Reform Act*

- 2006 by Part 5.1 before the repeal of Part 5.1 (in so far as it does relate to those matters, this Part is jointly and severally administered by the Minister for Early Childhood and Pre-Prep, the Minister for Education and the Minister for Training and Skills)
- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.2 before the repeal of Part 5.2 (in so far as it does relate to those matters, this Part is administered by the Minister for Environment and Climate Change)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.3 before the repeal of Part 5.3 (in so far as it does relate to those matters, this Part is administered by the Minister for Local Government)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.5 before the repeal of Part 5.5 (this Part is administered by the Minister for Planning, except in so far as this Part relates to decisions relating to the activities or interests of the Director of Housing or the Minister for Housing [in so far as it does relate to those matters, these provisions are jointly and severally administered with the Minister for Environment and Climate Change])
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.6 before the repeal of Part 5.6 (in so far as it does relate to those matters, this Part is administered by the Minister for Health)
  - Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.7 before the repeal of Part 5.7 (in so far as it does relate to those matters, this Part is administered by the Minister for Workplace Safety)
- *Crown Land (Reserves) Act 1978* —
    - in so far 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 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 Environment and Climate Change])

- *Ombudsman Act 1973* — sections 3–6  
(The Act is otherwise administered by the Attorney-General)
- *Parliamentary Administration Act 2005* —
  - Part 2 and sections 14–17
  - 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 (in so far 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 in so far as it relates to a project nominated under section 6 for which the Secretary referred to in Part 5A is the facilitating agency (in so far as it does relate 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*, in so far 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, section 67(3)(d) and Divisions 2 and 3 of Part 6 (these provisions are jointly and severally administered with the Minister for Government Services)
  - Part 3
  - Part 5A
  - sections 66(3), 98 and 98A
  - Part 7A
 (The Act is otherwise administered by the Minister for Government Services)
- *Public Records Act 1973* — in so far as the Act relates to public records in the possession of, transferred from or to be transferred from the Cabinet Office  
(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 Treaty and First Peoples\*

- *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 Environment and Climate Change

\* The Minister for Treaty and First Peoples was formerly known as the Minister for Aboriginal Affairs until 27 June 2022.

### 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*
- *Wage Theft Act 2020*

### Acts of Parliament administered by the Minister for Government Services

- *Constitution Act 1975*, section 72  
(The Act is otherwise administered by the Attorney-General, the Minister for Regulatory Reform 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*
- *Land Act 1958*, subdivisions 1 and 2 of Division 9 of Part 1, in so far 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 Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads and Road Safety
- *Members of Parliament (Standards) Act 1978*
- *Parliamentary Administration Act 2005* — except:
  - Part 2 and sections 14–17 (these provisions are administered by the Premier)
  - and Part 5 (Part 5 is jointly and severally administered with 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
- *Public Administration Act 2004* — except:
  - Parts 1, 2 and 8, section 67(3)(d) and Divisions 2 and 3 of Part 6 (these provisions are jointly and severally administered with the Premier)
  - Part 3 (this Part is administered by the Premier)
  - Part 5A (this Part is administered by the Premier)
  - sections 66(3), 98 and 98A (these sections are administered by the Premier)
  - Part 7A (this Part is administered by the Premier)

- *Public Records Act 1973* — except:
  - in so far as the Act relates to public records in the possession of, transferred from or to be transferred from the Cabinet Office (in so far as the Act does relate to those matters, the Act is administered by the Premier)
- *Service Victoria Act 2018*
- *State Owned Enterprises Act 1992* — Division 2 of Part 2 in so far as it relates to Cenitex  
(The Act is otherwise administered by the Minister for Environment and Climate Change, the Minister for Multicultural Affairs, the Minister for Water and the Treasurer)
- *Subordinate Legislation Act 1994* — except:
  - sections 5A, 9 and 12G (these sections are administered by the Premier)
- *Victorian Data Sharing Act 2017*
- *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

## 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.

On 30 June 2022:

- 27 authorised officers, all DPC employees, are appointed under the Act
- 13 Aboriginal heritage officers, all employees of a Registered Aboriginal Party, are also appointed under the Act.

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 2021–22 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)	Monitor compliance with the Act	44 inspections were carried out by authorised officers to monitor compliance with the Act
159(b)	Investigate suspected offences against the Act	119 investigations were carried out or are ongoing
159(c)	Direct the conduct of cultural heritage audits	No cultural heritage audits were ordered
159(d)	Issue and deliver stop orders	Two stop orders were issued or delivered
159(e)	Report to the Secretary	No reports were required
165	Present identification card for inspection	Identification cards were presented for inspection on 47 occasions
166	Enter land or premises with the consent of the occupier	General powers to enter land or premises were used 22 times
167	Obtain consent to enter land or premises	Land or premises were entered 93 times with the consent of the occupier
168	Enter land or premises open to the public	Land or premises open to the public were entered 187 times
169	Enter land or premises for a cultural heritage audit	No land was entered for the purposes of a cultural heritage audit
170	Search upon entry	Search powers on entering land were executed 283 times
171	Seizure powers on entry without a search warrant	Seizure powers by consent were not required
172	Seizure power without consent	Seizure powers without consent were not required on three occasions
173	Search warrants	Three search warrants were obtained
176	Receipts for seized things	Three receipts were issued
177	Security of seized things	Three seized things (records) were required to be secured
178(4)	Return of seized objects	No seized things were required to be returned
180	Require the giving of name and address	No 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	Take 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, First Peoples–State Relations 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 manages the Victorian Archives Centre and 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	Replacement of CCTV cameras at the Victorian Archives Centre
Government House Drive, Melbourne	Continuation of conservation works, including accessibility improvements and upgrade to essential services

## CARERS RECOGNITION ACT

### Compliance with the Carers Recognition Act

The department has taken all practical measures to comply with its obligations under the Act. These include:

#### Considering the care relationships principles set out in the Act when setting policies and providing services

For example:

- ensuring flexible work arrangements are embedded as part of the DPC working culture (in line with requirements under the *Gender Equality Act 2020*) and are available to all staff for any reason including supporting employees with family and caring responsibilities. During 2021–22 DPC introduced a new Flexible Work Policy to support the way Victorian public service organisations will work in the future
- embedding a hybrid working model to support diversity, inclusion and a more equitable workplace
- provision of the Parental Leave Transition Support Coaching Program.

#### Ensuring our staff have an awareness and understanding of the care relationship principles set out in the Act

For example:

- championing the DPC Enablers 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 and leaders including those who have caring responsibilities
- using qualified psychologists, delivering a range of webinars about wellbeing and working remotely during COVID-19 for all staff including those who have caring responsibilities



- providing support to all staff through the Peer Support Program and the Employee Assistance Program.

## GENDER EQUALITY ACT

### Compliance with the Gender Equality Act

DPC acknowledges gender diversity within our workforce and is committed to developing strategies that promote opportunities for all staff.

DPC's obligation under the Gender Equality Act began on 31 March 2020 and requires defined entities including the public sector, local councils and universities to take positive action towards achieving workplace gender equality.

Under the Act DPC is required to:

- develop and implement a Gender Equality Action Plan, including results of a workplace gender audit and strategies for achieving workplace gender equality
- promote gender equality in policies, programs and services that affect the public
- complete gender impact assessments
- publicly report on our progress in relation to workplace gender equality.

The Act also requires defined entities to consider intersectionality when developing strategies and measures to promote gender equality in the workplace.

DPC has taken appropriate actions to comply with the Act during 2021–22 including completing a workplace gender audit and developing a Gender Equality Action Plan, both of which received compliant report outcomes against the Act from the Commission for Gender Equality in the Public Sector.

## 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 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.

## DISABILITY ACT

### Compliance with the Disability Act

The department has complied with its obligations under the *Disability Act 2006*. DPC continues to proactively address the key actions under the DPC Disability and Access Inclusion Plan 2021–2025. This plan provides a framework for DPC to ensure equitable access to employment opportunities for people with disability.

Highlights under the Disability Act during 2021–22 included the following:

#### Reducing barriers to persons with a disability obtaining and maintaining employment

- DPC runs employment programs for people with disability. DPC has previously partnered with the Australian Network on Disability on employment programs such as the 'Stepping Into' program.

- The DPC Workplace Adjustment Policy ensures accessibility for employees who may require adjustments to equipment or process to undertake their roles.

#### **Achieving tangible changes in attitudes and practices that discriminate against people with a disability**

- DPC has a dedicated Senior Adviser, Disability Access and Inclusion who is active in promoting access and inclusion.
- DPC will be partnering with the Australian Network on Disability (AND) to deliver disability confidence training to the DPC board in 2022–23.
- A communications campaign is being undertaken to promote completion and awareness of the key initiatives being undertaken from the DPC Disability Inclusion Action Plan.

#### **Promoting inclusion and participation in the community**

- DPC hosts the department-level DPC Enablers Network for people with disability, representing the needs, interests and concerns of government employees with lived experience of disability to ensure fair and equitable treatment. The network is supported by a dedicated executive champion — Matt O'Connor, Deputy Secretary, Industrial Relations Victoria.
- DPC continued our partnership with AND in 2021–22. AND is a national, membership-based, for-purpose organisation that supports organisations to advance inclusion for people with disability.

## **FREEDOM OF INFORMATION ACT**

### **Compliance with the Freedom of Information Act**

The *Freedom of Information Act 1982* (FOI Act) 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 FOI 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 FOI 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; documents containing certain commercial and financial information; and information provided to DPC in confidence.

If an applicant is not satisfied with an 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 2022, the FOI Unit received 81 requests for DPC documents, 13 for the Office of the Premier and two for the Office of the Minister for Treaty and First Peoples.

No requests were received during this period for any other DPC portfolio ministers.

The department finalised 88 FOI requests to DPC during the 12 months ending 30 June 2022. Sixty per cent of access decisions were made within the statutory time period, six per cent were between one and 45 days overdue and 34 per cent were overdue by more than 45 days. DPC also finalised 12 requests for the Office of the Premier and one request for the Office of the Minister for Treaty and First Peoples.

Ten DPC matters went to the Information Commissioner for review and one complaint about a DPC matter was made to the Information Commissioner.

### Making a request

Requests to access documents should be made in writing to DPC's 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 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 3001

Requests can also be lodged via [online.foi.vic.gov.au](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 for search and retrieval of documents.

More information about DPC's FOI arrangements can be found at [www.vic.gov.au/foi-part-ii-statements](https://www.vic.gov.au/foi-part-ii-statements).

## LOCAL JOBS FIRST ACT

### Compliance with the Local Jobs First Act

The *Local Jobs First Act 2003*, introduced in August 2018, brings together the Victorian Industry Participation Policy (VIPP) and the Major Project Skills Guarantee (MPSG) policy, which were previously administered separately.

Departments and public sector bodies are required to apply the Local Jobs First policy in all projects valued at \$3 million or more for metropolitan Melbourne or statewide projects, or \$1 million or more for projects in regional Victoria.

MPSG applies to all construction projects valued at \$20 million or more. The MPSG guidelines and VIPP guidelines will continue to apply to MPSG-applicable and VIPP-applicable projects respectively where contracts have been entered prior to 15 August 2018.

During 2021–22 DPC had five Local Jobs First Standard projects valued at \$34.2 million under contract. 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 four Local Jobs First projects in progress, the expected outcomes are:

- an average of 100 per cent of local content commitment
- the retention of 17 jobs (annualised employee equivalent).

## **PUBLIC INTEREST DISCLOSURE ACT**

The *Public Interest Disclosure Act 2012* (formerly the *Protected Disclosure Act 2012*) encourages and assists people to disclose improper conduct or detrimental action involving 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. DPC does not tolerate improper conduct by our employees or reprisals against those who make disclosures about such conduct.

### **Compliance with the Public Interest Disclosure Act**

The Guide to Making and Handling Public Interest Disclosures, which outlines the system for reporting disclosures of improper conduct or detrimental action by DPC or any of our employees or officers, is available online at [www.vic.gov.au/dpc-public-interest-disclosures](http://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 number 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 (IBAC) without anyone knowing. Equally, people can report directly to IBAC themselves without DPC necessarily knowing.

There have been no disclosures made to DPC under the Public Interest Disclosures Act that have been notified to IBAC in 2021–22.

## SOCIAL PROCUREMENT FRAMEWORK

During 2021–22 DPC continued the implementation of its Social Procurement Strategy, which was developed in line with Victoria’s Social Procurement Framework.

In 2021–22 DPC improved our 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 2021 to 30 June 2022

Social procurement opportunity	Metric	Number of businesses engaged	Actual spend (excl. GST) \$
Opportunities for Victorian Aboriginal people	Total spend with Victorian Aboriginal businesses		6,104,850
	Number of Victorian Aboriginal businesses engaged	53	
Opportunities for Victorians with disability	Total spend with Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises		6,026,095
	Number of Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises engaged	25	
Opportunities for disadvantaged Victorians	Total spend with Victorian social enterprises led by a mission for the disadvantaged		9,950,544
	Number of Victorian social enterprises led by a mission for the disadvantaged engaged	48	
Sustainable Victorian social enterprises and Aboriginal business sectors	Total spend with Victorian social enterprises		19,410,470
	Number of Victorian social enterprises engaged	106	

### Summary of contributing activities and initiatives

- The Multi-functional Devices and Printers State Purchase Contract has been updated with four additional social procurement objectives from each supplier to a total of seven as part of their contractual obligations. Reporting against social procurement objectives will begin from Quarter 1, 2022–23, and this is a great example of working with industry to represent these important needs. Another example of inclusion of social procurement objectives is the State Primary Data Centre contract. DPC expects that this will be represented in the head agreement for Quarter 1, 2022–23.
- The eService and ICT infrastructure registers are being enhanced to support government buyers that are looking to purchase from social suppliers. This will support government and industry in supporting social traders and will drive opportunities to these types of businesses.
- 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 \$43,000,000 to suppliers who provided a social benefit.

- DPC’s social procurement achievements from 1 July 2021 to 30 June 2022 include 53 Victorian Aboriginal businesses engaged and \$6,104,850 (including GST) of actual expenditure, achieving a 2.3 per cent Aboriginal procurement, exceeding the one per cent procurement target for procuring goods and services from Aboriginal businesses, as set through Tharamba Bugheen: Victorian Aboriginal Business Strategy 2017–2021.
- Through refined procurement and business processes DPC continued to encourage direct spend with Aboriginal suppliers where Aboriginal knowledge and expertise is needed.
- DPC procured a range of services from several Victorian Aboriginal businesses in 2021–22, including professional advisory and communication services.
- DPC has a social procurement spend dashboard that is updated monthly so spend is monitored.
- DPC continues to build on our relationship with Kinaway to identify further initiatives for more procurements with Aboriginal businesses.
- DPC’s ‘Stay Engaged’ program continued during 2021–22. The program 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.
- All suppliers engaged via a competitive procurement process with DPC have committed to the Victorian Government Supplier Code of Conduct by signing a commitment letter before the engagement.
- DPC contributed to social outcomes through Barring Djinang — Coaching and Career Development program, which has enabled approximately 80 Aboriginal and/or Torres Strait participants to progress into leadership opportunities.
- DPC contributed to social outcomes through the Career Seekers Internship Program by providing the opportunity for approximately 28 disadvantaged Victorians to take part in intern type employment within the Victorian Government.

## SUBSEQUENT EVENTS

Refer to the section on subsequent events at Note 8.10 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 FOI 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 our 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 for each engagement.

This information is available on request from:

Director  
Corporate Governance  
Department of Premier and Cabinet  
1 Treasury Place  
East Melbourne 3002  
Email: [dp&sc@dpc.vic.gov.au](mailto:dp&sc@dpc.vic.gov.au)

# Disclosure index

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

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## CONTACTS

### Department of Premier and Cabinet

#### Secretary

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(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 2103  
[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 2021–22**

**Publishing and further information**

DPC's 2021–22 Annual Report and accompanying financial statements present a summary of DPC's performance over the 2021–22 financial year.

More information about DPC portfolio entities can be obtained, where applicable, from their individual 2021–22 annual reports.

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Corporate Governance, DPC

**Editorial services**

Matt Davies

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