



DEPARTMENT OF
PREMIER AND CABINET
ANNUAL REPORT
2022-23



The Department of Premier and Cabinet (DPC) acknowledges Victoria's First Peoples and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present.

Through the First Peoples – State Relations Group, DPC recognises the importance of strengthening its ongoing relationships with First Peoples, and that self-determination is driven by self-determining communities, Aboriginal organisations and Traditional Owners, not government. DPC is proud of its work in leading reform in preparation for treaty and truth, supporting the protection of cultural rights, recognising land and native title rights, and driving internal self-determination reform.

Responsible body's declaration

The Hon Jacinta Allan MP
Premier

The Hon Ben Carroll MP
Deputy Premier

The Hon Natalie Hutchins MP
Minister for Treaty and First Peoples

Tim Pallas MP
Minister for Industrial Relations

The Hon Danny Pearson MP
Assistant Treasurer

Dear Ministers,

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 2023.



Jeremi Moule
Secretary

4 October 2023

Secretary's foreword



The Department of Premier and Cabinet (DPC) has shown leadership across the Victorian public service (VPS) in 2022–23 in delivering a range of key social and economic initiatives.

Advancement of self-determination and inclusion for First Peoples have remained key pillars of our work. We have progressed the Victorian Government's negotiation of treaty elements with the First Peoples' Assembly of Victoria (as the representative body for Traditional Owners and Aboriginal Victorians), in line with the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*.

DPC has also coordinated the whole of government response to the historic Yoorrook Justice Commission, the first ever truth-telling inquiry into the historical and ongoing systemic injustices committed against Aboriginal Victorians since colonisation.

A reduction in the gender pay gap and support for gig workers have been key areas of focus for Industrial Relations Victoria, which has also assisted workplaces to comply with Victorian laws covering wage theft, child employment, long service leave and contractors in transport and forestry.

DPC has worked closely with the Department of Health to support Victoria's health system to recover from the significant disruption caused by the COVID-19 pandemic. This has included supporting oversight of the COVID-19 Catch Up Plan to deliver care for Victorians who had surgery deferred because of the pandemic, as well as improvements to health system performance.

We have also collaborated with the Department of Treasury and Finance and other departments to support Victoria's economic recovery following the pandemic and the October 2022 floods. We have provided advice to government on its fiscal strategy and the State Budget process, as well as other key policy areas such as employment, training and skills and infrastructure delivery.

DPC has continued to be a leader in setting government-wide communication and protocol standards. This has included delivering events of state significance on behalf of the Victorian Government and providing advice on advertising and research governance, protocol matters and communications strategy.

Public service integrity was the subject of scrutiny in 2022–23, and DPC has provided guidance and advice to ensure consistent and transparent executive employment and remuneration practices across the public sector. We are also supporting the implementation of a new work management and legislative database system, which is expected to be operational in 2024–25.

Finally, we have helped establish a new department — the Department of Government Services — as part of VPS-wide machinery of government changes that came into effect in January 2023. Important components of the Department of Government Services were previously part of DPC, including the Digital Victoria group and our corporate services areas.

DPC will continue to demonstrate our commitment to public sector values and excellence in public administration in the months and years ahead.

A handwritten signature in black ink, appearing to read 'J. Moule'.

Jeremi Moule
Secretary

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About us

OUR VISION

The Department of Premier and Cabinet's (DPC) vision is to be recognised and respected leaders in whole of government policy and performance.

OUR MISSION

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

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

OUR VALUES

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



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.



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.



Impartiality

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



Integrity

- Being honest, open and transparent in our dealings.
- Using powers responsibly.
- Reporting improper conduct.
- Avoiding any real or apparent conflicts of interest.
- Striving to earn and sustain public trust of a high level.



Leadership

- Actively implementing, promoting and supporting these values.



Respect

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



Responsiveness

- Providing frank, impartial and timely advice to the government.
- Providing high-quality services to the Victorian community.
- Identifying and promoting best practice.

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, industrial relations, policy challenges and projects.

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 responding to and engaging with the Yoorrook Justice Commission.
- 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 and support the effective administration of government.
- Protect the values of good governance, integrity and accountability to foster and maintain public trust in government.

OUR MINISTERS AS AT 30 JUNE 2023



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 Office of the Governor, an Administrative Office within DPC's responsibility, is also part of the Premier's portfolio.

Contact details

1 Treasury Place
East Melbourne VIC 3002
Email: daniel.andrews@parliament.vic.gov.au
Website: www.premier.vic.gov.au



Deputy Premier

The Hon Jacinta Allan MP

DPC advises and supports the Deputy Premier in her responsibilities for the Precincts and Land Coordinator General function that were established in DPC on 1 January 2023.

In addition to her DPC responsibilities, the Deputy Premier is the Minister for Transport and Infrastructure and Minister for the Suburban Rail Loop.

Contact details

1 Treasury Place
East Melbourne VIC 3002
Email: jacinta.allan@parliament.vic.gov.au
Website:
<https://new.parliament.vic.gov.au/members/jacinta-allan/#appointments>



Minister for Government Services

The Hon Danny Pearson MP

DPC advises and supports the Minister for Government Services and his portfolio on public sector administration and electoral matters. The Department of Government Services supports and advises the Minister on all other government services-related portfolio matters.

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

- Office of the Chief Parliamentary Counsel
- Victorian Electoral Commission
- Victorian Independent Remuneration Tribunal
- Victorian Public Sector Commission.

In addition to his Government Services responsibilities, Minister Pearson is the Assistant Treasurer, Minister for WorkSafe and the TAC and Minister for Consumer Affairs.

Contact details

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East Melbourne VIC 3002
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Website: www.dannypearson.com.au



Minister for Industrial Relations

Tim Pallas MP

DPC advises and supports the Minister for Industrial Relations and his portfolio, principally through the team at Industrial Relations Victoria, who work towards achieving a positive working environment for all Victorians.

The Minister for Industrial Relations is 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 and the Minister for Trade and Investment.

Contact details

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East Melbourne VIC 3002
Email: tim.pallas@parliament.vic.gov.au
Website: 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 DPC's First Peoples – State Relations group, which focuses on promoting cultural rights, self-determination, treaty and truth.

The Minister for Treaty and First Peoples is also responsible for the DPC portfolio entity the Victorian Aboriginal Heritage Council.

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

Contact details

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Melbourne VIC 3000

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Other Members of Parliament

Steve McGhie MP, 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

Nick Staikos, Parliamentary Secretary to the Premier

Mr Staikos assists the Premier with his portfolio responsibilities.

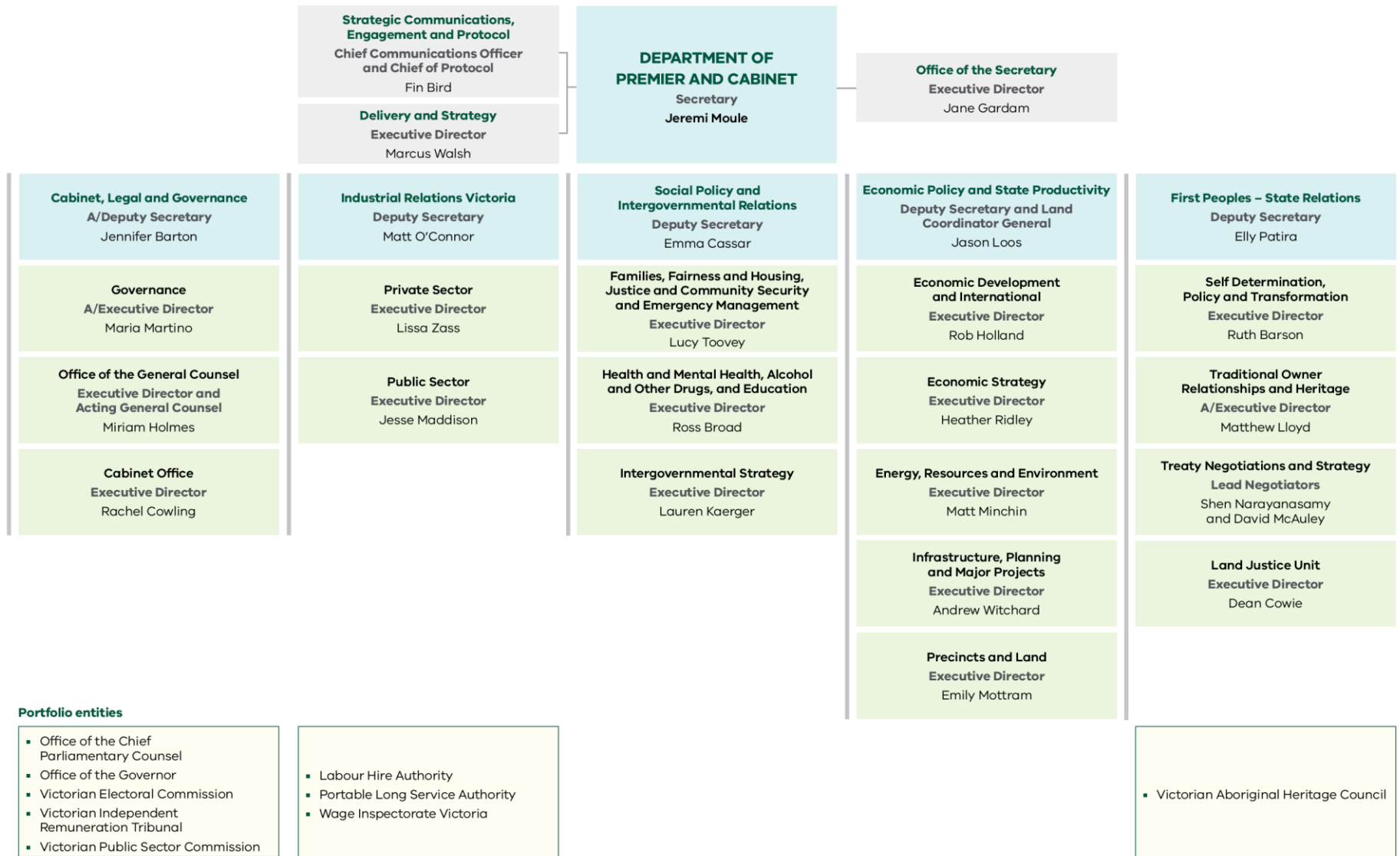
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ORGANISATIONAL CHART

DPC as at 30 June 2023



CHANGES TO THE DEPARTMENT DURING 2022–23

On 1 January 2023 machinery of government changes took effect, following the November 2022 State Election, when the government decided to expand the number of Victorian public service (VPS) departments from nine to 10. This included the following changes for DPC:

- The Digital Victoria group, the Corporate Services division and the portfolio entities Public Record Office Victoria, Service Victoria and Cenitex transferred from DPC to the new Department of Government Services to accelerate digital transformation and corporate services reform across the VPS.
- The Social Services Workforce Reform team transferred from DPC to the Department of Jobs, Skills, Industry and Regions to better enable delivery of the **government's comprehensive workforce reform agenda**.
- The Office of the Victorian Government Architect transferred from DPC to the Department of Transport and Planning, consolidating skills to enhance integrated infrastructure planning and place-based outcomes.
- Breakthrough Victoria Pty Ltd, and the \$2 billion Breakthrough Victoria Fund of which DPC had policy oversight, transferred to the Department of Jobs, Skills, Industry and Regions to bring **together the government's industry and innovation portfolio and economic development portfolio functions**.
- The Land Justice Unit and Traditional Owner settlement function transferred from the Department of Justice and Community Safety to DPC to further consolidate functions relating to First Peoples at the centre of government.

- A new Precincts and Land Coordinator General function was established in DPC. The team will work closely with the Department of Transport and Planning to create the enabling environment needed to deliver priority government projects that require land, and to deliver on **the government's vision for precinct development**.

The Family Violence Reform Implementation Monitor and office concluded its work as of 31 May 2023, having been extended to the end of 2022.

Following machinery of government changes, DPC reduced from having seven groups to five groups, which are described below.

OUR GROUPS

DPC consists of five groups:

- Cabinet, Legal and Governance
- Economic Policy and State Productivity
- First Peoples – State Relations
- Industrial Relations Victoria
- Social Policy and Intergovernmental Relations.

Cabinet, Legal and Governance

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

Through Cabinet Office, this group provides timely and practical guidance on the operation of Cabinet, Cabinet Committees and the Executive Council. This work supports government decision making and considers the issues that are most relevant to the state and the Victorian community.

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 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.

Economic Policy and State Productivity

The Economic Policy and State Productivity group leads economic policy advice to the Premier and Cabinet. The group works in collaboration with relevant departments and agencies to ensure a coordinated whole of government approach to policy and projects in the areas of economic development; fiscal strategy; regional and suburban development; local government outcomes; regulatory reform; consumer affairs; gambling; racing; WorkSafe and TAC; insurance; government services; creative industries; tourism, sport and major events; industry and innovation; employment; skills, higher education and training; workplace safety; international engagement; trade and investment; infrastructure; planning; transport; energy; agriculture; resources; and the environment. The group also provides advice to the Deputy Premier on precincts and land coordination.

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, land 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. The group performs statutory functions under the *Aboriginal Heritage Act 2006* and works with First Peoples on cultural heritage management and protection in ways that recognise the leading role of strong and engaged Traditional Owners.

Industrial Relations Victoria

The Industrial Relations Victoria (IRV) group provides strategic industrial relations legislative, policy and technical advice to the government and departments. IRV develops and reviews regulatory frameworks to support a positive industrial relations environment and advocates for fair and productive workplaces, secure work and gender pay equity. IRV also oversees industrial relations matters and enterprise bargaining policy and processes across the Victorian public sector. IRV consists of the Private Sector branch, the Public Sector branch and the Office of the Deputy Secretary.

Social Policy and Intergovernmental Relations

The Social Policy and Intergovernmental Relations group provides advice on social policy matters including health, mental health, alcohol and other drugs, education, justice, community security, emergency management and families, fairness and housing. The group also leads oversight and coordination of whole of government intergovernmental relations matters.

Branches in the Office of the Secretary

In addition to the five groups above, the Strategic Communication, Engagement and Protocol (SCEP) Branch and the Delivery and Strategy Branch report to the Secretary.

SCEP provides specialist communication and protocol advice and support to the Premier and Ministry and DPC. SCEP's work includes leading a coordinated approach to communication policy and practice across government, advising on communication and digital strategies, media and issues management, governance and oversight of all government advertising, advising on protocol matters and delivering major events of state significance, providing research, photography, video production services and media strategy and insights.

The Delivery and Strategy Branch tracks and supports delivery of priority government initiatives and works with policy branches to support strategic policy development of cross-portfolio issues. The branch comprises Delivery Tracking, which monitors implementation of government priority initiatives and commitments, and helps identify and resolve risks and blockages; Strategy, a project-based team that works closely with DPC policy branches and delivery agencies, employing consulting and strategy approaches to resolve priority policy and delivery issues, as commissioned by DPC senior executives or the Premier; and the Behavioural Insights Unit, which supports areas of government through research projects and providing advice to help them understand their users, identify problems and develop innovative solutions.

DPC'S SENIOR EXECUTIVES

Secretary

Jeremi Moule was appointed as the Secretary of DPC in October 2020. Before this role, Jeremi was Deputy Secretary of Governance Policy and Coordination at DPC, a position he held from August 2018.

Jeremi has held various executive positions in the Victorian and South Australian public services over a 17-year period. 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, Cabinet, Legal and Governance

Toby Hemming was appointed as General Counsel in May 2018 and was the Deputy Secretary, Cabinet, Legal and Governance from July 2022 to April 2023, when he joined another VPS department.

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.

Jennifer Barton was Acting Deputy Secretary, Cabinet, Legal and Governance from April to June 2023. Jennifer substantively serves as Executive Director, Governance Branch, DPC.

Deputy Secretary, Economic Policy and State Productivity

Tim Ada was Deputy Secretary, Economic Policy and State Productivity until March 2023, when he was appointed as Secretary of another VPS department.

Tim began in the DPC role 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 and international education and for delivering telecommunications and employment programs.

Tim has a Master of Agriculture Sciences from the University of Melbourne.

Heather Ridley was Acting Deputy Secretary, Economic Policy and State Productivity from March to June 2023.

Jason Loos began in the role of Deputy Secretary, Economic Policy and State Productivity and Land Coordinator General in June 2023. Jason has a Master of Business Administration from RMIT and an honours degree in economics from Monash University.

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 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 oversees 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 IRV in April 2015.

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

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, including advocating for secure and fair employment through increases to the national minimum wage and a work value review of aged care workers. He also represents the Victorian Government in consultations with the Commonwealth Government on federal industrial relations legislative proposals, including amendments to the *Fair Work Act 2009*, with a view to maintaining fair and productive workplace arrangements for Victorian employers and workers.

Matt has led the implementation of the government's public sector industrial relations strategy for several years and, more recently, played a pivotal role in developing enduring flexible working arrangements for the VPS and reviewing the Victorian public sector wages policy.

Deputy Secretary, Social Policy and Intergovernmental Relations

Emma Cassar was appointed Deputy Secretary, Social Policy and Intergovernmental Relations in March 2023, following more than 20 years' experience in local and international roles spanning government, private and non-profit organisations.

Emma holds a Doctorate in Forensic Psychology from the University of Melbourne and began her distinguished career as a forensic psychologist with Corrections Victoria in 1999. She went on to become General Manager at several Victorian prisons and acted in various senior executive roles before becoming CEO of non-profit Open Family Australia in 2010 and State Director for Mission Australia from 2011 to 2013. A stint in the private sector saw Emma as Business Development Director of Serco Australia and then a number of years at KPMG as a Partner, leading the National Justice and Security sector.

Emma returned to Corrections Victoria in June 2018 as Commissioner. In July 2020 Emma took on the role of Deputy State Controller for the COVID-19 Accommodation program and at the end of 2020 was appointed COVID-19 Quarantine Victoria Commissioner.

Kate Houghton was Deputy Secretary, Social Policy and Intergovernmental Relations until December 2022 when she was appointed Secretary of another VPS department.

Emma Catford was Acting Deputy Secretary, Social Policy and Intergovernmental Relations from December 2022 to March 2023.

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, advises the government on its legislative program and drafts legislation for the government and the Parliament of Victoria. The office ensures up-to-date public access to authorised Victorian legislation and is also the Government Printer for Victoria, responsible for publishing 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. The office 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 and regional visits.

OTHER ENTITIES

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

Public entities

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

DPC supports the Minister for Industrial Relations and the Minister for Treaty and First Peoples in their responsibilities for the following public entities:

- Labour Hire Authority
- Portable Long Service Authority
- Wage Inspectorate Victoria
- Victorian Aboriginal Heritage Council.

Special bodies

Special bodies are defined in section 6 of the Public Administration Act and are created under separate legislation. DPC supports the Minister for Government Services in his responsibilities for the following special bodies:

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

GOVERNANCE ARRANGEMENTS

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 30 June 2023 DPC's Board of Management members are:

- Jeremi Moule, Secretary
- Jennifer Barton, Acting Deputy Secretary, Cabinet, Legal and Governance
- Jason Loos, Deputy Secretary, Economic Policy and State Productivity and Land Coordinator General
- Elly Patira, Deputy Secretary, First Peoples – State Relations
- Matt O'Connor, Deputy Secretary, Industrial Relations Victoria
- Emma Cassar, Deputy Secretary, Social Policy and Intergovernmental Relations.

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 line with the Standing Directions under the *Financial Management Act 1994*.

All members of the committee are independent.

As of 30 June 2023, the committee comprised the following members:

- Geoff Harry (chair)
- Andrew Whittaker
- Rachel Thomson
- Katie Williams.

Internal audit

In 2022–23 PricewaterhouseCoopers were DPC’s outsourced internal audit providers. DPC’s internal audit program comprises reviews of corporate functions and key compliance requirements, and tests internal controls that support DPC’s operating environment and management practices. The results of all audits are reported to executive management and to the Audit and Risk Management Committee, with progress of implementation of audit recommendations also reported to the 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 line 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 people at DPC

- review reported accidents and incidents and maintain DPC’s Occupational Health and Safety 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 met half-yearly in 2022–23 to ensure any emerging issues were identified early to enable a timely and proactive response.

Procurement Governance Committee

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.

The Procurement Governance Committee members as of 30 June 2023 were:

- Nicola Ramsay, Acting Executive Director, Corporate Services (chair)
- Anthony Bale, Chief Financial Officer
- Sam Gillespie, Director, WoVG ICT Strategic Sourcing and Digital
- Kevin Duong, Acting Chief Procurement Officer
- Lara Pasquale, Acting Chief Operating Officer.

WORKFORCE OVERVIEW

As a result of machinery of government changes affecting DPC in 2022–23, the total number of departmental employees now stands at 529.9 full-time equivalent as at 30 June 2023. The transfer of corporate services functions and Digital Victoria to the Department of Government Services, as well as the incoming transfer of the Precincts and Land Coordinator General function and the Land Justice Unit to DPC, has seen DPC's workforce numbers change considerably from the previous year.

Machinery of government changes will also mean workforce data for the Office of the Victorian Government Architect, Public Record Office Victoria and Service Victoria will be represented in their respective lead **department's** annual report for 2022–23.

The distribution of DPC staff across the VPS grades remains proportional to reporting in previous years, despite the large change in overall workforce numbers. The number of women in DPC has increased to 66 per cent of the total workforce compared with 58 per cent in 2022. Detailed workforce data tables are provided in Appendix 2.

Five-year financial summary

The following table summarises DPC's financial results for 2022–23, with comparative information for the preceding four reporting periods. The information is prepared on the same basis as DPC's financial statements in Section 3. Significant changes in financial position are noted below the table.

KEY FINANCIAL INDICATORS FROM 2018–19 TO 2022–23

	2022–23 \$'000 (1)	2021–22 \$'000 (2)	2020–21 \$'000 (3)	2019–20 \$'000 (4)	2018–19 \$'000 (5)
Department-controlled activities					
Income from government	704,136	650,501	607,413	726,920	720,119
Total income from transactions	732,602	694,868	642,804	818,062	760,318
Total expenses from transactions	(730,538)	(675,126)	(632,174)	(825,276)	(750,323)
Net result from transactions	2,064	19,742	10,630	(7,214)	9,995
Net result for the period	2,428	21,986	13,048	(7,666)	8,583
Net cash flow from operating activities	17,062	29,706	35,597	17,883	35,134
Total assets	351,436	1,118,658	881,214	866,022	876,813
Total liabilities	52,688	106,858	95,703	116,514	116,711

Notes:

- (1) The increase in 2022–23 income and expenditure is due to expenses associated with the State Election incurred by the Victorian Electoral Commission. The assets and liabilities decreased as a result of transfer of functions from DPC due to machinery of government changes effective from 1 January 2023.
- (2) 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 initiative 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.
- (3) 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.
- (4) 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 using funding received in prior financial years and due to machinery of government decisions where functions were transferred from DPC.
- (5) 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.

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 2022–23

DPC made the following changes to its output structure as set out in the 2022–23 Victorian Budget Paper No. 3 — Service Delivery:

2021–22 outputs	Reason	2022–23 outputs
Government-wide leadership, reform and implementation	Disaggregation of output groups to more accurately reflect service delivery, improve accountability and better align with standard output practice across government.	Economic policy advice and support Social policy advice and intergovernmental relations Digital strategy and transformation Executive Government advice and services
Strategic advice and government support	Disaggregation of output groups to more accurately reflect service delivery, improve accountability and better align with standard output practice across government.	Economic policy advice and support Social policy advice and intergovernmental relations Digital strategy and transformation Executive Government advice and services
Digital government and communications	Renamed to more accurately reflect service delivery.	Digital strategy and transformation
Aboriginal policy, strengthening Aboriginal cultural heritage and communities	Disaggregation of output groups to more accurately reflect service delivery, improve accountability and better align with standard output practice across government.	Self-determination policy and reform advice and programs Traditional Owner engagement and cultural heritage management programs
Advice and support to the Governor	Aggregation of output groups to more accurately reflect service delivery, improve accountability and better align with standard output practice across government.	Executive Government advice and services
Public administration advice and support	Renamed to more accurately reflect service delivery.	Public sector administration advice and support

Source: 2022–23 Victorian Budget Paper No. 3 — Service Delivery

Due to machinery of government changes effective 1 January 2023, the following departmental outputs transferred out of DPC:

2022–23 outputs	New department
Digital strategy and transformation	Department of Government Services
Management of Victoria's public records	Department of Government Services
Office of the Victorian Government Architect	Department of Transport and Planning

DEPARTMENTAL OBJECTIVES, INDICATORS AND OUTPUTS

DPC's medium-term objectives, associated indicators and linked outputs as of 30 June 2023 are shown below.

Objectives	Indicators	Outputs
Strong policy outcomes	Growth in economic investment and jobs.	Economic policy advice and support
	Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, emergency management and industrial relations.	Social policy advice and intergovernmental relations
		Industrial relations
First Peoples in Victoria are strong and self-determining	First Peoples in Victoria have increased control over decisions that impact their lives.	Self-determination policy and reform advice and programs
		Traditional Owner engagement and cultural heritage management programs

Objectives	Indicators	Outputs
Professional public administration	Support for Cabinet, committee members and Executive Council is valued and informs decision making.	Executive Government advice and services
	Agency compliance with government advertising and communication guidelines.	
	Victoria's electoral system is supported by an accurate and secure electoral roll, electoral services and conduct of fair and impartial elections.	Public sector administration advice and support
	Provision of high-quality advice to support evidence-based decisions that drive the progress of Victoria socially and economically as assessed by feedback from key stakeholders.	Chief Parliamentary Counsel services
	Provision of high-quality legislative drafting and publication services.	
Advice contributes to the achievement of government policies and priorities relating to records management, Victoria's electoral system, executive and parliamentary remuneration and public sector governance.	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.

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

Established Precincts and Land Coordinator General function

Machinery of government changes that came into effect on 1 January 2023 established the Precincts and Land Coordinator General function in DPC to commission and coordinate precincts and coordinate and facilitate land acquisition across government. The functions have been established to help **deliver the government's jobs, housing and infrastructure agenda**.

The Land Coordinator General is working across government to improve the use of government land to deliver better outcomes for the Victorian community. This is achieved through work to optimise the use and transaction of government land to support capital project delivery and other key objectives such as housing.

The Land Coordinator General function is also responsible for delivering a government land database to improve collection and use of data on government land.

The Precincts function will undertake precinct prioritisation to help achieve the **government's jobs, housing and infrastructure agenda** through sequencing development of precincts as priority locations for growth in areas close to existing infrastructure and services. The Precincts function will work closely with delivery departments and agencies to achieve a whole of government and coordinated approach for precinct delivery.

Provided advice on current and future economic challenges and opportunities, including advice on **measures to support Victoria's economic recovery from the COVID-19 pandemic**

In 2022–23 DPC continued to work closely with the Department of Treasury and Finance and other departments to support the **government's economic recovery** following the COVID-19 pandemic and the October 2022 floods. This included advising on budget and fiscal strategy, industry recovery, employment, training and skills, higher education, consumer affairs, local government, transport policy and infrastructure delivery. 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. DPC also prepared advice to support the returned government following the 2022 State Election.

Provided advice to support the **government's budgeting and financial management and efficient government operations**

In 2022–23 DPC continued to work closely with the Department of Treasury and Finance to provide advice to government on its fiscal strategy and the annual State Budget process. This included advice on, and implementation of, budget efficiency measures.

Provided advice to deliver a renewable energy transition and emissions reduction; support delivery **of the government's environmental and agricultural priorities**; and maintain the sustainable use of **Victoria's natural resources in a changing climate**

In 2022–23 DPC provided advice and supported the Premier, other departments **and entities to deliver the government's** energy, resources and environment commitments including:

- reviving the State Electricity Commission, including work to identify and announce a Pioneer Investment by the end of 2023
- developing an offshore wind industry for Victoria, including releasing Implementation Statements 1 and 2 and starting engagement on transmission planning
- developing the Victorian Transmission Investment Framework and investment from the Renewable Energy Zone Fund in projects to strengthen and modernise the electricity grid
- completing the second Victorian Renewable Energy Target auction (VRET2) and announcing the successful projects
- advising on the **Victorian Government's** decision to end native timber harvesting in Victoria's state forests by 1 January 2024
- formalising the interim emission reduction target of 75 to 80 per cent by 2035 and steps to legislate the bring-forward of Victoria's long-term target for net zero emissions from 2050 to 2045
- supporting Victorian energy consumers through two rounds of the \$250 Power Saving Bonus for all Victorian households
- supporting **Victoria's actions to** prevent and prepare for incursions of biosecurity threats.

Supported delivery of the **government's infrastructure** program and coordinated reforms to the transport network

In 2022–23 DPC continued to work with the Department of Transport and Planning and the Major Transport Infrastructure Authority on major transport projects in construction including the Level Crossings Removal Project, the Metro Tunnel Project, the North East Link Project, and the West Gate Tunnel Project.

DPC has also continued to work across government including with the Suburban Rail Loop Authority to progress the Suburban Rail Loop project. Highlights included starting initial and early works, tunnelling procurement and launching the Community Projects Fund.

DPC worked with the Department of Transport and Planning to deliver major commercial reforms including the new Public Transport Ticketing system contract, the Melbourne metropolitan tram franchise tender and the VicRoads modernisation — joint venture model for Registration, Licensing and Custom Plates.

DPC supported initiatives that plan for the future growth of Victoria, including collaborating with the newly established Land Coordinator General function to deliver infrastructure and integration of transport infrastructure projects, and precinct prioritisation and sequencing.

Supported delivery of the **government's industry and innovation agenda**, including support for the newly established state-owned company, Breakthrough Victoria Pty Ltd, which is driving investment in commercialisation and jobs outcomes

In 2022–23 DPC supported the state's industry and innovation agenda via a range of activities working in close partnership with other departments and state entities.

This included:

- providing advice to Breakthrough Victoria to support its establishment phase and investment readiness, with the company making several key investments into sectors like medical and quantum technologies
- supporting the organisation and the Premier in Breakthrough Victoria's operations as a state-owned company, including preparing and tabling its first annual report
- supporting the transition of Breakthrough Victoria portfolio arrangements, including through updating the organisation's constitution and statement of principles, and by providing specialist advice to the Department of Jobs, Skills, Industry and Regions.

Breakthrough Victoria was originally established by DPC in 2021 and reported to the Premier, with the Treasurer the sole shareholder on the state's behalf. Following machinery of government changes, it now reports to the Minister for Industry and Innovation, with the Treasurer remaining as sole shareholder.

Provided advice to support the efficient operation of markets while maintaining appropriate protections for consumers

DPC has worked with departments to improve the design of government regulation to protect consumers while minimising costs on businesses and the community. In 2022–23 this included implementing support for consumers following the collapse of numerous residential builders, reforms related to domestic building and in response to construction cost pressures and various projects funded through the Regulatory Reform Incentive Fund. DPC continued to support changes to casino regulation in response to the Royal Commission into the Casino Operator and Licence and the wagering and betting licensing process.

Facilitated engagement with international stakeholders in Victoria and overseas, particularly by the Premier and Governor, that promote trade, foreign investment and other priority whole of government objectives

DPC has worked across government in 2022–23 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 by facilitating engagement between international dignitaries and the Premier, Governor and other Victorian leaders
- collaborating with civil society partners, particularly 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.

Provided advice and coordination of strategic Victorian Government responses to the COVID-19 pandemic at both the state and national levels, including supporting the health **system and Victoria's policy approach** to COVID-19 management across departments and agencies

DPC continued to play a key role in providing advice and coordinating strategic responses in the third year of the pandemic, working with departments to clarify roles and responsibilities in moving towards enduring response settings. Support was also provided to the Department of Health to establish a review panel to undertake a legislative review of the pandemic management framework.

DPC has continued to provide advice to government and work closely with the Department of Health on responses needed to support the recovery of Victoria's health system from the significant disruption caused by the pandemic. This has included supporting oversight of the COVID-19 Catch Up Plan to deliver surgical care for Victorians who had surgery deferred because of the pandemic, as well as investments to improve health system performance including in workforce and infrastructure.

Advocated for Victoria's interests in intergovernmental fora, including supporting the Premier at National Cabinet

In 2022–23 DPC led advice to the Premier and senior departmental officials to support their participation at National Cabinet and other senior officials' forums. In the 12-month period, DPC supported Victoria's engagement with the Commonwealth and jurisdictions at more than 70 intergovernmental meetings.

DPC also provided strategic policy advice and collaborated across government on National Cabinet reform matters and priority agreements including on health, skills, housing and energy, advocating for Victorian priorities and maximising benefits to the Victorian community. DPC co-led work on behalf of the First Secretaries Group for the Improving Care Pathways project and on health system reform, contributed to the review of Australian Federal Relations Architecture, and led reform work on behalf of the Council for the Australian Federation.

In total, DPC helped negotiate more than 30 agreements with the Commonwealth Government including the 12-month Skills Agreement, the Housing Accord and the Energy Bill Relief program.

Ensured 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

In 2022–23 DPC continued to support implementation of reforms across the justice system, including criminalising the public display of Nazi symbols, introducing an affirmative consent model and providing better protections for victim-survivors of sexual offences. DPC also supported development of the government's response to the Coronial Inquest into the Passing of Veronica Nelson and the Cultural Review of the Adult Custodial Corrections System. DPC has continued to support Victoria's engagement in the National Redress Scheme for victim-survivors of child sexual abuse.

DPC has continued to support the modernisation of Victoria's youth justice system by working with the Department of Justice and Community Safety to improve training and pay for custodial staff at Parkville Youth Justice Precinct and prepare for the opening of the state's new youth justice precinct, Cherry Creek.

The new facility is set to take on the first cohort of young people in August 2023. Likewise, DPC has supported work to deliver modern, accessible court facilities for Victorians, including the new Bendigo Law Courts and Dandenong Children's Court, which opened in 2023.

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 include the Parliamentary Inquiry into the 2022 Victorian floods and the Inspector-General for Emergency Management Review of Victoria's water safety arrangements, along with supporting further implementation of recommendations from past reviews and inquiries.

DPC also supported decision making at the whole of government level in response to the October 2022 floods. This has enabled the Victorian Government, in collaboration with the Commonwealth Government and local councils, to implement immediate response, relief and early recovery activities for flood-affected people, families and communities.

Further, throughout 2022–23, DPC supported national counter-terrorism 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, and the development of a Victorian Government response to the recommendations arising from the Legislative Council Legal and Social Issues Committee's *Inquiry into extremism in Victoria*. 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.

Supported the Victorian Government to deliver critical social policy reforms, including Secondary Pathways Reform justice reforms, and implementing Best Start, Best Life reforms alongside the continued rollout of three-year-old kindergarten

DPC continued to play a key role in supporting the design and delivery of major education reforms in 2022–23. In the past year, DPC worked closely with the Department of Education to strengthen the education system, including:

- continuing the rollout of the Disability Inclusion initiative, which supports students with disability to participate in education on the same basis as their peers
- continuing the delivery of the Victorian Government's school capital investment, including delivering 100 new schools by 2026
- progressing the Senior School Pathways Reform agenda to provide greater vocational and applied learning opportunities for school students.

During 2022–23 DPC continued to inform the design and ongoing implementation of the Best Start, Best Life agenda. This includes making kindergarten free from 2023 and introducing a new year of universal Pre-Prep for four-year-olds. As part of this reform, DPC continued to support the establishment of 50 government-owned and operated Early Learning Centres in areas of unmet demand.

DPC also continued to support the rollout of universal funded three-year-old kindergarten, and in 2023 all services across the state were delivering between five and 15 hours of kindergarten each week.

Supported the ongoing 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**

In 2022–23 DPC continued to support Homes Victoria in delivering the Big Housing Build, including through key governance forums and ongoing engagement in policy reform. DPC co-chaired the Housing Interdepartmental Committee, supporting coordinated discussion of housing policy issues across key Victorian Government departments, and participated in a range of other governance forums across the housing portfolio. DPC will continue to support regular reporting on delivering the Big Housing Build to government, to support appropriate oversight and monitoring of this generational reform to the social and affordable housing system.

DPC supported engagement with the Commonwealth to finalise the National Housing Accord and Social Housing Accelerator Payment to further grow the pipeline of social and affordable housing in Victoria. DPC will continue to support Homes Victoria to deliver **Victoria's targets and commitments** under these intergovernmental agreements, including supporting regular reporting to the Victorian and Commonwealth Governments on the progress of implementation.

Supported the implementation of recommendations from the **Royal Commission into Victoria's Mental Health System** to deliver a reformed and integrated mental health and wellbeing system with community at its core

In partnership with the Department of Health, DPC has continued to support a coordinated government response to the **Royal Commission into Victoria's Mental Health System**. In the two years since the final report was tabled, work has begun on more than 90 per cent of the royal commission's recommendations to set the foundations for **Victoria's future mental health system**.

Key achievements in 2022–23 include supporting the introduction of the new *Mental Health and Wellbeing Act 2022* and delivering six new Mental Health and Wellbeing Locals, with planning underway for more Locals across Victoria.

DPC also continues to work with the Department of Health to facilitate government-wide decision making to improve the mental health and wellbeing system, including through the Mental Health and Wellbeing Cabinet Committee, Mental Health and Wellbeing Victorian Secretaries' Board Committee, Suicide Prevention and Response Victorian Secretaries' Board Committee and Interdepartmental Committee on Mental Health and Wellbeing Promotion.

Drove co-operative and productive workplace relations in the Victorian public sector by developing and facilitating compliance with the **Victorian Government's industrial relations policy** and overseeing the timely and efficient resolution of enterprise bargaining

In 2022–23 DPC provided leadership and industrial relations advice and support on public sector bargaining matters. This included assisting portfolio departments and agencies to finalise approximately 16 new public sector enterprise agreements under the previous wages policy before the caretaker government period began in November 2022. Following the 2022 State Election, DPC worked with the Department of Treasury and Finance to develop and support the implementation of the new wages policy, which was introduced in April 2023.

DPC worked with public service employers and other stakeholders to review, develop and publish 45 common policies to support the consistent application of the Victorian Public Service Enterprise Agreement 2020, as well as developing a range of other policy guidance material to support the effective administration of the public sector.

Delivered and supported policy and legislative reform that contributes to fair, productive and equitable Victorian workplaces in the private sector, including promoting gender pay equity

DPC continues to advocate for national laws that retain and enhance the strong protections and regulatory frameworks that exist in Victoria. During 2022–23 DPC engaged closely with the Commonwealth Government on proposed national industrial relations reforms and made key submissions, including on:

- national wage theft laws
- harmonised labour hire licensing laws (including agreeing to co-chair a national working group with Queensland)
- gig worker reforms and protections for 'employee-like' forms of work
- other measures including 'Same job, same pay', road transport industry minimum standards, unfair contracts and stronger protections against discrimination, adverse action and harassment in workplaces.

DPC has led the development of submissions to other significant legal proceedings and inquiries in the past year, advocating for:

- increases to the national minimum wage under the Fair Work Commission's Annual Wage Review process
- increased protections for casual workers as part of the statutory review of the *Fair Work (Supporting Australia's Jobs and Economic Recovery) Act 2021*.

DPC has also contributed to other whole of government submissions, including to the Commonwealth Employment White Paper, advocating for reforms to enhance job security, fair pay and conditions and to reduce the gender pay gap. DPC provided significant support to other government departments on projects including the Sick Pay Guarantee, operation of the Fair Jobs Code and establishment of the Apprenticeships Taskforce.

DPC provided industrial relations support and advice to the Public Sector Gender Equality Commissioner following the implementation of the *Gender Equality Act 2020*.

DPC 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 worked with the Victorian Equal Opportunity and Human Rights Commission to develop and launch a suite of education resources to help small-to-medium enterprises understand equal pay and why it matters.

DPC provides secretariat support to the Building Industry Consultative Council, which advises the Minister for Industrial Relations on economic and industrial relations issues affecting the building and construction industry.

DPC continued to oversee the:

- implementation of the Women in Construction Strategy 2019–22, which seeks to increase women's workforce participation in trade and non-trade roles — the strategy sets out a four-year work program with actions at three key points of intervention: attraction, recruitment and retention
- delivery of the Building Equality Policy, which creates training and employment opportunities for women on government-funded construction projects valued at \$20 million or more.

Promoted access to secure, ongoing and meaningful employment for Victorian workers

DPC continued work to implement recommendations of the Report of the Inquiry into the Victorian On-Demand Workforce including:

- launching the Gig Worker Support Service to assist platform workers and businesses to understand entitlements and obligations, an Australian first of this kind
- developing and implementing the Fair Conduct and Accountability Standards for platform businesses
- advocating for improvements to federal laws to better protect gig workers.

Monitored significant public and private sector industrial relations matters and disputes and provided timely and strategic advice to government

DPC continued to work with industry stakeholders and to provide secretariat support to the Transport Industry Council and the Forestry Industry Council. In keeping with the requirements of the *Owner Drivers and Forestry Contractors Act 2005*, and in response to sudden and significant increases in fuel prices, DPC reviewed rates and costs schedules and published revised schedules in August 2022. These rates and costs schedules set minimum rates of pay for tip truck owner-drivers working on government construction projects.

DPC has continued to work with the Victorian Public Sector Commission (VPSC) and VPS employers to implement flexible and hybrid working arrangements that promote inclusivity and diversity and support workforce participation.

Supported 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

DPC continued to support the industrial relations portfolio entities — the Wage Inspectorate Victoria, the Portable Long Service Authority and the Labour Hire Licensing Authority — to implement their regulatory responsibilities.

DPC 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 3,068 employers and 290,577 workers have registered for the scheme.

During 2022–23 DPC began a review of the portable long service scheme to consider whether the purpose and policy objectives of the Long Service Benefits Portability Act are being met, and a review of the Child Employment Regulations 2014, which sunset in June 2024. The review of the Regulations will ensure alignment with the amendments to the *Child Employment Act 2003*, with effect from 1 July 2023.

DPC 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. As at 30 June 2023, there were 5,227 labour hire licences in force in Victoria, including 922 licences granted in the period from 1 July 2022 to 30 June 2023.

Assisted 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 the 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. In its second year of operations as a statutory authority, the **Wage Inspectorate's** remit has grown to include promoting and enforcing compliance with the Child Safe Standards by those employers who employ children under the age of 15.

The Wage Inspectorate's continuing compliance and enforcement work creates strong general deterrence to employer contravention of the laws within the **Inspectorate's** remit. In 2022–23 the Wage Inspectorate delivered the following outcomes to ensure productive and prosperous workplaces for all Victorians:

- protected the safety and welfare of children working in Victoria by administering child employment laws, including assessing and issuing 9,121 child employment permits, conducting 395 child employment investigations and proactive regulatory activities across the state
- answered 13,248 calls about wage theft, long service leave, child employment and owner-driver laws through its helpline and responded to 1,845 written enquiries
- finalised 144 long service leave investigations, helping to recover more than \$1 million in outstanding long service leave entitlements

- had 17 matters before a court, including the first criminal wage theft charges laid under the Wage Theft Act, as well as alleged breaches of the Long Service Leave Act and the Child Employment Act, and was successful in securing guilty verdicts against two employers (the remaining matters were still before a court as of 30 June 2023)
- 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 248 individual drivers
- continued implementing its three-year education strategy to raise awareness of workplace rights and obligations in Victoria and ran two major education campaigns, released educational videos and e-learning modules, engaged more than 200 stakeholders and translated information into nine languages.

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

In 2022–23 DPC continued to provide strategic social policy advice in Aboriginal affairs across the Victorian Government. This advice included supporting policy that promotes self-determined and equitable outcomes aligned with Victorian Aboriginal Affairs Framework commitments, treaty processes, responding to the Yoorrook Justice Commission, and commitments under the National Agreement on Closing the Gap. DPC also coordinated and advised on best practice engagement with Traditional Owners, whether formally recognised or not, ensuring the rights of Traditional Owners are respected and protected in government reform activities, and assisting Traditional Owner groups to achieve their self-determined aspirations.

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: Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, emergency management and industrial relations.

Indicator	Unit	2019–20	2020–21	2021–22	2022–23
Gross state product (real) growth (per cent) ⁽¹⁾	per cent	0.1	-0.3	5.6	2.75 (est.) ⁽²⁾
Employment growth – Victoria – trend (per cent) ⁽³⁾	per cent	3.1	5.2	3.3	3.9
Whole of government emergency management forums, meetings and exercises facilitated	number	80	218	135	48
Employers informed on OHS obligations under both state and Commonwealth legislation and regulations	number	18,291	9,375	12,633	11,012

Sources:

- (1) Australian Bureau of Statistics (2021–22 financial year) *Australian National Accounts: State Accounts*, ABS website, accessed 6 August 2023.
- (2) 2023–24 Victorian Budget Paper No. 2 — Strategy and Outlook.
- (3) Australian Bureau of Statistics (2022–23 financial year) 'Table 5: Labour force status by Sex, Victoria' [time series spreadsheet], *Labour Force, Australia*, ABS website, accessed 6 August 2023.

More details on DPC's 2022–23 performance against its output performance measures are provided on pages 49–59.

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 the racism underpinning 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 DPC achieve the 'First Peoples in Victoria are strong and self-determining' strategic objective.

Advanced Aboriginal self-determination and improved outcomes in line with the commitments made in the Victorian Aboriginal Affairs Framework 2018–2023, the Self-Determination Reform Framework and the Victorian Closing the Gap Implementation Plan 2021–2023

In 2022–23 DPC undertook extensive engagement with government departments and Aboriginal Governance Forums to develop the Victorian Government Aboriginal Affairs Report 2022 before it was tabled in Parliament on 22 June 2023. The annual Victorian Government Aboriginal Affairs Report measures whole of government progress to improve outcomes for and with **Victoria's First Peoples**, incorporating reporting against the Victorian Aboriginal Affairs Framework, Self-Determination Reform Framework and Implementation Plan. DPC also updated the Victorian Aboriginal Affairs Framework Data Dashboard alongside the Victorian Government Aboriginal Affairs Report to promote community access to statewide and local data.

DPC has continued to support the Partnership Forum on Closing the Gap, the **government's formal partner for Closing the Gap** implementation, as required under the National Agreement on Closing the Gap. In 2022–23 DPC worked closely with the Partnership Forum to action key commitments under the National Agreement including **Victoria's Expenditure Review** and establishing a combined Place-Based Partnership and Community Data Project.

Progressed the Victorian **Government's negotiation of treaty elements with the First Peoples'** Assembly of Victoria (as the representative body for Traditional Owners and Aboriginal Victorians) in line with the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*

In 2022–23 DPC took a momentous step towards treaty, delivering all the institutional elements required under the Advancing the Treaty Process with Aboriginal Victorians Act in **equal partnership with the First Peoples'** Assembly of Victoria, including the following:

- The Treaty Negotiation Framework was executed. The framework sets out the agreed rules and process for negotiating treaties between the State and First Peoples. The framework establishes a treaty process in Victoria that is inclusive and open to all First Peoples, as well as ensuring the protection of the existing legal rights of Traditional Owners such as native title. Unique to Victoria, the framework also requires all parties, including the State, to engage with the Aboriginal Lore, Law and Cultural Authority respectfully and in good faith.

- The Self-Determination Fund was established. The fund is an independent financial resource to support First Peoples to achieve equal standing with the State in treaty negotiations and build capacity, wealth and prosperity for First Peoples. The State committed \$65 million to the fund over three years and has made its inaugural transfer of \$35 million. The **First Peoples' Assembly of Victoria is required** to administer the Self-Determination Fund independently of the State in a way that fairly and equitably benefits First Peoples.
- The Treaty Authority was established. The Treaty Authority is an independent 'Treaty Umpire' consisting of five to seven members who will oversee and facilitate treaty negotiations to ensure a fair, effective and culturally strong treaty process. The *Treaty Authority and Other Elements Act 2022* became law in August 2022 and supports the establishment and ongoing operation of the Treaty Authority. DPC has also progressed operationalising the Treaty Authority by jointly appointing the Treaty Authority Panel to select Treaty Authority Members, together with the First Peoples' Assembly of Victoria.
- DPC has led work across the Victorian Government to inform the State's position in negotiating the treaty elements, including by coordinating a Treaty Interdepartmental Committee.
- DPC has prepared 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.

Both the State and the First Peoples' Assembly of Victoria are set to embark on the next phase of the landmark treaty process and begin formal treaty negotiations in late 2023.

Led the whole of government response to the historic Yoorrook Justice Commission, the first ever truth-telling inquiry into the historical and ongoing systemic injustices committed against Aboriginal Victorians since colonisation

In 2022–23 DPC played a pivotal role in coordinating the whole of government response to the Yoorrook 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:

- **leading updates to the Commission's Letters Patent to:**
 - require an additional interim report on priority reform issues by 31 August 2023
 - extend the term of the Commission by 12 months
 - appoint a new Commissioner, Kerrupmara Gunditjmara Traditional Owner Travis Lovett
- **coordinating the State's response to 26 Notices to Produce issued by the Commission under the *Inquiries Act 2014***
- **coordinating the drafting of two whole of Government submissions to the Commission on its criminal justice and child protection lines of inquiry, including a cover letter from the Premier (the submissions and letters made unprecedented apologies and acknowledgements, reflecting the spirit of truth telling)**
- **leading implementation of operational recommendations made by the Commission, in consultation with the First Peoples' Assembly of Victoria**
- **coordinating the legal representation for the State's response to the Commission**

- providing secretariat support for coordinating the State's response to the Commission through the Yoorrook Justice Commission's whole of government working group and the Interdepartmental Committee, governance groups that include members of all departments and Victoria Police
- establishing a whole of government Community of Practice to support close collaboration of all departments and Victoria Police on policy responses and proactive engagement with the Commission's inquiry
- coordinating State witness preparation, culminating in the Commission's questioning of 16 State witnesses from 27 April to 15 May 2023 — State witnesses included the Attorney-General, Minister for Police, Chief Commissioner of Police, Minister for Corrections, Youth Justice and Victim Support, Minister for Child Protection and Family Services, and senior public servants (State witnesses acknowledged the structural racism within the systems they are responsible for overseeing and the ongoing impacts of colonisation that continue to shape First Peoples' interactions with these systems)
- facilitating the independent process for selecting and recommending Commissioner Travis Lovett and supporting his appointment to the role on 6 March 2023.

Drove and supported strong cultural heritage management and protection including supporting Traditional Owners, maintaining the Victorian Aboriginal Heritage Register and acquitting statutory functions under the *Aboriginal Heritage Act 2006* such as activities to promote and enforce compliance

DPC continued to maintain Victoria's world-class Aboriginal cultural heritage management system, which is established under the Aboriginal Heritage Act. DPC leads the regulatory, enforcement and approval processes under this system to protect Victoria's significant Aboriginal cultural heritage.

The following statutory activities have taken place in 2022–23:

- recording 835 Aboriginal places on the Victorian Aboriginal Heritage Register, bringing the number of Aboriginal places recorded on the register to more than 40,000
- making decisions on 53 cultural heritage management plans and seven amendments to plans prepared in parts of Victoria where Traditional Owners have not been formally recognised
- issuing seven cultural heritage permits
- making decisions on 70 preliminary Aboriginal heritage tests, which provide developers and land users certainty about whether a cultural heritage management plan is required for a proposed activity.

Support was provided to Registered Aboriginal Parties (RAPs) to carry out their functions under the Aboriginal Heritage Act, administering 16 capacity development projects to Traditional Owner organisations to support their protection and management of cultural heritage. This included training in identifying and recording archaeological sites and Aboriginal cultural places.

DPC also delivered its Certificate IV in Cultural Heritage Management to Aboriginal students through its partnership with La Trobe University and administered two cultural heritage management workshops to Aboriginal people interested in pursuing a career in Aboriginal cultural heritage management.

DPC supported two Registered Aboriginal Party forums, providing RAPs opportunities to share knowledge and improve protection outcomes for Aboriginal heritage across the state.

DPC has undertaken its enforcement and compliance responsibilities this year. This has included:

- 109 investigations into reports of noncompliance with the Aboriginal Heritage Act across Victoria
- two prosecutions for harming Aboriginal cultural heritage.

DPC also continued to lead a proactive enforcement and compliance strategy, preventing the occurrence of offences under the Act and leading greater ongoing compliance and protection of Aboriginal heritage.

DPC continued to support Traditional Owners to **better protect Victoria's most significant** Aboriginal cultural heritage places. This included supporting the Minister for Treaty and First Peoples' decision to make an Ongoing Protection Declaration over Ghow Swamp Aboriginal Place in northern Victoria. DPC also progressed development of Ongoing Protection Declarations at other significant Victorian Aboriginal places.

DPC has worked in partnership with Traditional Owners to ensure significant Aboriginal cultural heritage is protected and appropriately managed by major development projects carried out in Victoria. This includes working with Traditional Owners and partner agencies to ensure Aboriginal places would be protected during construction of water infrastructure along the Murray River as part of the Victorian Murray Floodplain Restoration Project. DPC has also been working with Traditional Owners, partner agencies and the Commonwealth Government to consider how Aboriginal heritage values can be managed by proposed offshore development projects in the waters south of Victoria.

Delivered the Aboriginal Community Infrastructure Program and the First Mortgage and Community Infrastructure Program to enable Aboriginal organisations to meet their infrastructure needs and serve their communities

In 2022–23 the Aboriginal Community Infrastructure Program delivered its sixth successful funding round. Round 6 awarded more than \$11 million to 21 Aboriginal organisations to upgrade or build community infrastructure including:

- \$1.6 million for Goolum Aboriginal Cooperative to upgrade the Dalki Ghuli Community Hub into a fit-for-purpose facility in Horsham
- \$1.6 million for Wathaurong Aboriginal Cooperative to create a fit-for-purpose, culturally safe Healing Spirit Youth Hub for children and young people to access clinical and therapeutic services and support
- \$1.6 million for Worawa Aboriginal College to expand the existing meeting space in its professional learning and resource centre to increase accessibility and functionality

- \$1.6 million for Yorta Nation Aboriginal Corporation, which is building stage two of its cultural research and exhibition complex in Barmah
- \$1.4 million for Bunjilwarra (in partnership with the Victorian Aboriginal Health Service) to refurbish its existing administration building to support staff and case care recovery workers.

In 2022–23 DPC removed first mortgages from five properties owned by three Aboriginal Community Controlled Organisations as part of the First Mortgage and Community Infrastructure Program. First mortgages were removed from:

- Rumbalara Aboriginal Co-operative property in Mooroopna
- Gippsland and East Gippsland Aboriginal Cooperative's property in Bairnsdale
- Ngwala Aboriginal Corporation's properties in Windsor, East St Kilda and Thornbury.

The removal of first mortgages gives these organisations full control of their assets, increased financial autonomy and the ability to boost their economic growth and stability. With more choice in how their assets are used, these organisations can further contribute to the social, cultural and economic development of their communities.

Delivering the Munarra Centre for Regional Excellence, a \$36 million major capital works project

In 2022–23 DPC continued its focus on delivering the first major project for First Peoples – State Relations. The Munarra Centre for Regional Excellence (MCRE) will drive economic growth in the Goulbourn Murray region for both First Peoples and non-First Nations people. It will provide a fit-for-purpose, safe space from which Aboriginal community-controlled and led

organisations and their partners can deliver culturally responsive education, employment, health and wellbeing initiatives. At the same time, the MCRE will showcase and celebrate First Peoples' knowledge, culture and entrepreneurship as a regional, state and national asset.

In 2022–23 DPC completed the design of the MCRE and appointed a 70 per cent First Nations-owned contractor. Construction of the MCRE is underway, with the project forecast to be delivered at the start of 2024.

The project has been delivered in line with best practice First Peoples engagement, and in alignment with principles of self-determination.

DPC also continued to provide advice to other agencies in relation to infrastructure projects, including best practice design and construction engagement and procurement processes with First Nations communities.

Supported and resourced Traditional Owner groups by delivering nation-building initiatives, particularly that build and strengthen non-formally recognised Traditional Owner groups

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

In 2022–23 the package strengthened its focus on supporting Traditional Owner groups in the regions without formal recognition.

Support provided under the package in 2022–23 included:

- supporting 499 Traditional Owners across the Mid North West, Central North, North East and Far East Gippsland regions of Victoria to hold eight gatherings, six projects and four training workshops
- supporting First Nations Legal and Research Services to continue to provide essential independent legal and research services to support Traditional Owners progress formal recognition in Victoria including engagement with approximately 51 Traditional Owner families and small groups and more than 300 individuals across the four regions without formal recognition
- supporting the Federation of Victorian Traditional Owner Corporations for core funding, the Nation-building Resource Pool and administration of the Resource Pool, which provides flexible funding to formally recognised Traditional Owner groups for nation-building, treaty readiness and cultural heritage–related projects to be delivered by December 2024
- extending Traditional Owner engagement officers in each Registered Aboriginal Party until December 2023, to support nation-building and treaty readiness.

Supported the Victorian Aboriginal Heritage Council to progress and fulfil its statutory functions

DPC has continued to provide secretariat and operational support to the Victorian Aboriginal Heritage Council to meet its responsibilities under the Aboriginal Heritage Act, including the appointment and oversight of RAPs.

In 2022–23 DPC convened six meetings (one regional) of the council, in line with the Aboriginal Heritage Act, over two days. During this time, DPC has supported the council through secretariat and operational support to achieve the following:

- presented the Minister for Treaty and First Peoples with the **State of Victoria’s Aboriginal Cultural Heritage 2016–2021**, prepared by Dr Terri Janke and informed by lengthy engagement with RAPs and Victorian Traditional Owners
- endorsed three new projects, aligned with *Dhawura Ngilan: A Vision for Aboriginal and Torres Strait Islander Heritage in Australia and the Best Practice Standards in Indigenous Cultural Heritage Management and Legislation*
- undertook a comprehensive review of ancestors in the council’s care (more than 2,000 cases) to prepare for the return of many ancestors to their Country in 2023–24
- introduced the Ancestral Remains Repatriation Fund, endorsed by the Minister for Treaty and First Peoples, to ensure Traditional Owners are adequately resourced to take part in repatriation processes
- convened seven Ancestral Remains Advisory Committee meetings to make statutory decisions on the management and return of ancestors (meetings also decided on cultural heritage management plans and requests to access the register)
- signed a memorandum of understanding with the University of Melbourne to jointly progress the repatriation of ancestors and cultural material that once comprised part of the Donald Thomson Collection

- provided advice to the Minister for Treaty and First Peoples pursuant to the Aboriginal Heritage Act concerning the making of an Ongoing Protection Declaration, the appointment of authorised officers, and the introduction of heritage adviser guidelines
- received and reviewed Registered Aboriginal Party applications and oversaw several complaints against Registered Aboriginal Parties, some of which have progressed through mediation to resolution
- promoted cultural heritage in several forums and contexts including the Registered Aboriginal Party Forums, the Heritage Chairs and Officials for Australia and New Zealand, industry events including with Master Builders Association, interagency events including with the Environmental Protection Authority. The council also performed an educative role with Certificate IV students and DPC staff seeking to become authorised officers under the Aboriginal Heritage Act.

Progressed and fulfilled the Victorian **Government's statutory responsibilities** under the *Aboriginal Lands Act 1970* and supported self-governance and self-determination activities at Framlingham and Lake Tyers Aboriginal Trusts

The 2022–23 State Budget provided \$2 million over four years in output funding to strengthen the independence of the trusts. This initiative provided funding for:

- both communities to deliver self-determined services and initiatives to support: social and emotional wellbeing; emerging young leaders to gain the necessary skills to manage trust affairs in the future; and greater access to professional training opportunities for management

- the Victorian Government to appropriately respond to the independent review of the Act
- added support for Framlingham Aboriginal Trust to successfully exit administration.

Negotiated and implemented agreements between the State and Traditional Owner groups under the *Traditional Owner Settlement Act 2010*

The Land Justice Unit joined DPC on 1 January 2023 following machinery of government changes after the November 2022 State Election.

During 2022–23 DPC has:

- advised the government on increasing compensation entitlements for Traditional Owners as part of a Land Use Activity Agreement under the Traditional Owner Settlement Act, in response to changes in Australian law
- continued negotiations under the Act with the Gunaikurnai people, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples and Dja Dja Wurrung peoples to supplement the interim agreements reached with those groups in 2022
- continued to implement agreements under the Act with Dja Dja Wurrung Clans Aboriginal Corporation, Gunaikurnai Land and Waters Aboriginal Corporation, Taungurung Land and Waters Council and Barengi Gadjin Land Council Aboriginal Corporation
- continued to support Dja Dja Wurrung's building of its Corporate and Community Centre at Hattam Street, Bendigo, including attending the garni (digging stick) ceremony on 16 June to celebrate the start of construction

- completed the return of title to Taungurung of the Nyagaroon property (formerly Acheron Youth Justice Camp)
- maintained engagement with several groups about their entry into or resumption of Act negotiations
- inputted into other reform projects that might affect the rights of Victorian Traditional Owners to ensure their voice is heard and that they can take opportunities to advance.

Supported Traditional Owners to achieve the native title determination outcomes they seek

In 2022–23 DPC achieved the following key outcomes:

- On 28 March 2023 the Eastern Maar People’s native title claim was largely resolved in a ceremonial hearing of the Federal Court at Logan’s Beach in Warrnambool to recognise Eastern Maar’s native title rights. Work continues on resolving some parts of the claim.
- DPC continued to work with First Peoples and to support the Minister for Treaty and First Peoples to respond to native title claims made in the Federal Court.

DPC has also worked with First Peoples’ legal representatives and supported the Minister for Treaty and First Peoples to respond to native title matters currently before the Federal Court, including by:

- taking part in hearings in the Boonwurrung proceeding
- taking part in hearings into claims by Gunditjmarra and Eastern Maar
- taking part in mediation of the First Peoples of the Millewa-Mallee proceeding
- considering registration and notification issues in the Wamba Wamba and the Wadawurrung claims.

Work in partnership with the Dja Dja Wurrung Clans Aboriginal Corporation to negotiate changes in response to the 2018 Initial Outcomes Review of the *Traditional Owner Settlement Act 2010* agreement signed in 2013

DPC has partnered with the Dja Dja Wurrung Clans Aboriginal Corporation to respond to the Initial Outcomes Review conducted by Professor Mick Dodson, concluding in October 2018, including by implementing a Revised Settlement Package, signed on 25 October 2022. The package:

- increased funding commitments (for example, providing a one-off implementation payment, additional corporation funding, ongoing management of natural resource funding and ongoing joint management funding)
- expanded the Local Government Engagement Strategy
- strengthened and consolidated the Natural Resource Agreement (for example, clarifying take and use rights and strengthening strategies to support participation and employment of the Dja Dja Wurrung people in the management of Natural Resources)
- introduced the Traditional Owner Land Natural Resource Agreement (extending certain take and use rights outlined in the Natural Resource Agreement to all Traditional Owner land within the Agreement Area in which the corporation, a subsidiary of the corporation or a member of the Dja Dja Wurrung Traditional Owner group has an estate in fee simple)
- committed to continuing to negotiate with the corporation in 2023 on changes to the Land Use Activity Agreement to complete the revised Settlement Package.

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	Unit	2019–20	2020–21	2021–22	2022–23
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage	number	16	10	16	16

More details on DPC's 2022–23 performance against its output performance measures are provided on pages 49–59.

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 integrity and values of good governance to foster and maintain public trust in government.

Outcomes on the following key initiatives have helped DPC achieve the 'Professional public administration' objective.

Provided clear, timely and practical guidance, expertise and support to stakeholders in relation to Cabinet, Parliament, legislation, Executive Council and ministerial correspondence matters

In 2022–23 DPC provided expert guidance to support Cabinet, Parliament, Executive Council and ministerial correspondence matters. This included administrative support for Cabinet, the Premier and DPC ministers, as well as across departments and the ministry where needed. DPC also provided high-quality administrative support for the Governor in relation to Executive Council matters.

Provided central media relations, communications, advertising and research governance advisory services to Victorian government departments and ministers

DPC delivered a range of products and services including speeches, website content, media releases, internal communications, events, video production and photography throughout 2022–23.

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 and provided strategic advice on communicating with diverse and regional audiences.

Support was provided across the department and to DPC ministers on a number of priorities. Examples of support provided include:

- the introduction of the Treaty Authority Bill into the Victorian Parliament
- **agreement between the First Peoples' Assembly of Victoria and the Victorian Government on a Treaty Negotiation Framework**
- trialling a **digital drivers' licence** through the Service Victoria app.

DPC provided strategic advice and oversight of the protocol policies and functions of the Victorian Government and operational delivery of state-significant protocol events. Key events included:

- delivering Australia Day public events and programs and **Victoria's participation** in the National Australia Day Council program
- significant state memorial services for
 - the Hon Jane Garrett
 - John Famechon AM
 - Judith Durham AO
 - John Famechon AM
 - Uncle Jack Charles
 - Uncle Archie Roach AM
 - The Hon John Landy AC CVO MBE
 - Dame Olivia Newton-John AC DBE
 - Emeritus Professor Derek Denton AC FRS FAA FRCP FRACP LLD (Hon)
 - Father Bob Maguire AM RFD
- a farewell dinner for the Hon Linda Dessau AC CVO at the conclusion of her term as Governor of Victoria.

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

Throughout 2022–23 DPC used international evidence to support effective implementation of policies, programs and communications across a number of portfolio areas through the use of behavioural science. This included improving citizen interactions with services, enhancing the accessibility of forms and website communications, and improving internal government processes such as staff reporting and data collection, and frontline recruitment activity.

Enhanced public sector integrity and governance capability, including through working with the Victorian Public Sector Commission, to ensure the public sector operates in keeping with the highest expectations of trust

DPC promotes good governance and public administration, high-quality decision and policymaking, government integrity and accountability, and trust in public institutions. Key priorities and deliverables in 2022–23 for DPC included:

- advising stakeholders on the application of the Appointment and Remuneration Guidelines and the Diversity on Boards Guidelines, as well as monitoring and reporting on compliance
- supporting the process to create new non-departmental entities through providing policy advice, fact sheets and guidance to stakeholders
- providing advice to support effective public administration and good governance — for example, by supporting the application of the Public Administration Act
- providing 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.

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

DPC provides guidance and advice across the Victorian Public Sector on executive workforce policies including the Public Entity Executive Remuneration Policy and the Public Administration Act.

These policies are publicly available, including on DPC's website, to promote transparency in executive employment and remuneration. DPC's role includes supporting public sector employers to apply the government's executive employment and remuneration policies consistently.

Provided legal and policy advice to **support the Premier, DPC's ministers and the department more broadly, including during the caretaker period**

DPC has continued to provide legal and legal policy advice on matters that relate to DPC's ministerial portfolios, including constitutional law, administrative law, corporate law matters, parliamentary committees, conventions and practices, subordinate legislation, electoral matters for state parliamentary elections, and policy matters pertaining to the department more broadly, including on issues arising out of the department's project and policy areas.

DPC has also advised on the government's legislative program by helping develop legislative and regulatory proposals. It continued to manage DPC's freedom of information requests and provide privacy advice for the department. Notably, during 2022–23 DPC assisted the Secretary in ensuring public sector awareness and adherence to caretaker conventions applicable in the caretaker period before the 2022 State Election.

Supported the Victorian Independent Remuneration Tribunal to uphold integrity and trust in remuneration arrangements for Members of Parliament, senior public officials and elected local government officials

DPC provides secretariat support to the Victorian Independent Remuneration Tribunal. During 2022–23 DPC supported the tribunal to:

- make a new comprehensive Determination setting the salaries and allowances for MPs
- make revised guidelines setting the eligibility criteria and rules for certain work-related parliamentary allowances and the Electorate Office and Communications Budget available to MPs
- make annual adjustment Determinations for allowances payable to elected local government officials (Mayors, Deputy Mayors and Councillors)
- make annual adjustment Determinations of remuneration bands for executives employed in the Victorian public service and in prescribed public entities
- provide advice to public sector employers on proposals to pay an executive above the relevant remuneration band set by the tribunal
- provide advice to the Minister for Government Services about remuneration arrangements for relevant public sector executive roles.

DPC also supports the compliance officer attached to the tribunal to independently hear and determine appeals from MPs in relation to claims for work-related parliamentary allowances and the separation payment. The compliance officer did not hear any appeals in 2022–23.

Drafted legislation to implement policy initiatives

In 2022–23 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 33 government bills in the reporting period, which was impacted by the caretaker period in November 2022. These included the *Human Source Management Act 2023*, the *Victorian Future Fund Act 2023* and the *Monitoring of Places of Detention by the United Nations Subcommittee on Prevention of Torture (OPCAT) Act 2022*.

Over the 2022–23 period 150 statutory rules were made.

Throughout 2022–23 OCPC provided drafting services to Parliament to facilitate the passage of Victorian Government legislation, the preparation of House amendments and the drafting and introduction of Private Members' Bills. The demand for drafting services for House Amendments and Private Members' Bills from opposition and independent MPs continued to grow during 2022–23.

Developed and implemented a new work management system to deliver efficiencies and enhanced services to stakeholders and the public

OCPC engaged a provider to develop and implement a new replacement work management and legislative database 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. The project began in February 2023 and the new system is expected to be fully operational in 2024–25.

Supported 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 CVO, took part in a wide range of community and international engagement events in 2022–23.

Of particular significance, 8 September 2022 marked the passing of Her Majesty Queen Elizabeth II. Over two weeks the Governor and her spouse, Mr Anthony Howard AM KC, welcomed members of the public into Government House to sign condolence books and view a memorial exhibition. A ceremony for the Proclamation of the Sovereign was also held at Government House.

Other events hosted included the Australia Day Flag Raising Ceremony, a celebration of Victorians celebrating their platinum wedding anniversary, the 175th Anniversary of the Royal Melbourne Hospital and an Open House and Reception to mark the Coronation of Their Majesties King Charles III and Queen Camilla.

In 2022–23 the Governor continued international engagement on behalf of the state at the request of the government, both locally and overseas. This included visiting the United States, Italy, Japan, Singapore, Israel, the United Kingdom and Turkey, where the Governor attended the ANZAC Day Gallipoli Dawn Service.

Progress towards achieving the objective

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

Objective indicator: Support for Cabinet, committee members and Executive Council is valued and informs decision making.

Performance measure	Unit	2019–20	2020–21	2021–22	2022–23
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,136	1,806	1,430	913

Objective indicator: Agency compliance with government advertising and communication guidelines.

Performance measure	Unit	2019–20	2020–21	2021–22	2022–23
Relevant communication activity compliant with government advertising and communication guidelines	number	100	100	100	100

Objective indicator: Provision of high-quality legislative drafting and publication services.

Performance measure	Unit	2019–20	2020–21	2021–22	2022–23
Bills and statutory rules drafted or settled that meet the required standard	per cent	99	99	100	99

Objective indicator: Advice contributes to the achievement of government policies and priorities relating to Victoria's electoral system, executive and parliamentary remuneration and public sector governance.

Performance measure	Unit	2019–20	2020–21	2021–22	2022–23
Election events conducted by the Victorian Electoral Commission, including state elections and by-elections, local government elections and countbacks, and statutory elections or polls	number	nm	10	21	26
VPSC: Percentage of new to VPS executives participating in the induction program	per cent	nm	92	96	89

More details on DPC's 2022–23 performance against its output performance measures are provided on pages 49–59.

Performance against output performance measures

The section provides information about DPC's performance against output performance measures. It provides a comparison with output targets that were published in the Departmental Performance Statement section of the 2022–23 Victorian Budget Paper No. 3 — Service Delivery.

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

ECONOMIC POLICY ADVICE AND SUPPORT

This output contributes to delivering strategic, timely and comprehensive analysis and advice on economic policy to support government decision making.

This output also contributes to **strengthening Victoria's** economic performance through the activities of the Victorian Jobs and Investment Fund.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
New investment resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	\$ million	150	171	14%	✓
The 2022–23 actual is higher than the 2022–23 target with a small number of projects having relatively high capital expenditure.					
Jobs resulting from government facilitation services and assistance under the Victorian Jobs and Investment Fund	number	2,000	1,308	–35%	■
The 2022–23 actual is lower than the 2022–23 target because the number of projects have been varied, rescope or delayed in 2022–23, and in the case of several projects, cancelled. Factors underpinning this include market-wide challenges with identifying appropriate sites, labour/skills shortages and other economic drivers (including higher interest rates).					
Quality					
Key stakeholder satisfaction with advice and support relating to economic policy and land coordination	per cent	85	100	18%	✓
The 2022–23 actual is higher than the 2022–23 target because all stakeholders who responded to the survey were satisfied or very satisfied with the advice and support relating to economic policy.					
Timeliness					
Provision of economic policy briefings within agreed timeframes	per cent	85	81	–5%	○
Cost					
Total output cost	\$ million	34.4	33.3	–3%	○

Results legend

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

SOCIAL POLICY ADVICE AND INTERGOVERNMENTAL RELATIONS

This output contributes to delivering strategic, timely and comprehensive analysis and advice on social policy to support government decision making.

This output also contributes to the strategic coordination of emergency management strategies and planning across the Victorian public sector.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
Whole of government emergency management forums, meetings and exercises facilitated	number	20	48	140%	✓
The 2022–23 actual is higher than the 2022–23 target due to meetings held in response to October 2022 floods.					
Quality					
Key stakeholder satisfaction with advice and support relating to social policy	per cent	85	100	18%	✓
The 2022–23 actual is higher than the 2022–23 target because all stakeholders who responded to the survey were satisfied or very satisfied with the advice and support relating to social policy.					
Timeliness					
Provision of social policy briefings within agreed timeframes.	per cent	85	83	–2%	○
Cost					
Total output cost	\$ million	19.7	27.2	38%	■
The 2022–23 actual is higher than the 2022–23 target due to additional social policy responsibilities that were funded by the reinstatement of a Treasurer's Advance from 2021–22 to 2022–23.					

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

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	2022–23 target	2022–23 actual	Variance	Result
Quantity					
Employers informed on OHS obligations under both state and Commonwealth legislation and regulations	number	> 3,500	11,012	215%	✓
The 2022–23 actual is higher than the 2022–23 target due to the increasing use of digital platforms resulting in greater reach.					
Workers informed on OHS obligations under both state and Commonwealth legislation and regulations	number	> 40,000	53,527	34%	✓
The 2022–23 actual is higher than the 2022–23 target due to the increasing use of digital platforms resulting in greater reach.					
Child employment investigations completed	number	200	224	12%	✓
The 2022–23 actual is higher than the 2022–23 target due to efficiencies that have been realised through improved internal processes. The 2023–24 target has been increased in recognition of these improved processes.					
Quality					
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%	✓
Timeliness					
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 2022–23 actual is higher than the 2022–23 target because all 20 agreements met the timeframes.					
Long service leave investigations completed within 90 days of lodgement	per cent	25	74	196%	✓
The 2022–23 actual is higher than the 2022–23 target due to efficiencies that have been realised through improved internal processes. The 2023–24 target has been increased in recognition of these improved processes.					
Cost					
Total output cost	\$ million	35.7	24.9	–30%	✓
The 2022–23 actual is lower than the 2022–23 target due to delays in implementing industrial relations initiatives, therefore DPC has requested the unapplied appropriations are carried over from 2022–23 to 2023–24.					

Results legend

✓ Performance target achieved or exceeded in a desirable way

SELF-DETERMINATION POLICY AND REFORM ADVICE AND PROGRAMS

This output supports the Victorian Government's commitment to self-determination for First Peoples and to improving long-term social and economic outcomes. This includes progress towards treaty; engaging with the Yoorrook Justice Commission; and work to reform government to enable self-determination, as well as undertaking outcomes-focused reporting across the portfolio.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
Number of Assembly and/or State Assembly meetings held	number	40	62	55%	✓
The 2022–23 actual was higher than the 2022–23 target due to negotiations required to finalise the treaty elements in the previous term of government, and to support operationalisation of the treaty elements in preparation for formal treaty negotiations in the current term.					
Quality					
Government stakeholder satisfaction with coordination of Victorian Government's response to the Yoorrook Justice Commission	per cent	80	87	9%	✓
The 2022–23 actual is higher than the 2022–23 target, indicating that the WoVG Working Group and Interdepartmental Committee were satisfied with DPC's coordination of the Yoorrook Justice Commission response.					
Completion of an Aboriginal-led evaluation and review of government performance under the Victorian Aboriginal Affairs Framework 2018–2023 and the National Agreement on Closing the Gap	number	1	1	0%	✓
Timeliness					
Delivery of a public report on outcomes for Aboriginal Victorians to be tabled in Parliament by 30 June each financial year	number	1	1	0%	✓
Cost					
Total output cost	\$ million	75.1	61.7	–18%	✓
The 2022–23 actual is lower than the 2022–23 target due to delays in implementing Treaty and First Peoples initiatives, therefore DPC has requested the unapplied appropriations are carried over from 2022–23 to 2023–24.					

Results legend

✓ Performance target achieved or exceeded in a desirable way

TRADITIONAL OWNER ENGAGEMENT AND CULTURAL HERITAGE MANAGEMENT PROGRAMS

This output supports the government's commitment to protecting Aboriginal cultural rights, including supporting Traditional Owners and First Peoples organisations to deliver self-determined initiatives for their communities. This includes the protection and management of Aboriginal cultural heritage and strengthening Aboriginal community organisations.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
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	76	–5%	■
The 2022–23 actual is lower than the 2022–23 target due to the competitive nature of employment post COVID. Connecting Home, which provides the service for the Stolen Generations, anticipates that average case management hours should increase again in 2023–24, but this will depend on future funding outcomes.					
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	240	456	150%	✓
The 2022–23 actual is higher than the 2022–23 target due to an increase in requests for the service due to the Stolen Generations Reparations Package. Additionally, the family history investigations have long lead times, which affect the total number being measured.					
Removal of first mortgages on titles of property owned by Aboriginal Community Controlled Organisations	number	4	5	25%	✓
The 2022–23 actual is higher than the 2022–23 target due to a higher than expected response rate from eligible Aboriginal organisations that have applied to have first mortgages removed from their properties.					
Number of Recognition and Settlement Agreements that commence (Land Justice Unit)	number	3	3	0%	✓
Quality					
The service provision of the Office of the Victorian Aboriginal Heritage Council enables the Victorian Aboriginal Heritage Council to undertake its statutory responsibilities	per cent	80	90	13%	✓
The 2022–23 actual is higher than the 2022–23 target, which indicates the Victorian Aboriginal Heritage Council members believe DPC provides a high-quality service to the council, enabling the council to undertake its statutory responsibilities.					
Funding recipients report that the achievement of program objectives is supported by DPC's role in the funding relationship	per cent	80	93	16%	✓
The 2022–23 actual is higher than the 2022–23 target due to funding being received for an additional VPS position, which enabled dedicated, tailored engagement with funding recipients to build and maintain strong relationships.					

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Timeliness					
Average days to process applications, to register an Aboriginal Cultural Heritage Place (Cultural Heritage Management Plan related) on the Victorian Aboriginal Cultural Heritage Register, meets or reduces days taken	days	60	70	–17%	■
The 2022–23 actual did not meet the 2022–23 target because a competitive staffing market restrained resourcing capacity. It is expected that the days taken to register a Place should decrease in 2023–24 as staffing levels increase.					
Proportion of native title negotiations progressed in accordance with the department's annual work plan and timeframes monitored by the Federal Court (Land Justice Unit)	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	36.6	29.1	–20%	✓
The 2022–23 actual is lower than the 2022–23 target primarily due to the rephase of unapplied appropriations from 2022–23 to 2023–24.					

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

EXECUTIVE GOVERNMENT ADVICE AND SUPPORT

This output contributes to:

- providing strategic, timely and comprehensive support to Cabinet and Cabinet subcommittees
- providing support to the Governor and maintaining Government House and its collections as a heritage asset of national importance
- delivering analysis and advice to support evidence-based decision making across the public sector
- providing whole of government community engagement and communications activity.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
Whole of government forums, meetings and advisory groups chaired	number	85	92	8%	✓
The 2022–23 actual is higher than the 2022–23 target due to a greater number of meetings chaired by the Deputy Secretary of the Economic Policy and State Productivity group in the second half of 2022–23.					
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,200	913	–24%	■
The 2022–23 actual is lower than the 2022–23 target due to a reduced volume of meetings that required briefings due to the caretaker period and new term establishment period.					

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Office of the Governor: Increase in the annual number of guests and visitors to Government House	per cent	5	85	1,600%	✓
The 2022–23 actual is higher than the 2022–23 target due to increased guest numbers following COVID-19 restrictions impacting previous years' results.					
Number of projects and advisory support provided to departments facilitated by the Behavioural Insights Unit	number	60	60	0%	✓
Quality					
Office of the Governor: Government House accessibility and useability meets standards in asset management strategy	per cent	79	80	1%	✓
Office of the Governor: Government House gardens and grounds meet standards in asset management strategy	per cent	85	85	0%	✓
Satisfaction with services provided by the Behavioural Insights Unit to government agencies	per cent	70	100	43%	✓
The 2022–23 actual is higher than the 2022–23 target because all clients who responded to the survey were satisfied with the level of service provided.					
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
Timeliness					
Office of the Governor: Support the Governor's community engagement activities by arranging all internal and external events in a timely manner	per cent	100	100	0%	✓
Timely delivery of State events and functions	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	126.8	168.4	33%	■
The 2022–23 actual is higher than the 2022–23 target, predominantly due to supplementation funding provided to DPC to cover its operational requirements and donations to support humanitarian causes and events.					

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 SECTOR 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	2022–23 target	2022–23 actual	Variance	Result
Quantity					
VPSC: Percentage of new-to-VPS executives participating in the induction program	per cent	78	89	14%	✓
The 2022–23 actual is higher than the 2022–23 target due to an increased uptake of participants in the program with fewer program withdrawals/deferrals.					
VPSC: Percentage of VPS jobs advertised through the Jobs and Skills Exchange	per cent	90	95	6%	✓
The 2022–23 actual is higher than the 2022–23 target because the limited number of jobs advertised externally only are mainly for community services or other bulk recruitment campaigns.					
VPSC: Number of engagement and promotion activities undertaken by the Jobs and Skills Exchange	number	20	31	55%	✓
The 2022–23 actual is higher than the 2022–23 target due to increased usage of the Jobs and Skills Exchange platform for surge and other recruitment campaigns.					
Quality					
Key stakeholder satisfaction with advice and support relating to public administration and whole of government governance	per cent	90	100	11%	✓
The 2022–23 actual is higher than the 2022–23 target due to positive stakeholder feedback about advice given to support effective administration of government, promotion of good governance, integrity, accountability and trust.					
Stakeholder satisfaction with the Remuneration Tribunal's process regarding determinations, reviews and advice	per cent	80	87	9%	✓
The 2022–23 actual is higher than the 2022–23 target due to stronger than expected positive stakeholder feedback about the tribunal's processes for making determinations of remuneration for Members of Parliament, public sector executives and elected local government officials and providing advice on public sector executive remuneration.					
VPSC: Percentage of agencies that interacted with VPSC and that indicated VPSC advice and support assisted them to improve integrity capability	per cent	90	90	0%	✓
VPSC: Overall satisfaction with engagement, consultation and responsiveness from the GRADS team	per cent	85	94	11%	✓
The 2022–23 actual is higher than the 2022–23 target, which may be due to the proportion of graduates who completed the survey that assesses this metric. The most recent survey (May 2023) included 69 responses from 141 graduates, representing 49 per cent of the overall population.					

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
VPSC: Satisfaction with responses to user queries on the Jobs and Skills Exchange platform	per cent	80	95	19%	✓
The 2022–23 actual is higher than the 2022–23 target due to further staff training on effective responses, review and improvement of internal processes, leading to faster ticket resolution times. In addition, technology remediation has focused on end-user bug fixes and user design principles for easier platform navigation, resulting in a better user experience.					
Timeliness					
Tribunal's legislated work program delivered within established timeframe	per cent	85	96	13%	✓
The 2022–23 actual is higher than the 2022–23 target due to improvements to the tribunal's internal processes.					
VPSC: Percentage of process completion of Victorian public sector annual workforce data by the end of February each year	per cent	95	95	0%	✓
Cost					
Total output cost	\$ million	23.5	34.3	46%	■
The 2022–23 actual is higher than the 2022–23 target due to funding approved since publication of the 2022–23 State Budget to support the implementation of integrity reforms and due to the reinstatement of a Treasurer's Advance from 2021–22 to 2022–23 for the Workforce Transition Fund initiative.					
Results legend					
✓ Performance target achieved or exceeded in a desirable way					
■ Performance target not achieved — exceeds 5 per cent or \$50 million (cost measures only) variance					

CHIEF PARLIAMENTARY COUNSEL SERVICES

This output provides bills for introduction in Parliament, including providing quality and timely legislative drafting services; hard copy and electronic publication of Acts and statutory rules; and maintaining a database of Victorian legislation and legislative information at www.legislation.vic.gov.au.

Performance measure	Unit	2022–23 target	2022–23 actual	Variance	Result
Quantity					
Formal advice provided on legislation	number	500	510	2%	✓
Acts and statutory rules published electronically and in hard copy without error	per cent	96	100	4%	✓
Statutory rules made and bills prepared and introduced into Parliament	number	220	230	5%	✓
Number of sets of House Amendments drafted for Members of Parliament	number	75	48	–36%	■
The 2022–23 actual is lower than the 2022–23 target due to the cessation of activity during the caretaker period.					
Quality					
Bills and statutory rules drafted or settled that meet the required standard	per cent	97	99	2%	✓
Timeliness					
Bills and statutory rules drafted or settled within the required timeframe	per cent	97	98	1%	✓
Electronically published versions of principal Acts and statutory rules published within three business days of coming into operation and new Acts and statutory rules published within 24 hours of making	per cent	96	100	4%	✓
Cost					
Total output cost	\$ million	9.7	7.5	–22%	✓
The 2022–23 actual is lower than the 2022–23 target due to the reclassification of output expenditure to capital expenditure, due to the nature of the expenditure, which developed an asset.					

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 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	2022–23 target	2022–23 actual	Variance	Result
Quantity					
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	26	-7%	■
The 2022–23 actual is lower than the 2022–23 target because the movement of councillors in local government has reduced when compared with previous years. The removal of liquor licence poll elections has affected the number of electoral events.					
Quality					
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%	✓
Timeliness					
Meets timeframes for application of elector-initiated enrolment, direct enrolment and close of roll enrolment activity in the maintenance and accuracy of the register of electors	per cent	95	100	5%	✓
Cost					
Total output cost	\$ million	117.4	147.1	25%	■
The 2022–23 actual is higher than the 2022–23 target due to the Victorian Electoral Commission having additional special appropriation funding allocated in 2022–23 due to 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

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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 2023 and financial position of the department at 30 June 2023.

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 13 September 2023.



Anthony Bale
Chief Financial Officer
Department of Premier and Cabinet

Melbourne
13 September 2023



Jeremi Moule
Secretary
Department of Premier and Cabinet

Melbourne
13 September 2023

Independent audit report for the year ended 30 June 2023



Independent Auditor's Report

To the Secretary of the Department of Premier and Cabinet

Opinion	<p>I have audited the financial report of the Department of Premier and Cabinet (the Department) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2023• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• Accountable Officer's and Chief Financial Officer's declaration. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Department as at 30 June 2023 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>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Secretary's responsibilities for the financial report	<p>The Secretary of the Department is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Secretary is responsible for assessing the Department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary
- conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
18 September 2023



Roberta Skliros
as delegate for the Auditor-General of Victoria

Comprehensive operating statement for the financial year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Continuing operations			
Income from transactions			
Output appropriations	2.1	562,989	599,827
Special appropriations	2.1	141,147	50,674
Grants	2.1	18,949	30,937
Other income	2.1	9,517	13,430
Total income from transactions		732,602	694,868
Expenses from transactions			
Grant expenses	3.1	353,419	225,951
Employee expenses	3.1	234,876	257,395
Depreciation and amortisation	5.3	14,055	24,066
Interest expense		112	174
Other operating expenses	3.1	128,076	167,540
Total expenses from transactions		730,538	675,126
Net result from transactions (net operating balance)		2,064	19,742
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	8.1	316	22
Other gains on other economic flows	8.1	48	2,222
Total other economic flows included in net result		364	2,244
Net result		2,428	21,986
Other economic flows — other comprehensive income			
Changes in physical asset revaluation surplus	5.11	–	206,975
Comprehensive result		2,428	228,961

The accompanying notes form part of these financial statements.

Balance sheet

as at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Assets			
Financial assets			
Cash and deposits	7.2.1	29,874	55,356
Receivables	6.1	56,686	118,104
Total financial assets		86,560	173,460
Non-financial assets			
Property, plant and equipment	5.1	262,169	895,220
Intangible assets	5.2	2,229	44,241
Other non-financial assets	6.3	478	5,737
Total non-financial assets		264,876	945,198
Total assets		351,436	1,118,658
Liabilities			
Payables	6.2	11,324	37,036
Borrowings	7.1	3,662	7,382
Employee benefits	6.4	35,233	56,993
Other provisions	6.5	2,469	5,447
Total liabilities		52,688	106,858
Net assets		298,748	1,011,800
Equity			
Accumulated surplus		86,074	171,001
Physical asset revaluation surplus		211,755	599,330
Contributed capital		919	241,469
Total equity		298,748	1,011,800
Net worth		298,748	1,011,800

The accompanying notes form part of these financial statements.

Cash flow statement

for the financial year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Cash flows from/(used in) operating activities			
Receipts from government		720,456	669,578
Receipts from other entities		1,827	1,997
Goods and services tax recovered from the Australian Taxation Office		23,315	27,075
Interest received		21	4
Total receipts		745,619	698,654
Payments to suppliers and employees		(385,355)	(450,856)
Payments of grants expenses		(343,090)	(217,918)
Interest and other costs of finance paid		(112)	(174)
Total payments		(728,557)	(668,948)
Net cash flows from operating activities	7.2.2	17,062	29,706
Cash flows used in investing activities			
Purchase of non-financial assets		(14,152)	(22,896)
Proceeds from disposal of motor vehicles		1,144	891
Total payments		(13,008)	(22,005)
Net cash flows used in investing activities		(13,008)	(22,005)
Cash flows from/(used in) financing activities			
Appropriation for capital expenditure purposes		225,919	51,800
Special appropriations for capital expenditure purposes	2.2.2	6,707	5,710
Cash transferred In – machinery of government changes	8.6	2	–
Total receipts		232,628	57,510
Cash transferred out – machinery of government changes	8.6	(27,572)	(2,672)
Capital grants to portfolio agencies		(231,707)	(57,510)
Repayment of leases		(2,885)	(2,555)
Total payments		(262,164)	(62,737)
Net cash flows used in financing activities		(29,536)	(5,227)
Net increase/(decrease) in cash and cash equivalents		(25,482)	2,474
Cash and cash equivalents at the beginning of financial year		55,356	52,882
Cash and equivalents at the end of financial year	7.2.1	29,874	55,356

The accompanying notes form part of these financial statements.

Statement of changes in equity for the financial year ended 30 June 2023

	Notes	Physical asset revaluation surplus \$'000	Contributed capital \$'000	Accumulated surplus \$'000	Total \$'000
Balance at 30 June 2021		392,355	244,141	149,015	785,511
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
Transfer to accumulated surplus		–	–	–	–
Transfer to contributed capital		–	–	–	–
Administrative restructure – net assets transferred		–	(2,672)	–	(2,672)
Capital distributions to portfolio agencies ⁽ⁱ⁾		–	(57,510)	–	(57,510)
Changes in physical asset revaluation surplus	5.1.1	206,975	–	–	206,975
Balance at 30 June 2022		599,330	241,469	171,001	1,011,800
Net result for the year		–	–	2,428	2,428
Annual appropriations – capital	2.2.1	–	225,919	–	225,919
Special appropriations – capital	2.2.2	–	6,707	–	6,707
Transfer to accumulated surplus		(387,575)	–	387,575	–
Transfer to contributed capital		–	474,930	(474,930)	–
Administrative restructure – net assets transferred	8.6	–	(716,399)	–	(716,399)
Capital distributions to portfolio agencies ⁽ⁱ⁾		–	(231,707)	–	(231,707)
Changes in physical asset revaluation surplus	5.1.1	–	–	–	–
Balance at 30 June 2023		211,755	919	86,074	298,748

The accompanying notes form part of these financial statements.

Note:

- (i) This comprises of capital funding on-passed to portfolio agencies Breakthrough Victoria Pty Limited: \$225 million (2022: \$50 million), Victorian Electoral Commission: \$6.7 million (2022: \$5.7 million) and Cenitex: nil (2022: \$1.8 million)

Notes to the financial statements

for the financial year ended 30 June 2023

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 are 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.

Consistent with the requirements of Australian Accounting Standards Board (AASB) 1004 Contributions, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the department.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

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 include all the activities of the department. 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 the Annual Report which does not form part of the financial statements and is not subject to audit by the Victorian Auditor-General's Office.

Pursuant to section 53(1)(b) of the *Financial Management Act 1994*, the results of the following entities are reported in aggregate as part of the department's financial statements:

- 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 financial statements.

Compliance information

These general-purpose financial statements have been prepared on a going concern basis in accordance with the *Financial Management Act 1994* and applicable AASs including interpretations issued by the 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.

Machinery of government changes

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners. Transfers of net liabilities arising from *administrative* restructurings are treated as distributions to owners. In December 2022, the government issued an administrative order under section 11 of the *Public Administration Act 2004* restructuring some of its activities via machinery of government changes which had a material impact on the department. The financial impact of the transfer on categories of assets and liabilities is detailed in Note 8.6. The statement of changes in equity, cashflow statement, summary of annual appropriations (Note 2.1.1), reconciliation of movements in the carrying amount of property, plant and equipment note (Note 5.1.1), intangible assets (Note 5.2), trust account balances (Note 7.5) show these impacts as line items.

Rounding of amounts

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

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	2023 \$'000	2022 \$'000
Output appropriations	2.2.1	562,989	599,827
Special appropriations	2.2.2	141,147	50,674
Total appropriations		704,136	650,501
General purpose grants		6,621	12,985
Specific purpose grants for on-passing		12,328	17,952
Total grants		18,949	30,937
Other income		9,517	13,430
Total income from transactions		732,602	694,868

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 operating 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 capital grants received from other government entities for developing and constructing an asset 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.
- 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 relates to corporate support services received from the Department of Government Services. In previous years it was for public records transferred to the Public Record Office of Victoria (PROV). Due to machinery of government changes, PROV was transferred out of the department effective from 1 January 2023. There were no public records received during the year.

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 \$'000	Total appropriations applied \$'000	Variance ^(iv) \$'000
	Annual appropriation \$'000	Net transfers between departments — administrative restructure \$'000	Advance from Treasurer \$'000	Section 29 ⁽ⁱ⁾ \$'000	Section 30 ⁽ⁱⁱ⁾ \$'000	Section 32 ⁽ⁱⁱⁱ⁾ \$'000			
2023 controlled									
Output appropriations	489,424	(92,321)	229,240	423	(919)	9,404	635,251	562,989	72,262
Additions to net assets	13,254	(13,254)	225,000	–	919	–	225,919	225,919	–
2023 total	502,678	(105,575)	454,240	423	–	9,404	861,170	788,908	72,262
2022 controlled									
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
2022 total	469,297	–	182,735	810	–	8,580	661,422	651,627	9,795

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 their 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 appropriation limit adjustments as well as unapplied appropriations rephased and carried over from 2022–23 to 2023–24 mainly driven by timing differences.

2.2.2 Summary of special appropriations

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

Authority	Purpose	Appropriations applied	
		2023 \$'000	2022 \$'000
Controlled			
<i>Constitution Act, No. 8750 of 1975 — Executive Council</i>	Salary for Clerk of the Executive Council	46	50
<i>Constitution Act, No. 8750 of 1975 — Governor's salary</i>	Salary payments to the Governor of Victoria	500	485
<i>Electoral Act, No. 23 of 2002</i>	Operating costs incurred by the Victorian Electoral Commission	140,601	50,139
Total controlled		141,147	50,674
Administered			
<i>Electoral Act, No. 23 of 2002</i>	Electoral entitlements	18,330	12,551
Total administered		18,330	12,551
Capital			
<i>Electoral Act, No 23 of 2002</i>	Capital costs incurred by the Victorian Electoral Commission	6,707	5,710
Total capital		6,707	5,710

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 and grant expenses that have specific recognition criteria are further described in Note 3.1.

3.1 Expenses incurred in the delivery of services

	2023 \$'000	2022 \$'000
Specific purpose grants for on-passing ⁽ⁱ⁾	207,755	138,056
Grant payments for other specific purposes ⁽ⁱⁱ⁾	145,664	87,895
Grant expenses	353,419	225,951
Salaries and wages, annual leave and long service leave	215,260	237,367
Defined contribution superannuation expenses	19,450	19,774
Defined benefit superannuation expense	166	254
Employee expenses	234,876	257,395
Purchases of services and supplies	94,976	120,109
Information technology expenses	20,497	28,461
Marketing and promotion	8,932	12,194
Short-term lease expenses and low-value assets	47	216
Office accommodation expenses	3,624	6,560
Other operating expenses	128,076	167,540

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.

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 regarding their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and have conditions attached regarding their use.

Grant expenses are recognised in the reporting period in which they are paid or payable. Grants can take the form of money, assets, goods, or services.

Details of the department's grant payments in 2022–23 are provided in Section 4: Other disclosures. This grant payments information 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.

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 2023 and their objectives are summarised below.

Strong policy outcomes

The Strong Policy Outcomes objective pursues policy and service excellence and reform. It leads the public sector response to significant state issues, workplace relations, policy challenges and projects. It supports the delivery of policy and projects that enables increased productivity and improved social outcomes in Victoria. It includes the outputs of Economic Policy Advice and Support, Social Policy Advice and Intergovernmental Relations, Digital Strategy and Transformation, Office of the Victorian Government Architect, and Industrial Relations.

First Peoples in Victoria are strong and self-determining

The First Peoples in Victoria are Strong and Self-determining 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 engaging with and responding to the Yoorrook Justice Commission. It addresses trauma and supports healing; addresses racism established through colonisation; and provides culturally safe systems and services. It includes the outputs of Self-determination Policy and Reform Advice and Programs; and Traditional Owner Engagement and Cultural Heritage Management Programs.

Professional public administration

The Professional Public Administration objective fosters and promotes a high-performing public service. It ensures effective whole of government performance and outcomes. It protects the integrity and values of good governance to foster and maintain public interest in government. It includes the outputs of Executive Government Advice and Services; Public Sector Administration Advice and Support; Chief Parliamentary Counsel Services; Management of Victoria's Public Records; and State Electoral Roll and Electoral Events.

4.2 Changes in departmental outputs

The machinery of government changes effective 1 January 2023 resulted in the outputs of Digital Strategy and Transformation; and Management of Victoria's Public Records being transferred to the Department of Government Services. The output in relation to the Office of the Victorian Government Architect was transferred to the Department of Transport and Planning.

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	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Income from transactions								
Output appropriations	194,840	469,904	90,837	93,001	277,312	36,922	562,989	599,827
Special appropriations	–	50	–	–	141,147	50,624	141,147	50,674
Grants income	16,582	30,461	–	53	2,366	423	18,949	30,937
Other income	142	455	1,625	1,558	7,751	11,417	9,517	13,430
Total income from transactions	211,564	500,870	92,462	94,612	428,576	99,386	732,602	694,868
Expenses from transactions								
Grants expenses	18,203	123,474	42,574	52,011	292,643	50,466	353,419	225,951
Employee expenses	106,651	210,513	28,782	25,242	99,443	21,640	234,876	257,394
Depreciation and amortisation	7,641	17,465	1,139	790	5,274	5,811	14,055	24,066
Interest expense	9	59	88	105	15	10	112	174
Other operating expenses	76,063	142,226	18,670	15,217	33,344	10,097	128,076	167,540
Total expenses from transactions	208,566	493,736	91,253	93,365	430,719	88,025	730,538	675,126
Net result from transactions (net operating balance)	2,998	7,134	1,209	1,247	(2,143)	11,361	2,064	19,742
Other economic flows included in net result								
Net gain/(loss) on non-financial assets	327	(57)	159	57	(170)	22	316	22
Other gains on other economic flows	94	1,813	(17)	188	(29)	221	48	2,222
Total other economic flows included in net result	421	1,756	143	245	(200)	243	364	2,244
Net result	3,419	8,890	1,351	1,492	(2,343)	11,604	2,428	21,986
Other economic flows — other comprehensive income								
Changes in physical asset revaluation surplus	–	53	–	20	–	206,902	–	206,975
Comprehensive result	3,419	8,943	1,351	1,512	(2,343)	218,506	2,428	228,961

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 are 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	
	2023	2022	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land ^{(i) (iii)}	170,851	246,370	–	–	170,851	246,370
Buildings (including heritage buildings) ^{(i) (iii)}	82,310	105,957	(4,920)	(1,209)	77,390	104,748
Leasehold improvements	170	35,528	(170)	(13,321)	–	22,207
Building construction in progress	3,988	4,281	–	–	3,988	4,281
Office equipment and computer equipment	5,924	18,165	(5,647)	(16,105)	277	2,060
Plant and equipment works in progress	80	59	–	–	80	59
Leased motor vehicles	2,089	4,889	(701)	(1,439)	1,388	3,450
Public records ^{(ii) (iii)}	–	503,466	–	–	–	503,466
Other heritage assets ⁽ⁱⁱ⁾	8,282	8,579	(87)	–	8,195	8,579
Net carrying amount	273,694	927,294	(11,525)	(32,074)	262,169	895,220

Notes:

- (i) Land and buildings at both Government House and the Public Record Office Victoria 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 the Public Record Office Victoria and other heritage assets were valued at 30 June 2022 by the Valuer-General of Victoria.
- (iii) Due to machinery of government changes, land, buildings, and public records at Public Record Office Victoria were transferred out of the department effective from 1 January 2023.

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) ⁽ⁱ⁾ \$'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
2023										
Carrying amount as at start of the year	246,370	104,748	22,207	4,281	2,060	59	3,450	503,466	8,579	895,220
Additions	–	89	–	2,544	66	143	552	–	–	3,394
Disposals	–	–	(3)	(208)	–	–	(154)	–	(18)	(383)
Transfers between classes	–	–	–	(8)	8	–	–	–	–	–
Fair value of assets provided free of charge or for nominal considerations	–	(303)	–	–	–	–	–	–	–	(303)
Other administrative arrangements	(75,519)	(22,155)	(20,194)	(2,621)	(1,442)	(122)	(1,895)	(503,466)	(277)	(627,691)
Revaluation	–	–	–	–	–	–	–	–	–	–
Depreciation/amortisation expense	–	(4,990)	(2,010)	–	(415)	–	(565)	–	(89)	(8,069)
Carrying amount at end of 2023	170,851	77,389	–	3,988	277	80	1,388	–	8,195	262,168
2022										
Carrying amount as at start of the year	224,532	98,601	25,089	7,406	1,202	1,478	2,685	311,591	6,775	679,359
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)
Fair value of assets provided free of charge or for nominal considerations	–	–	–	–	–	–	–	–	–	–
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)
Carrying amount at end of 2022	246,370	104,748	22,207	4,281	2,060	59	3,450	503,466	8,579	895,220

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.

	Buildings \$'000	Leased motor vehicles \$'000
Opening balance – 1 July 2022	3,574	3,450
Additions	–	552
Disposals	–	(154)
Fair value of assets provided free of charge or for nominal considerations	(303)	–
Other administrative arrangements	(75)	(1,895)
Depreciation	(1,029)	(565)
Closing balance – 30 June 2023	2,167	1,388
Opening balance – 1 July 2021	733	2,685
Additions	3,544	2,035
Disposals	–	(413)
Fair value of assets provided free of charge or for nominal considerations	–	–
Other administrative arrangements	–	–
Depreciation	(703)	(857)
Closing balance – 30 June 2022	3,574	3,450

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:

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

	Capitalised software		Intangibles under development		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Opening balance of gross carrying amount	83,064	68,954	20,092	13,355	103,156	82,309
Additions	–	–	9,800	19,318	9,800	19,318
Transfer between classes	–	14,110	–	(12,581)	–	1,529
Other administrative arrangements	(76,327)	–	(28,136)	–	(104,463)	–
Closing balance of gross carrying amount	6,737	83,064	1,756	20,092	8,493	103,156
Opening balance of accumulated amortisation	(58,915)	(45,625)	–	–	(58,915)	(45,625)
Impairment losses charged to net result	–	(516)	–	–	–	(516)
Amortisation of intangible assets charged	(5,986)	(12,774)	–	–	(5,986)	(12,774)
Other administrative arrangements	58,637	–	–	–	58,637	–
Closing balance of accumulated amortisation	(6,264)	(58,915)	–	–	(6,264)	(58,915)
Net book value at end of financial year	473	24,149	1,756	20,092	2,229	44,241

5.3 Depreciation and amortisation

	2023 \$'000	2022 \$'000
Buildings (including heritage buildings)	4,990	5,483
Leasehold improvements	2,010	4,194
Office equipment and computer equipment	415	688
Leased motor vehicles	565	857
Other heritage assets	89	71
Intangible assets	5,986	12,774
Total depreciation and amortisation	14,055	24,067

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.

	Useful life (years)
Buildings	5–200
Leasehold improvements	5–20
Office equipment and computer equipment	3–20
Motor vehicles	5
Leased motor vehicles	2–3
Public records ⁽ⁱ⁾	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 (DTF).

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

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

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
2023				
Land at fair value	170,851	–	–	170,851
Buildings at fair value	77,390	–	–	77,390
Public records at fair value	–	–	–	–
Other heritage assets at fair value	8,195	–	8,195	–
Leasehold improvements	–	–	–	–
Office equipment and computer equipment	277	–	–	277
Leased motor vehicles	1,388	–	–	1,388
Total	258,101	–	8,195	249,906
2022				
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
Total	890,881	–	58,493	832,387

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 prior year. During the current financial year, the public records were categorised which were more homogeneous, and certain categories were 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 on-line databases. Refer to 'public records' section below which contains classification of 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.

An independent valuation of land, buildings, public records, and other heritage assets was performed by the VGV during the previous reporting period.

In the current reporting period, a full revaluation is not required, the department conducted a fair value assessment using the regular indices for land and buildings from the Valuer-General Victoria. Following the assessment and as per FRD103, no managerial valuation adjustment was done due to the movement in fair value being less than 10 percent.

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, valuation of specialised land is classified at Level 3 in 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 fair value measurement hierarchy.

An independent valuation of land and buildings was performed by the VGV. The effective date of the valuation was 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 table 5.4.2 below). 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)

Public records

The public records assets held by the department are nil at 30 June 2023. The below disclosure is only applicable to the 2021–22 comparative year. Due to machinery of government changes, these were transferred to the Department of Government Services effective from 1 January 2023.

Public records in prior year 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 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 transcript, petition (level 3)
- Map, plan and drawing – various sizes and materials which may be flat in structure or rolled in tubes (level 2)
- Volume – records which 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 which 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).

An independent valuation of public records was performed by the VGV in the previous reporting period. The public records were valued from physical inspection of items, either in full or through random sampling. Object and Icon 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, valuation technique involved direct comparison approach and some items also contained unobservable inputs to the fair value measurement. For some categories, adjustments were made to the market value references to take into account the unique characteristics of the items being valued adjusting for historical significance or other factors which 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 digital records, which 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 to similar examples of the artist's work in existence throughout Australia and research on recent prices paid for similar examples offered at auction or through art galleries.

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

2022 and 2023	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 ² ⁽ⁱ⁾ (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 PROV North Melbourne — 10% reduction Property 2 Government House — 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	5 to 200 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) In the previous year, a value of \$3,500 per square metre (m²) was used for the developed (uncontaminated) portion of the subject site (comprising 23,000m²) and \$350 per square metre (m²) was used for the contaminated area (comprising 9,730m²).

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 2023–24 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

	2023 \$'000	2022 \$'000
Contractual		
Receivables	4,632	60,703
Statutory		
Amounts owing from the Victorian Government ⁽ⁱ⁾	47,226	50,215
GST recoverable	4,828	7,186
Total receivables	56,686	118,104
<i>Represented by:</i>		
Current receivables	52,927	115,653
Non-current receivables	3,759	2,451

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

	2023 \$'000	2022 \$'000
Contractual		
Supplies and services	5,319	31,348
Statutory		
Amounts payable to other government agencies	6,005	5,688
Total payables	11,324	37,036
<i>Represented by:</i>		
Current payables	11,324	37,036

6.3 Other non-financial assets

	2023 \$'000	2022 \$'000
Prepayments	359	5,334
Other	119	403
Total other non-financial assets	478	5,737

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.

	2023 \$'000	2022 \$'000
Current provisions		
Annual leave	13,601	24,526
Long service leave	11,180	20,525
Provision for on-costs	6,692	9,491
Total current provisions for employee benefits	31,473	54,542
Non-current provisions		
Long service leave	3,176	1,629
Provision for on-costs	584	822
Total non-current provisions for employee benefits	3,760	2,451
Total provisions for employee benefits	35,233	56,993

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, DTF discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State of Victoria as the sponsoring employer).

6.5 Other provisions

	2023 \$'000	2022 \$'000
Make-good provision	–	2,437
Other	2,469	3,010
Total other provisions	2,469	5,447

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. The leasehold improvements transferred to the Department of Government Services as part of machinery of government changes.

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.

	2023 \$'000	2022 \$'000
Current borrowings		
Lease liabilities	1,259	3,292
Total current borrowings	1,259	3,292
Non-current borrowings		
Lease liabilities	2,403	4,090
Total non-current borrowings	2,403	4,090
Total borrowings	3,662	7,382

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

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

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.

	2023 \$'000	2022 \$'000
Interest expense on lease liabilities	112	174
Expenses relating to short term leases and leases of low-value assets	47	216
Total amount recognised in the comprehensive operating statement	159	390

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.

	2023 \$'000	2022 \$'000
Total cash outflow for leases	(3,044)	(2,945)

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 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; and
- 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 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 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

	2023 \$'000	2022 \$'000
Cash at bank	29,874	55,356
Balance as per cash flow statement	29,874	55,356

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.

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

	2023 \$'000	2022 \$'000
Net result for the period	2,428	21,986
Non-cash movements		
Depreciation and amortisation	14,055	24,066
(Gain)/loss on disposal of non-financial assets	(316)	(22)
Net transfers free of charge	(303)	(11,416)
Total non-cash movements	13,436	12,628
Movements in assets and liabilities (net of restructuring)		
(Increase) in receivables	(3,409)	(11,685)
Decrease in other non-financial assets	1,348	9
Increase/(decrease) in payables	7,124	(7,203)
Decrease/increase in employee benefits	(3,324)	10,961
Increase in other provisions	(541)	3,010
Total movements in assets and liabilities	1,198	(4,908)
Net cash flows from operating activities	17,062	29,706

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.

2023	Financial assets at amortised cost \$'000	Financial liabilities at amortised cost \$'000	Total \$'000
Contractual financial assets			
Cash and deposits	29,874	–	29,874
Receivables	4,632	–	4,632
Total contractual financial assets in 2023	34,506	–	34,506
Financial liabilities			
Payables	–	5,319	5,319
Lease liabilities	–	3,662	3,662
Total contractual financial liabilities in 2023	–	8,981	8,981

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

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; and
- 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.

Nominal amounts	Less than 1 year \$'000	1–5 years \$'000	5+ years \$'000	Total \$'000
2023				
Capital commitments	1,250	–	–	1,250
Outsourcing commitments	–	–	–	–
Short term occupancy agreement	–	–	–	–
Other commitments	5,110	44	–	5,154
Total commitments (inclusive of GST)	6,360	44	–	6,404
Less GST recoverable	(578)	(4)	–	(582)
Total commitments (exclusive of GST) in 2023	5,782	40	–	5,822
2022				
Capital commitments	401	–	–	401
Outsourcing commitments	1,389	–	–	1,389
Short term occupancy agreement	18,324	–	–	18,324
Other commitments	53,769	12,289	–	66,058
Total commitments (inclusive of GST)	73,884	12,289	–	86,173
Less GST recoverable	(6,717)	(1,117)	–	(7,834)
Total commitments (exclusive of GST) in 2022	67,168	11,171	–	78,339

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

7.5 Trust account balances

	2023				2022			
	Opening balance as at 1 July 2022	Increase/ (decrease) in funds	Transfer out — administrative arrangements ⁽ⁱ⁾	Closing balance as at 30 June 2023	Opening balance as at 1 July 2021	Increase/ (decrease) in funds	Transfer out — administrative arrangements	Closing balance as at 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents and investments								
Controlled trusts								
Australia Day Committee Victoria Trust	237	274	–	511	669	(432)	–	237
Departmental Trust Account	1,826	(946)	(496)	384	7,412	(5,586)	–	1,826
Treasury Trust ⁽ⁱⁱ⁾	24,533	3,285	(19,493)	8,325	18,116	7,629	(1,212)	24,533
Vehicle Lease Trust	1,907	177	(96)	1,988	1,386	521	–	1,907
Information Victoria Working Account	567	(139)	(411)	17	1,051	(484)	–	567
Aboriginal Cultural Heritage Fund	3,070	1,170	–	4,240	1,865	1,205	–	3,070
Intergovernmental trust ⁽ⁱⁱⁱ⁾	23,216	(1,733)	(7,074)	14,409	22,383	2,293	(1,460)	23,216
Total controlled trusts	55,356	2,088	(27,570)	29,874	52,882	5,146	(2,672)	55,356

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) Treasury Trust was established under *Financial Management Act 1994* 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 1994* 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.

	2023 \$'000	2022 \$'000
Other economic flows		
Net gain on non-financial assets		
Impairment of intangible assets	–	(516)
Gain on disposal of leased motor vehicles	316	538
Total net gain/(loss) on non-financial assets	316	22
Other gains on other economic flows		
Gain on revaluation of recreational leave liability	5	214
Gain on revaluation of long service leave liability	43	2,008
Total other gains on other economic flows	48	2,222

8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, 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 2022 to 30 June 2023 unless otherwise stated) were:

Name of Minister or Accountable Officer	Relevant title
The Hon Daniel Andrews MP	Premier
The Hon Jacinta Allan MP	Deputy Premier
The Hon Gabrielle Williams MP	Minister for Treaty and First Peoples
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 2022 to 30 June 2023) were:

Name of Minister or Accountable Officer	Relevant office	Persons who acted in the positions
The Hon Daniel Andrews MP	Office of the Premier	The Hon Jacinta Allan MP
The Hon Danny Pearson MP	Office of the Minister for Government Services	The Hon Shaun Leane MP Tim Pallas MP
The Hon Gabrielle Williams MP	Office of the Minister for Treaty and First Peoples	The Hon Ros Spence MP The Hon Colin Brooks MP The Hon Lizzie Blandthorn MP
Tim Pallas MP	Office of the Minister for Industrial Relations	The Hon Ben Carroll MP The Hon Danny Pearson MP The Hon Daniel Andrews MP The Hon Jacinta Allan MP
Jeremi Moule	Office of the Secretary	Kate Houghton Tim Ada Toby Hemming Jenny Atta Emma Cassar

Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing the department during the reporting period was in the range of \$670,000 to \$679,999 (2022: \$680,000–\$689,999).

8.3 Executive remuneration

The number of executive officers, other than ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the 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.

	2023 \$'000	2022 \$'000
Remuneration of executive officers		
Short-term employee benefits	24,479	25,167
Post-employment benefits	2,354	2,558
Other long-term benefits	375	1,051
Termination benefits	390	416
Total remuneration	27,598	29,192
Total number of executives ⁽ⁱ⁾	149	138
Total annualised employee equivalents ⁽ⁱⁱ⁾	103.5	112.1

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. The 2022 Comparative has changed for consistent disclosure.

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 \$701.1 million (2022: \$650.5 million). Refer to Note 2.1 for details.

Key management personnel

The department's key management personnel from 1 July 2022 to 30 June 2023 included:

The Premier

The Hon Daniel Andrews MP

Portfolio Ministers

The Hon Jacinta Allan MP

The Hon Gabrielle Williams MP

Tim Pallas MP

The Hon Danny Pearson MP

Secretary

Jeremi Moule

Deputy Secretaries

Toby Hemming (until 7 April 2023)

Jennifer Barton (from 10 April 2023)

Matt O'Connor

Kate Houghton (until 5 December 2022)

Emma Catford (from 6 December 2022 to 19 March 2023)

Emma Cassar (from 20 March 2023)

Tim Ada (until 24 March 2023)

Heather Ridley (from 27 March 2023 to 18 June 2023)

Jason Loos (from 19 June 2023)

Elly Patira

Sandy Pitcher (until 29 July 2022)

Michael McNamara (until 31 December 2022)

Vivien Allimonos (until 31 December 2022)

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

Jonathan Patrick Burke — Secretary for Office of the Governor

Justine Heazlewood — Keeper of Public Records of Public Record Office Victoria (until 31 December 2022)

Joanne de Morton — Chief Executive Officer of Service Victoria (until 5 December 2022)

Darren Whitelaw — Chief Executive Officer of Service Victoria (from 6 December 2022 to 31 December 2022)

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.

	Department, administration offices and section 53 entities	
	2023 \$'000	2022 \$'000
Compensation of key management personnel		
Short-term employee benefits	3,570	5,070
Post-employment benefits	268	358
Other long-term benefits	54	172
Termination benefits	59	–
Total	3,951	5,600

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 2004*, 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.

Key management personnel for the current reporting period have been identified and assessed on roles within the pre-machinery of government structure covering 1 July 2022 to 31 December 2022 period for departments that remained part of the DPC organisational structure. In addition, this includes the post machinery of government structure to cover period 1 January 2023 to 30 June 2023 to incorporate machinery of government changes.

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

	2023 \$'000	2022 \$'000
Victorian Auditor-General's Office		
Audit of the annual financial statements	176	156
Total remuneration of auditors	176	156

8.6 Restructuring of administrative arrangements

Transfers out of the department

In December 2022, the government issued an administrative order under section 11 of the *Public Administration Act 2004* restructuring some of its activities via machinery of government changes. As part of the machinery of government restructure the department (the transferor) relinquished the following areas, taking effect on 1 January 2023:

- Public Record Office Victoria and Service Victoria to the Department of Government Services (the transferee)
- Office of the Victorian Government Architect to the Department of Transport and Planning (the transferee).

The following transfers from the department (the transferor) were based on the declaration pursuant to section 30 of the *Public Administration Act 2004*, designated by the Premier, taking effect on 1 January 2023:

- Corporate Services and Digital Victoria functions to the Department of Government Services (the transferee)
- The Social Services Workforce Reform function to the Department of Jobs, Skills, Industry and Regions (the transferee).

Due to machinery of government changes, the portfolio department for the Breakthrough Victoria Pty Limited was transferred to the Department of Jobs, Skills, Industry and Regions and Cenitex to the Department of Government Services, taking effect on 1 January 2023.

Transfers into the department

The following transfers into the department (the transferee) were based on the declaration pursuant to section 30 of the *Public Administration Act 2004*, designated by the Premier, taking effect on 1 January 2023:

- Land Justice Unit from the Department of Justice and Community Safety (the transferor)
- Business Precincts (policy) from the Department of Jobs, Skills, Industry and Regions (the transferor)
- Land Use Victoria (policy) from the Department of Energy, Environment and Climate Action (the transferor)
- Transport Precincts (policy) from the Department of Transport and Planning (the transferor)

The below table details the net assets impact due to the administrative restructure recognised in the balance sheet at the carrying amount of those assets:

Restructuring of administrative arrangements during the year are as follows:

2023	Transfer out:						Total transfer out	Transfer in:				Total transfer in
	Corporate Services	Digital Victoria	Public Record Office Victoria	Service Victoria	Office of Victorian Government Architect	Social Services Workforce		Land Justice Unit	Business Precincts	Land Use Victoria	Transport Precincts	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets												
Cash and deposits	–	22,572	50	3,761	1,189	–	27,572	–	–	2	–	2
Other non-financial assets	2,139	165	118	1,209	18	–	3,649	–	–	–	–	–
Receivables	21,972	13,850	6,388	24,070	1,064	201	67,545	2,449	198	198	73	2,918
Property, plant and equipment	23,042	–	602,618	–	135	–	625,795	–	–	–	–	–
Intangible assets	286	1,274	3,231	41,036	–	–	45,827	–	–	–	–	–
Lease assets	1,663	52	24	156	–	–	1,895	–	–	–	–	–
Total Assets	49,102	37,913	612,429	70,232	2,406	201	772,283	2,449	198	200	73	2,920
Liabilities												
Employee benefits	(5,188)	(7,049)	(2,405)	(3,442)	(697)	(201)	(18,982)	(354)	(198)	(200)	(73)	(825)
Payables	(16,592)	(3,206)	(831)	(11,480)	(20)	–	(32,129)	–	–	–	–	–
Lease liabilities	(1,660)	(52)	(25)	(155)	–	–	(1,892)	–	–	–	–	–
Borrowings	(2,801)	–	–	–	(80)	–	(2,881)	(2,095)	–	–	–	(2,095)
Total liabilities	(26,241)	(10,307)	(3,261)	(15,077)	(797)	(201)	(55,884)	(2,449)	(198)	(200)	(73)	(2,920)
Net assets transferred ⁽ⁱ⁾	22,861	27,606	609,168	55,155	1,609	–	716,399	–	–	–	–	–

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

Quantifiable contingent liabilities

	2023 \$'000	2022 \$'000
Contingent liabilities		
Legal proceedings and disputes	110	150
Total	110	150

Non-quantifiable contingent liabilities

2023

First People's Assembly of Victoria

The State and the First People's Assembly of Victoria (Assembly) have established, by agreement, a novel entity called the Treaty Authority to oversee Treaty negotiations in Victoria. The State and the Assembly have jointly appointed a panel to select the members to be appointed to the Treaty Authority. The department has a potential contingent liability arising from the panel members.

The Treaty Authority panel members are not employed by the State or the Assembly, and nor is the panel a separate legal entity, meaning the panel members are not covered by the insurance policies of any existing entity. To mitigate any risks of panel members being personally liable for claims arising from their functions on the panel, the Minister for Treaty and First Peoples has agreed to provide Ministerial Indemnity to panel members as part of the Instrument of Appointment to appoint panellists.

It is not feasible at this time to quantify any future liability.

Native Title

A number of claims have been filed with the Federal Court under the *Commonwealth Native Title Act 1993* that affect Victoria. It is not feasible at this time to quantify any future liability.

2022

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 were no legal or constructive obligation identified and as such there has been no provision recognised.

Contingent assets

There were no contingent assets as at the reporting date. (2022: 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 VEC for electoral entitlements, disposal of vehicles under leases, the Public Service Commuter Club and other Treasury and departmental trusts.

	2023 \$'000	2022 \$'000
Administered (non-controlled) items		
Administered income from transactions		
Appropriations	18,330	12,551
Grants	–	–
Provision of services	55	98
Other income	542	1,921
Total administered income from transactions	18,927	14,570
Administered expenses from transactions		
Grants and other transfers	18,330	12,551
Supplies and services	7	5
Employee expenses	–	–
Payments into the Consolidated Fund	595	2,018
Total administered expenses from transactions	18,932	14,574
Total administered comprehensive result	(5)	(4)
Administered financial assets ⁽ⁱ⁾		
Cash ⁽ⁱⁱ⁾	45,776	31,442
Other receivables	125	114
Total administered financial assets	45,901	31,556
Total assets	45,901	31,556
Administered liabilities		
Amounts payable to other government agencies ⁽ⁱⁱ⁾	46,008	31,659
Total liabilities	46,008	31,659
Administered net assets	(107)	(103)

Notes:

- (i) The State's investment in all its controlled entities is disclosed in the administered note of the DTF'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.

	2023			2022		
	Opening balance as at 1 July 2022 \$'000	Increase/ (decrease) in funds \$'000	Closing balance as at 30 June 2023 \$'000	Opening balance as at 1 July 2021 \$'000	Increase/ (decrease) in funds \$'000	Closing balance as at 30 June 2022 \$'000
Cash and cash equivalents and investments						
Administered trusts						
Vehicle Lease Trust	18	–	18	(4)	23	18
Public Service Commuter Club ⁽ⁱ⁾	(193)	(15)	(208)	(207)	13	(193)
Departmental and Treasury trust accounts	6,441	4,523	10,964	4,139	2,302	6,441
Labour Hire Authority Trust	25,175	9,827	35,002	20,374	4,801	25,175
Intergovernmental Trust	–	–	–	3	(3)	–
Total administered trusts	31,441	14,335	45,776	24,305	7,137	31,442

Note:

(i) This relates to 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 2022–23 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:

Standard/interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on public sector entity financial statements
AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities	<p>AASB 2022-10 amends AASB 13 Fair Value Measurement by adding authoritative implementation for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows</p> <p>The standard specifies that an entity needs to consider whether an asset's highest and best use differs from its current use only when it is held for sale or held for distributions to owners and clarifies that an asset's use is financially feasible if market participants are willing to invest and guidance to apply the cost approach to fair value</p>	1 January 2024	The impact is yet to be assessed.

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 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current and AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants

8.10 Subsequent events

No significant events have occurred since 30 June 2023 that will have a material impact on the information disclosed in the financial statements. (2022: Nil).

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Other financial information

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 the Department of Premier and Cabinet has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Jeremi Moule
Secretary
Department of Premier and Cabinet

Melbourne
13 September 2023

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
21 July 2023

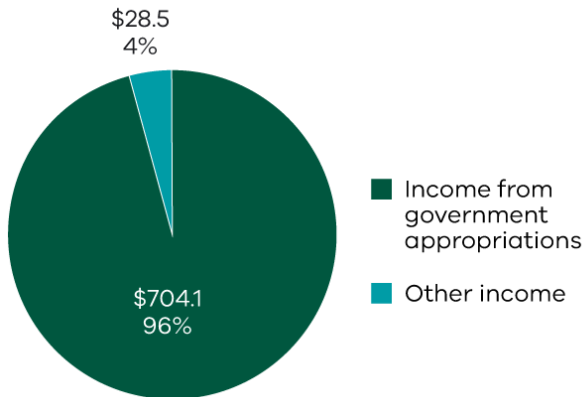
FINANCIAL PERFORMANCE

Significant factors that affected DPC’s performance in 2022–23 are summarised below.

DPC recorded a net profit result from operations of \$2.1 million for 2022–23.

The profit result is primarily due to timing of trust funds operation, where funds received during 2022–23 will be expended in future years.

Sources of income (\$ million)

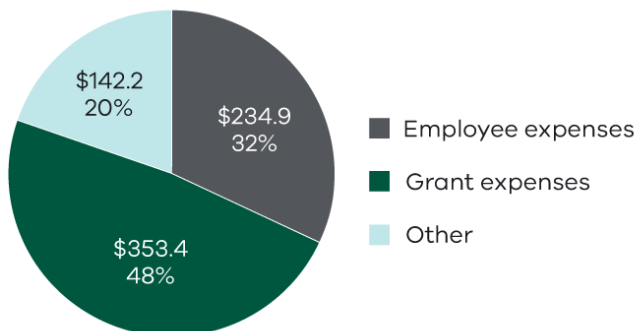


The above graph shows the sources of income available to DPC during the 2022–23 financial year.

DPC’s main source of income is from government appropriations, which account for 96 per cent of income. The balance is derived from government grants and services.

Compared with 2021–22 the overall increase in DPC’s income is mainly due to an increase associated with 2022 State Election funding. 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 \$55.4 million compared with 2021–22. This is mainly due to increased expenditure for the 2022 State Election and increased grant payments towards the Self-Determination Fund and Breakthrough Victoria.

Financial position — balance sheet

DPC's assets and liabilities have decreased due to the transfer of functions from DPC following machinery of government changes effective from 1 January 2023.

Cash flows

DPC had a net cash inflow from operating activities of \$17.1 million. Compared with last year, this is a \$12.6 million decrease. This decrease is mainly due to an overall decrease in level of operational activity due the transfer of major functions following the machinery of government changes, including the timing of payment of liabilities.

DIRECT COSTS ATTRIBUTABLE TO MACHINERY OF GOVERNMENT CHANGES

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

SUBSEQUENT EVENTS

Refer to the section on subsequent events at Note 8.10 in DPC's financial statements.

CAPITAL PROJECTS / ASSET INVESTMENT

During 2022–23 DPC did not have any completed projects that met the disclosure threshold of \$10 million or greater.

GOVERNMENT ADVERTISING EXPENDITURE

Details of government advertising expenditure in 2022–23

(Campaigns with a media spend of \$100,000 or greater)

(\$ thousand)

Name of campaign	Campaign summary	Start/end date	Advertising expenditure (excl. GST)	Creative and campaign development expenditure (excl. GST)	Research and evaluation expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Other campaign expenditure (excl. GST)	Total
COVID-19 Winter 2022 campaign	Campaign encouraging Victorians to adopt behaviours to protect themselves and more vulnerable members of the community from infectious disease over winter.	20 July – 4 September 2022	1,285	133	0	0	0	1,418
Building Equality	An awareness campaign to promote the government's Building Equality Policy.	26 September – 26 October 2022	186	0	0	0	0	186 ⁽¹⁾
Gig Worker Support Service	Awareness campaign to promote the launch of the Gig Worker Support Service, which provides information and advice to gig workers, as well as referrals to other services to resolve disputes.	18 May – 30 June 2023	348	125	0	0	0	473

Note:

(1) Creative and campaign development costs were incurred in the 2021–22 financial year.

INFORMATION AND COMMUNICATIONS TECHNOLOGY EXPENDITURE

For the 2022–23 reporting period, DPC had a total information and communications technology (ICT) expenditure of \$35.3 million, with details shown below.

	Expenditure (\$ thousand)
<hr/>	
All operational ICT expenditure	
<hr/>	
Business as usual (BAU) ICT expenditure (total)	20,942
<hr/>	
ICT expenditure related to projects to create or enhance ICT capabilities	
<hr/>	
Operational expenditure	4,364
<hr/>	
Capital expenditure	10,014
<hr/>	
Non-BAU ICT expenditure (total)	14,378
<hr/>	

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.

CONSULTANCIES AND MAJOR CONTRACTS

Consultancy expenditure

Details of consultancies (valued at \$10,000 or greater)

In 2022–23 there were 21 consultancies engaged with a total approved value at \$10,000 or greater. The total expenditure incurred during 2022–23 in relation to these consultancies was \$4.1 million (excluding GST).

Consultant	Purpose of consultancy	Total approved project fee \$ (excl. GST)	Expenditure 2022–23 \$ (excl. GST)	Future expenditure \$ (excl. GST)
ACIL Allen Consulting Pty Ltd	Lapsing program evaluation of the Premier's Jobs and Investment Fund	69,393	69,393	–
Arup Pty Ltd	Municipal and Essential Services Infrastructure Reviews for the Framlingham and Lake Tyers Aboriginal Trusts	138,773	83,624	55,149
Bree Gorman Consulting	Development of an LGBTIQ+ Plan for DPC	29,091	5,818	23,273
Brooke Institute Pty Ltd	Gather requirements and design the Technology Roadmap for the Emergency Management Sector	453,750	55,218	–
Cathy Whelan	Change management consulting services for the First Peoples – State Relations group	56,000	31,500	24,500
CyberCX	Co-Design the Water Sector Strategic Security Plan	54,300	54,300	–
Deloitte Touche Tohmatsu	Reg-Tech Roadmap and Implementation Plan	629,286	299,741	–
Deloitte Touche Tohmatsu	Professional services to support the base and efficiency reviews	152,219	152,219	–
First Point Consulting	Lapsing program evaluation for Grants and Awards	30,800	30,800	–
Korn Ferry (AU) Pty Ltd	Analysis of remuneration for relevant public sector executor roles	84,955	42,478	–
KPMG	Independent review of Cenitex	801,364	80,000	–
Melbourne Institute, Applied Economic & Social Research, University of Melbourne	Social Services Workforce Modelling Projections	89,000	89,000	–
Nous Group Pty Ltd	Independent review of the Services Victoria Act	226,364	90,545	–
Nous Group Pty Ltd	Professional services to support the base and efficiency reviews	1,000,00	1,000,00	–

Consultant	Purpose of consultancy	Total approved project fee \$ (excl. GST)	Expenditure 2022–23 \$ (excl. GST)	Future expenditure \$ (excl. GST)
Nous Group Pty Ltd	Victoria Police Staff Allocation Model Evaluation	245,800	245,800	–
Pricewaterhouse-Coopers Consulting (Australia) Pty Ltd	Lapsing program evaluation for Single Digital Presence	176,526	176,526	–
Pricewaterhouse-Coopers Consulting (Australia) Pty Ltd	Risk services for Digital Victoria	52,282	52,282	–
Pricewaterhouse-Coopers Indigenous Consulting Pty Ltd	Evaluation of the Aboriginal Cultural Heritage Management Training Program 2014–2022	45,688	45,688	–
Pricewaterhouse-Coopers Consulting (Australia) Pty Ltd	Mentally Healthy Workplaces Framework and Tools	597,372	387,923	209,449
Security Master Australia Pty Ltd	Strategic review of security arrangements for ministers and Members of Parliament	118,109	118,109	–
The Boston Consulting Group	Professional services to support organisational transition	990,000	990,000	–
Total		6,041,071	4,100,963	312,371

Details of consultancies under \$10,000

In 2022–23 there were three consultancies engaged with a total approved value of less than \$10,000. The total expenditure incurred during 2022–23 in relation to these consultancies was \$10,185 (excluding GST).

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 2022–23.

DISCLOSURE OF GRANTS AND TRANSFER PAYMENTS

DPC has provided assistance through grants and transfer payments in 2022–23 as follows:

Economic policy advice and support

Securing Victoria's international interests

Australia-India Institute Funding Agreement 2022–2023

Grant to build knowledge, understanding and connections between Victoria and India and supports Victoria to achieve the objectives of Victoria's India Strategy.

Organisation	Payment \$
The University of Melbourne	478,500

Asia Society Funding Agreement 2022–2023

Grant to position Victoria as Australia's business and cultural gateway to Asia and further Victoria's ambitions of enhanced engagement with Asia.

Organisation	Payment \$
Asia Society Australasia Centre	330,000

Industrial relations

Building Equality Policy

Stakeholder consultation and research

Grant to create training and employment opportunities for women through government procurement on building, infrastructure, civil engineering and other capital works projects.

Organisation	Payment \$
Royal Melbourne Institute of Technology	128,913

Women in construction 2020–24

Grants to support the implementation of the Women in Construction Strategy 2020–24. The strategy seeks to increase the number of women undertaking a trade or semi-skilled roles in the construction industry.

Building Equality and Respect summit

Organisation	Payment \$
The Collective Lab	48,400

Building equality job support and employer engagement service

Organisation	Payment \$
The Trustee for the Redundancy Payment Central Fund	309,925

Building Futures website

Organisation	Payment \$
The Trustee for the Redundancy Payment Central Fund	38,940

Building equality employer of excellence platform

Organisation	Payment \$
Blue Glass House Pty Ltd	105,050

Inclusive leadership training

Grant to deliver training to the building and construction industry

Organisation	Payment \$
The Master Builders Association of Victoria	6,600

Construction industry safety training
Grants to employer and employee organisations to support occupational health and safety training in the construction industry.

Construction industry safety training 2020–23

Organisation	Payment \$
The Trustee for the Redundancy Payment Central Fund	1,100,000

Construction industry safety training 2018–22

Organisation	Payment \$
Incolink Foundation Limited	550,000

Self-determination policy and reform advice and programs

Aboriginal community strengthening program

Community Support Fund

Victorian NAIDOC Week events — grant to support the Victorian NAIDOC Committee to deliver NAIDOC Week events.

Organisation	Payment \$
Victorian Aboriginal Community Controlled Health Organisation Inc.	99,000

Reconciliation Victoria

To support local reconciliation activities. Promotes dialogue on reconciliation across the Victorian community, supporting local reconciliation groups and a calendar of events during Reconciliation Week.

Organisation	Payment \$
Reconciliation Victoria Inc.	341,000

Aboriginal Cultural Heritage Fund

Aboriginal Cultural Heritage Fund 2021–22

Grant for the Eastern Maar Aboriginal Corporation to prepare a cultural heritage management plan for the Kooyang Ceremonial Ground, located at Lake Bolac in southwest Victoria. The findings of the plan will inform a proposal for an ongoing protection declaration.

Organisation	Payment \$
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	44,000

Aboriginal land trusts

Municipal and Essential Services Funding 2014–24

Grants for the continued delivery of funding to the Lake Tyers and Framlingham Aboriginal Trusts to enhance the health, safety and wellbeing of the Lake Tyers and Framlingham Aboriginal communities.

Organisation	Payment \$
East Gippsland Shire Council	150,000
The Trustee for Framlingham Aboriginal Trust	1,212,085
The Trustee for the Lake Tyers Aboriginal Trust	891,000

Strengthening the independence of Framlingham and Lake Tyers Aboriginal Trusts

Grants for governance and wellbeing funding at Framlingham and Lake Tyers Aboriginal trusts.

Organisation	Payment \$
The Trustee for Framlingham Aboriginal Trust	143,919
The Trustee for the Lake Tyers Aboriginal Trust	143,919

Aboriginal Victoria Community Support Fund

Community Support Fund — Aboriginal Advancement League

Grant to the Aboriginal Advancement League for administrative support and to deliver stage two of facilities upgrades.

Organisation	Payment \$
Aborigines Advancement League Inc.	99,000

Closing the Gap partnership forum

Funding Round 1

Grant for the secretariat and sectoral engagement for the Partnership Forum on Closing the Gap, Victoria's formal implementation partner for the National Agreement on Closing the Gap.

Organisation	Payment \$
Aboriginal Housing Victoria	77,000
Federation of Victorian Traditional Owner Corporations Ltd	154,000
Rumbalara Aboriginal Co-Operative Limited	77,000
Victorian Aboriginal Child Care Agency Co Op Ltd	77,000

Empowering Victorian Aboriginal communities through infrastructure and organisational sustainability

Koorie Youth Council 2020–25

Grants to support the Koorie Youth Council to represent Aboriginal and Torres Strait Islander young people in Victoria and deliver key programs and events such as the Koorie Youth Summit.

Organisation	Payment \$
Youth Affairs Council of Victoria Inc.	503,736
South East Australian Aboriginal Justice Services Limited	174,964

Koorie Heritage Trust 2020–25

Grant to support programs and services that ensure the cultural heritage, history and knowledge systems of First Peoples are valued and celebrated.

Organisation	Payment \$
Koorie Heritage Trust Inc.	702,900

First Mortgage and Community Infrastructure Program

Urgent repairs and maintenance 2019–20

Grant to enable eligible First Peoples organisations to complete urgent repairs and maintenance of properties. Organisations eligible for this funding are those that the Minister for Treaty and First Peoples holds a first mortgage for. The funding prepares organisations for the first mortgage to be removed.

Organisation	Payment \$
Melbourne Aboriginal Youth Sport and Recreation (Maysar) Co-Operative Ltd	5,500

First Peoples' Assembly of Victoria

Project specific funding to First Peoples' Assembly of Victoria

Grant to First Peoples' Assembly of Victoria to perform its functions as the Aboriginal representative body under the *Advancing the Treaty Process with Aboriginal Victorians Act 2018*.

Organisation	Payment \$
First Peoples' Assembly of Victoria Ltd	11,497,000

Healing the Stolen Generations 2020–24

Connecting Home Limited 2020–24

Grant to support the delivery of case management, counselling, healing and other support programs and services for members of the Stolen Generations and their families.

Organisation	Payment \$
Connecting Home Ltd	1,375,000

Living Culture Grants Program

Living Culture Grants Program

Grant to support Victorians to protect, manage and celebrate Victorian Aboriginal cultural heritage.

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	27,058
The Dja Wurrung Clans Aboriginal Corporation	5,000

Munarra Centre for Regional Excellence

2018–19 Munarra Centre for Regional Excellence

To support education and employment opportunities for Aboriginal people in the Shepparton area.

Organisation	Payment \$
Greater Shepparton City Council	763,787
Munarra Limited	294,950
The Rumbalara Football Netball Club Inc.	11,000

Ricci Marks Awards

2023 Ricci Marks Awards

Grant to recognise the individual achievements and aspirations of young (16–25) Aboriginal and Torres Strait Islander people in training, education, arts, sports, culture and community leadership.

Organisation	Payment \$
E Brown	1,500
I Muller	1,500
J Couzens	5,000
Y Egan	5,000

Self-determination and sector capacity

Victorian Aboriginal Corporation for Languages' key initiatives

Grant to support the work of member organisations of the Partnership Forum on Closing the Gap.

Organisation	Payment \$
Victorian Aboriginal Corporation for Languages	44,000

Treaty negotiations and strategy, self-determination

Organisation	Payment \$
Trustee of the Self- Determination Fund	35,000,000

Traditional Owner engagement and cultural heritage management programs

Aboriginal Cultural Heritage Management Training Program

Aboriginal Cultural Heritage Management Training Program 2020–23

Grants for the management and delivery of the Certificate IV in Aboriginal Cultural Heritage Management training to support the Victorian NAIDOC Committee to deliver NAIDOC Week events.

Organisation	Payment \$
La Trobe University	617,117

Aboriginal Heritage Officer Program

Aboriginal Heritage Officer Program 2021–23

Grant for two years of funding to provide support for one officer for each of the 11 Registered Aboriginal Parties to undertake statutory compliance and enforcement functions on behalf of the Minister for Treaty and First Peoples.

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	151,150
Bunurong Land Council Aboriginal Corporation	151,150
Eastern Maar Aboriginal Corporation RNTBC	151,150
First People of the Millewa-Mallee Aboriginal Corporation	151,150
Gunaikurnai Land and Waters Aboriginal Corporation RNTBC	151,150
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	151,150
Taungurung Land and Waters Council (Aboriginal Corporation)	151,150
The Dja Wurrung Clans Aboriginal Corporation	151,150
Wadawurrung Traditional Owners Aboriginal Corporation	151,150

Organisation	Payment \$
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	151,150
Yorta Nation Aboriginal Corporation	151,150

Budj Bim World Heritage Program

Budj Bim 2019–20 to 2022–23

Grant to employ two World Heritage Officers and develop a world heritage strategic management framework to ensure ongoing effective management of Budj Bim by all relevant land managers.

Organisation	Payment \$
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	160,386

Lake Condah Estate Management Program

Lake Condah Estate Management 2022–24

Grant to support the Gunditj Mirring Traditional Owners Aboriginal Corporation to manage, maintain and operate the former Lake Condah Mission site and surrounding lake area.

Organisation	Payment \$
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	55,000

Nation-Building Flexible Fund

Weeroona Aboriginal Cemetery (Weeroona) Grants 2021–22

Organisation	Payment \$
Bubup Wilam For Early Learning Incorporated	181,816
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	83,565

RAP Operations Program

RAP Operations Program 2019–22

Grants to work towards the future viability and sustainability of Registered Aboriginal Parties.

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	97,900
First People of the Millewa-Mallee Aboriginal Corporation	108,167
Gunaikurnai Land and Waters Aboriginal Corporation RNTBC	89,833
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	50,233

RAP Operations Program 2022–24

Grants to work towards the future viability and sustainability of Registered Aboriginal Parties.

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	701,404
Bunurong Land Council Aboriginal Corporation	683,607
Eastern Maar Aboriginal Corporation RNTBC	662,904
First People of the Millewa-Mallee Aboriginal Corporation	723,405
Gunaikurnai Land and Waters Aboriginal Corporation RNTBC	661,804
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	698,104
Taungurung Land and Waters Council (Aboriginal Corporation)	675,004
Wadawurrung Traditional Owners Aboriginal Corporation	812,307
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	699,006
Yorta Nation Aboriginal Corporation	700,305
The Dja Dja Wurrung Clans Aboriginal Corporation	669,504

Strategic Aboriginal heritage assessments

Strategic Aboriginal heritage assessments

Grant to research and map areas of Victoria of Aboriginal cultural significance to Traditional Owners.

Organisation	Payment \$
Dja Dja Wurrung Clans Aboriginal Corporation	492,059
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	495,000
Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation	449,900

Strong Roots for Our Futures

Strong Roots for Our Futures Grants 2022–23

Grants to resource foundational activities to support Traditional Owners to build strong groups who are ready to engage in formal recognition processes.

Organisation	Payment \$
S Ingram	65,000
Yingadi Aboriginal Corporation	40,000

Traditional Owner Nation-Building Support

Core funding

Grant to enable the Federation of Victorian Traditional Owner Corporations to engage with Traditional Owners to facilitate knowledge sharing, capacity building, accountability, advocacy and policy development and advice. The funding also supports the legal and financial administration of the Nation-Building Resource Pool.

Organisation	Payment \$
Federation of Victorian Traditional Owner Corporations Ltd	825,000

Nation-building resource pool

Grant to support nation-building priorities as determined by Traditional Owners and is equitably available to Traditional Owner groups with formal recognition.

Organisation	Payment \$
Federation of Victorian Traditional Owner Corporations Ltd	242,000

Nation-building support services

Grant to support Traditional Owner groups across Victoria to engage in nation-building, comprising: Traditional Owner engagement officers in Traditional Owner corporations, Traditional Owner mapping and formal recognition services for Traditional Owners of regions without formal recognition.

Organisation	Payment \$
Federation of Victorian Traditional Owner Corporations Ltd	110,000

Traditional Owner engagement officers

Grants for Traditional Owner corporations to employ a Traditional Owner engagement officer to help the organisation identify, build and maintain relationships with the organisation's members and full group.

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	74,967
First People of the Millewa-Mallee Aboriginal Corporation	74,967
Taungurung Land and Waters Council (Aboriginal Corporation)	92,244
Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation	74,967
The Dja Dja Wurrung Clans Aboriginal Corporation	23,833
Yorta Yorta Nation Aboriginal Corporation	74,967

Traditional Owner mapping

Grant to resource research with, and mapping of, family groups and Traditional Owner structures in the four regions without formal recognition (the Mid North West, Central North, North East and Far East Gippsland).

Organisation	Payment \$
First Nations Legal & Research Services Ltd	220,000

Executive Government advice and services

Australian Associated Press

Australian Associated Press Ltd Funding Agreement 2021–22

Grant to support the organisation with resourcing and reporting on regional matters as part of a broader package of support for regional media.

Organisation	Payment \$
Australian Associated Press Ltd	889,000

Procurement

SOCIAL PROCUREMENT FRAMEWORK

During 2022–23 DPC continued to implement its Social Procurement Strategy, which was developed in line with Victoria’s Social Procurement Framework.

In 2022–23 DPC improved 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 in 2022–23

Social procurement opportunity	Metric	Number of businesses engaged	Actual spend \$ (excl. GST)
Opportunities for Victorian Aboriginal people	Total spend with Victorian Aboriginal businesses	–	2,890,416
	Number of Victorian Aboriginal businesses engaged	36	–
Opportunities for Victorians with disability	Total spend with Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises	–	9,478
	Number of Victorian social enterprises led by a mission for people with disability and Australian disability enterprises engaged	3	–
Opportunities for disadvantaged Victorians	Total spend with Victorian social enterprises led by a mission for the disadvantaged	–	790,177
	Number of Victorian social enterprises led by a mission for the disadvantaged engaged	7	–
Sustainable Victorian social enterprises and Aboriginal business sectors	Total spend with Victorian social enterprises	–	947,018
	Number of Victorian social enterprises engaged	13	–

Summary of contributing activities and initiatives

The activities and initiatives relating to Digital Victoria in this annual report reflect the period from 1 July 2022 to 31 December 2022. Following machinery of government changes, from 1 January 2023 Digital Victoria forms part of the Department of Government Services.

- The End User Computing State Purchase Contract addresses the government's Social Procurement Framework by providing supplier key performance indicators against each framework objective.
- The Amazon Web Services State Purchase Contract introduces two social procurement measures that will be reported on: **women's equality and safety** and environmentally sustainable business practices.
- The Victorian Telecommunication Services State Purchase Contract has social procurement key performance indicators included, with reporting available by request.
- 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 estimated value of \$22.9 million to suppliers that provided a valid response to meeting social procurement objectives in their organisation.
- DPC's social procurement achievements in 2022–23 include 36 Victorian Aboriginal businesses engaged and \$2.9 million (excluding GST) of actual expenditure, achieving 2.9 per cent Aboriginal procurement, exceeding the 1 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 2022–23, 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 its relationship with Kinaway Chamber of Commerce Victoria Ltd to identify new initiatives on raising awareness of Aboriginal businesses.
- 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 the Barring Djinang — Coaching and Career Development program, which has enabled 75 Aboriginal and/or Torres Strait participants to progress into leadership opportunities, with another 20 people undertaking the program in 2023–24.
- DPC contributed to social outcomes through the Career Seekers Internship Program by providing the opportunity for approximately 61 disadvantaged asylum seeker and refugee Victorians over the past two years to take part in intern-type employment within the Victorian Government.

DISCLOSURE OF EMERGENCY PROCUREMENT

DPC developed and implemented its Emergency Procurement Plan in December 2022 in line with the requirements of the Victorian Government Purchasing Board Governance policy. The Emergency Procurement Plan applies when procuring goods and services in response to an emergency. In 2022–23 DPC did not activate its Emergency Procurement Plan.

Environmental performance

Measuring environmental performance is an evolving process within government and business. This environmental report represents a significant milestone for DPC, as Financial Reporting Direction (FRD) 24 introduces 42 key reporting indicators for the first time this year, a substantial increase from the previous 14 measures.

Due to the changing key reporting indicators, there are instances where data from previous reporting periods is not available for inclusion in certain sections of this report. Absence of data for this reporting period is denoted as 'NC' in this report, indicating 'not collected'. DPC is committed to improving reporting standards and data collection so the full set of new FRD 24 indicators can be reported on in the next 12 to 24 months.

DPC's commitment to sustainability drives diverse operational activities and ongoing workplace environment management, effectively reducing its environmental footprint. This ensures a continued focus on sustainability. Key initiatives include:

- integrating environmental considerations into all tender specifications, demonstrating environmentally responsible procurement
- adopting a tri-stream approach (landfill, commingled and organics) for waste disposal, promoting waste minimisation and recycling
- prioritising energy efficiency with the use of appliances and sensor lighting that conserve energy
- sourcing sustainable furniture, with a preference for locally produced items, exemplified by office workstations holding a trusted Global GreenTag certification

- practising responsible relocation with significant clean-up activities and sustainable waste disposal
- actively recycling usable furniture and equipment during refurbishments or relocations to reduce waste
- adopting digital solutions to curtail paper-based activities, fostering a shift towards more eco-friendly and sustainable practices.

Through these concerted efforts, DPC is poised to make a lasting impact on sustainability, paving the way for a greener and more environmentally conscious future.

THE DEPARTMENT'S ENVIRONMENTAL MANAGEMENT SYSTEM

The AS/NZS ISO 14001:2016: Environmental Management Systems is an international standard that provides a framework that organisations can use to establish and implement effective environmental management systems to improve their environmental performance.

The development of the environmental management system is a crucial step for DPC in identifying and managing its environmental aspects across various operational activities. By aligning with AS/NZS ISO 14001:2016, DPC aims to adhere to best practices and meet regulatory requirements while also aligning with evolving community expectations.

DPC understands that maturing in this space is an ongoing process and will require collaborative efforts and consistent dedication. Through targeted initiatives and the integration of sustainable practices into its operations, DPC aims to develop a mature and impactful environmental management system that aligns with the ISO standard, fostering a greener and more sustainable future.

REPORTING BOUNDARY FOR ENVIRONMENTAL DATA

DPC's report on environmental data covers the 2022–23 reporting period. The data has been collected through consumption reports, audits and surveys encompassing all departmental sites and assets where DPC holds operational control.

DPC reporting excludes sites where DPC staff are located within another Victorian Government entity's facility. In these limited situations, the entity who is the owner or primary lessee is responsible for FRD 24 reporting for all staff in the building.

Where other Victorian Government entity staff are accommodated within a DPC-managed site, reporting of consumption figures has been included in this annual report — for example, co-location or any machinery of government changes within the year. All other DPC public sector entities are excluded from this reporting.

As DPC aligns with the new FRD 24 guidelines, reporting requirements have been expanded to encompass the evolving organisational landscape. While this report does not serve as a baseline, it marks a crucial step in DPC's journey towards responsible environmental stewardship. With reporting boundaries now being defined and data collection procedures in place, driven by the new requirements,

DPC is poised to establish a definitive baseline next year. This will enable us to track environmental performance more comprehensively and further enhance sustainability practices in the years to come.

CLIMATE-RELATED RISK DISCLOSURE STATEMENT

Climate change has the potential to directly and indirectly affect the services and programs that DPC delivers on behalf of the Victorian Government. This requires ongoing effort to understand and respond to risks, develop opportunities, and build resilience to climate impacts.

DPC aims to lead the Victorian public sector in ways that support Victoria's transition to net zero emissions and a climate-resilient state. Through this statement, DPC aims to:

- communicate its actions to understand the impact of climate change on DPC assets, operations and services
- demonstrate that DPC's environmental impacts are responsibly managed and mitigated
- support the efficient allocation of resources to transition operations to net zero emissions and improve environmental performance over time.

CLIMATE-RELATED RISK GOVERNANCE

DPC adheres to the Victorian Government Risk Management Framework, which follows the standard AS ISO 31000:2018 Risk Management — Guidelines. This internationally recognised framework serves as the basis for DPC's best practice risk management activities.

CLIMATE-RELATED RISK STRATEGY

DPC is continuing to build its understanding of climate-related risks and opportunities and to assess and monitor their relative potential impacts. To support this, DPC is undertaking a whole of department climate-related risk maturity self-assessment. DPC recognises the importance of considering the actual and potential impacts of climate-related risks and opportunities for business and financial planning. These include:

- reducing greenhouse gas emissions resulting from DPC's operations in line with Victorian Government commitments
- improving environmental performance monitoring, evaluation and reporting
- supporting the continuing uptake of renewable energy and other low-emissions technologies across Victoria
- monitoring the impact of increased temperatures and extreme heat on DPC operations, including the health and safety of staff operating outdoors.

CLIMATE-RELATED RISK MANAGEMENT

DPC's Risk Management Framework requires consideration of the operating context, including climate change, to identify, assess and manage risks and opportunities. The framework is aligned to the Victorian Government Risk Management Framework and provides guidance for designing, implementing, monitoring, reviewing and continually improving risk management throughout DPC.

Climate-related risks are assessed and managed at the strategic, operational and program/project levels, including through operational risk management activities and climate-related programs.

CLIMATE-RELATED METRICS AND TARGETS

DPC reports climate-related metrics in line with FRD 24, aligning with government reporting requirements. Data is obtained from suppliers, equipment metering, reports and surveys and is used to assess and manage relevant climate-related risks and opportunities.

DPC works with internal and external stakeholders towards achieving the targets established under Victoria's Climate Change Strategy 2021–2030 as follows:

- The Victorian Government will source 100 per cent of its electricity from renewable sources by 2025.
- From 2021, all new Victorian Government buildings will have embedded environmentally sustainable design with a minimum five-star energy performance rating to apply to new office buildings and tenancy fit-outs. This will be increased to six-star (the highest rating for office buildings) in 2025.
- Government leases will also preference higher rated buildings and those with Green Lease Schedules.

GREENHOUSE GAS EMISSIONS

DPC reports on greenhouse gas emissions broken down into emissions ‘scopes’ consistent with national and international reporting standards. Scope 1 emissions are from sources that DPC owns or controls, such as burning fossil fuels in vehicles or machinery. Scope 2 emissions are indirect emissions from DPC’s use of electricity from the grid, which still uses coal and gas-fired power generation. Scope 3 emissions are indirect emissions from sources DPC does not control but does influence. DPC reports only scope 3 emissions from corporate air travel and waste disposal.

Total greenhouse gas emissions associated with air travel for 2020–21 and 2021–22 was zero due to carbon offsets being purchased through the booking agency as directed by the Department of Treasury and Finance. No carbon offsets were purchased through the booking agency for 2022–23, with the greenhouse gas emissions for air travel at 177 tonnes carbon dioxide equivalent (CO₂-e). Data is calculated using total passenger kilometres and the average emissions factor of 1.43198×10^{-4} tonnes/passenger kilometres for domestic aviation.

Indicator	2022–23	2021–22	2020–21
Total scope 1 greenhouse gas emissions (tonnes CO ₂ -e) [Indicator G1]	122	142	155
Total scope 2 greenhouse gas emissions (tonnes CO ₂ -e) [Indicator G2]	1,500	2,325	2,650
Total scope 3 greenhouse gas emissions from commercial air travel and waste disposal (tonnes CO ₂ -e) [Indicator G3]	203	NC	NC

ELECTRICITY PRODUCTION AND CONSUMPTION

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

The total electricity consumption for DPC over the 2022–23 reporting period was 1,930 megawatt hours (MWh), which is a 7 per cent decrease from the previous reporting period.

DPC exclusively leases offices with electricity, gas and water as the sole energy sources, without ownership or access to any other energy sources.

Indicator	2022–23 ⁽¹⁾	2021–22	2020–21
Total electricity consumption (MWh) [Indicator EL1]			
Purchased electricity — consolidated			
Department offices	1,930	2,076	2,339

Note:

- (1) These include the offices of DPC, offices that are no longer part of DPC following machinery of government changes still co-locate in DPC tenancies, the Office of the Chief Parliamentary Counsel, the Wage Inspectorate Victoria and the Victorian Independent Remuneration Tribunal.

STATIONARY FUEL USE

The total fuels used in buildings over the 2022–23 reporting period was 2,247,123 megajoules (MJ), which is an 8 per cent increase from the previous reporting period. The increase can likely be attributed to the absence of remote work directives during this reporting period, allowing staff to operate without COVID-19 restrictions.

The total greenhouse gas emissions from stationary fuel consumption over the 2022–23 reporting period was 116 tonnes CO₂-e, which is a 12 per cent decrease from the previous reporting period.

Indicator	2022–23 ⁽¹⁾	2021–22	2020–21
Total fuels used in buildings and machinery (MJ) [Indicator F1]	2,247,123	2,076,117	2,338,874
Buildings	2,247,123	2,076,117	2,338,874
Natural gas	2,247,123	2,076,117	2,338,874
Machinery	0	0	0
Diesel	0	0	0
Greenhouse gas emissions from stationary fuel consumption (tonnes CO ₂ -e) [Indicator F2]	116	132	149

Note:

- (1) These include the offices of DPC, offices that are no longer part of DPC following machinery of government changes but still co-locate in DPC tenancies, the Office of the Chief Parliamentary Counsel, the Wage Inspectorate Victoria and the Victorian Independent Remuneration Tribunal.

TRANSPORTATION

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

Energy used in transport fuels decreased by 32 per cent, with the significant decrease attributed to an amended reporting methodology.

Total distance travelled by commercial air travel (passenger kilometres) for DPC over the 2022–23 reporting period increased by 190 per cent. This can be attributed to a full reporting cycle without restrictions on interstate and international travel.

Indicator	2022–23	%	2021–22	%	2020–21	%
Number and proportion of vehicles [Indicator T2]	188	100	NC	NC	NC	NC
Road vehicles	188	100	NC	NC	NC	NC
Passenger vehicles	188	100	NC	NC	NC	NC
Internal combustion engines	106	56	NC	NC	NC	NC
Petrol	93	49	NC	NC	NC	NC
Diesel/biodiesel	13	7	NC	NC	NC	NC
Hybrid	80	43	NC	NC	NC	NC

Indicator	2022-23	%	2021-22	%	2020-21	%
Plug-in hybrid electric vehicle (PHEV)	80	43	NC	NC	NC	NC
Range-extended electric vehicle	0	0%	NC	NC	NC	NC
Electric propulsion	2	1	NC	NC	NC	NC
Battery electric vehicle	2	1	NC	NC	NC	NC
Fuel cell electric vehicle (FCEV)	0	0	NC	NC	NC	NC

Indicator	2022-23	2021-22	2020-21
Total energy used in transportation (MJ) [Indicator T1]	97,998	143,418	87,065
Road vehicles			
Passenger vehicles	97,998	NC	NC
Petrol	86,859	135,158	26,368
Diesel	11,138	8,260	55,430
Electricity (MWh) ⁽¹⁾	NC	0	146
Goods vehicles	0	0	0
Petrol	0	0	0
Diesel	0	0	0
Electricity (MWh)	0	0	0
Greenhouse gas emissions from vehicle fleet (tonnes CO ₂ -e) [Indicator T3]	7	10	6.15
Road vehicles			
Passenger vehicles	7	NC	NC
Petrol	6	9.42	1.84
Diesel	1	0.58	3.91
Electricity	0	0	0.4
Goods vehicles	0	0	0
Petrol	0	0	0
Diesel	0	0	0
Electricity	0	0	0
Total distance travelled by commercial air travel (passenger km) [Indicator T4]	733,540	252,870	42,044

Note:

(1) Data gap for PHEVs on-site charging.

TOTAL ENERGY USE

The total energy used by DPC over the 2022–23 reporting period was 9,294,341 MJ, which is a 4 per cent decrease from the previous reporting period.

Indicator	2022–23 ⁽¹⁾	2021–22	2020–21
Total energy usage from fuels (stationary and transportation) (MJ) [Indicator E1]	2,345,121	2,219,535	2,425,939
Total energy used from electricity (MJ) [Indicator E2]	6,949,220	7,474,021	8,419,946
Total energy used segmented into renewable and non-renewable sources (MJ) [Indicator E3]	9,294,341	9,693,556	10,845,885
Renewable	1,295,335	NC	NC
Non-renewable	7,999,006	NC	NC
Units of energy used normalised by full-time equivalent (FTE) employees [Indicator E4] ⁽²⁾	9,802	NC	NC

Notes:

- (1) These include the offices of DPC, offices that are no longer part of DPC following machinery of government changes but still co-locate in DPC tenancies, the Office of the Chief Parliamentary Counsel, the Wage Inspectorate Victoria and the Victorian Independent Remuneration Tribunal.
- (2) FTE includes other Victorian Government entity staff who are accommodated within a DPC-managed site — for example, co-location and machinery of government changes within the reporting period.

SUSTAINABLE BUILDINGS AND INFRASTRUCTURE

Leases negotiated on behalf of DPC by the Shared Service Provider and Jones Lang LaSalle are done so with a Green Lease Schedule incorporated in the Standard Government Lease. During each lease negotiation, the Green Lease Schedule is put forward to the landlord or managing agent including where lease option periods are being executed. The Green Lease Schedule outlines obligations on both the landlord and tenant to maintain the property and/or premises to a minimum required National Australian Built Environment Rating System (NABERS) rating for energy, water, waste and/or indoor environment.

ENVIRONMENTALLY SUSTAINABLE DESIGN IN NEW BUILDINGS AND INFRASTRUCTURE

Two of DPC's buildings have received environmental performance ratings. No other new buildings were commissioned by DPC in this reporting period.

Name of building	Building type	Rating Scheme	Rating
Levels 13–15, 35 Collins Street	Office building	NABERS	4.5
Level 9, 1 Spring Street	Office building	NABERS	5

SUSTAINABLE PROCUREMENT

DPC continued to commit to the sustainable practice of environmental considerations in tender specifications for project-specific tender documents including environmentally sustainable outputs, business practices and implementation of Climate Change Policy objectives.

WATER CONSUMPTION

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

Total water consumption for DPC over the 2022–23 reporting period was 2,970 kilolitres (kL), which is an increase of 33.7 per cent from the previous reporting period. The increase can likely be attributed to the absence of remote work directives during this reporting period, allowing staff to operate without COVID-19 restrictions.

Indicator	2022–23 ⁽¹⁾	2021–22	2020–21
Total water consumption by an entity (kL) [Indicator W1]	2,970	2,222	3,137
Potable water consumption	2,970	2,222	3,137
Metered reused water consumption	0	0	0
Units of metered water consumed normalised by FTE [Indicator W2] ⁽²⁾	3	2	3

Notes:

- (1) These include the offices of DPC, offices that are no longer part of DPC following machinery of government changes but still co-locate in DPC tenancies, the Office of the Chief Parliamentary Counsel, the Wage Inspectorate Victoria and the Victorian Independent Remuneration Tribunal.
- (2) FTE includes other Victorian Government entity staff who are accommodated within a DPC-managed site — for example, co-location and machinery of government changes within the reporting period.

WASTE AND RECYCLING

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

Total waste generation for DPC over the 2022–23 reporting period was 32,901.24 kilograms (kg).

Indicator	2022–23 ⁽¹⁾	%	2021–22 ⁽³⁾	%	2020–21 ⁽³⁾	%
Total units of waste disposed (kg and %) [Indicator WR1]	32,901.24	100	NC	NC	NC	NC
Landfill (disposal)	20,071.72	61.01	NC	NC	NC	NC
Recycling/recovery (disposal)						
Food organics, garden organics (FOGO)	6,388.36	19.42	NC	NC	NC	NC
Commingle	2,706.61	8.23	NC	NC	NC	NC
Cardboard	3,734.55	11.35	NC	NC	NC	NC
Percentage of office sites that are covered by dedicated collection services [Indicator WR2]	5	100	NC	NC	NC	NC
Printer cartridges	NC	NC	NC	NC	NC	NC
Batteries	NC	NC	NC	NC	NC	NC
E-waste	NC	NC	NC	NC	NC	NC
Soft plastics	NC	NC	NC	NC	NC	NC
Total units of waste disposed of normalised by FTE (kg/FTE) [Indicator WR3] ⁽²⁾	34.69	NC	NC	NC	NC	NC
Recycling rate (%) [Indicator WR4]	38.99%	NC	NC	NC	NC	NC
Greenhouse gas emissions associated with waste disposal (tonnes CO ₂ -e) [Indicator WR5]	26.09	NC	NC	NC	NC	NC
Landfill	26.09	NC	NC	NC	NC	NC
Other	0	NC	NC	NC	NC	NC

Notes:

- (1) These include the offices of DPC, offices that are no longer part of DPC following machinery of government changes but still co-locate in DPC tenancies, the Office of the Chief Parliamentary Counsel, the Wage Inspectorate Victoria and the Victorian Independent Remuneration Tribunal.
- (2) FTE includes other Victorian Government entity staff who are accommodated within a DPC-managed site — for example, co-location and machinery of government changes within the reporting period.
- (3) Waste and recycling data from 2020–21 and 2021–22 is unavailable because waste audits were not carried out during these reporting periods due to low office attendance rates during COVID-19.

Legend

DSL:	diesel	LPG:	liquefied petroleum gas
FTE:	full-time equivalent employee	m ² :	square metres
kg:	kilograms	MJ:	megajoules
kL:	kilolitres	MWh:	megawatt hour
km:	kilometres	CO ₂ -e:	carbon dioxide equivalent
L:	litres	ULP:	unleaded petrol

Statutory compliance

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 Climate Action) (The Act is otherwise administered by the Minister for Climate Action and the Minister for the State Electricity Commission)
- *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)
 - Part IIIA (this Part is administered by the Attorney-General)
 - section 88 in so far as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings) (in so far as it relates to those matters, 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 (in so far as it relates to those matters, this section is administered by the Assistant Treasurer)
- *Constitution (Appointments) Act 2009*
- *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 Corrections, the Minister for Environment, the Minister for Health, the Minister for Planning, the Minister for Ports and Freight and the Minister for Tourism, Sport and Major Events)
- *Electoral Act 2002* — Division 1 of Part 5, section 72 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 Planning 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 Planning and the Minister for Tourism, Sport and Major Events — except:
 - sections 24–28 [these sections are administered by the Minister for Environment])
- *Members of Parliament (Standards) Act 1978*
 (The Act is jointly and severally administered with the Minister for Government Services)
- *Ombudsman Act 1973* — sections 3–6
 (The Act is otherwise administered by the Attorney-General)
- *Parliamentary Administration Act 2005* —
 - Part 2 and sections 11, 14–17
 - Parts 4 and 5 (these Parts are 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)
- *Parliamentary Salaries, Allowances and Superannuation Act 1968* —
 - in so far as the Act relates to the compliance, monitoring and enforcement regime for parliamentary allowances
 (The Act is otherwise administered by the Assistant Treasurer and the Minister for Government Services)
- *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 relates to those matters, this section is jointly and severally administered with the Minister for Planning and the Minister for Transport and Infrastructure)
 - Part 4 (this Part is administered by the Assistant Treasurer)
 - Part 5A (this Part is jointly and severally administered by the Minister for Planning and the Minister for Transport and 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 and 9 (these Parts are jointly and severally administered by the Minister for Planning and the Minister for Transport and 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, 98–98A
 - 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*
- *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* —
 - Part 4 and section 36 (these provisions are jointly and severally administered with the Minister for Government Services)
 (The Act is otherwise administered by the Minister for Government Services)
- *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

- *Aboriginal Heritage Act 2006*
- *Aboriginal Lands Act 1970*
- *Aboriginal Lands Act 1991*
 - (The Act is jointly and severally administered with the Minister for Environment)
- *Advancing the Treaty Process with Aboriginal Victorians Act 2018*
- *Traditional Owner Settlement Act 2010*
- *Treaty Authority and Other Treaty Elements Act 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

This list includes only the Acts of Parliament for which DPC supports the Minister for Government Services

- *Constitution Act 1975*, section 72
 - (The Act is otherwise administered by the Assistant Treasurer, the Attorney-General and the Premier)
- *Electoral Act 2002* — except:
 - Division 1 of Part 5, section 72 and Part 9A (these provisions are administered by the Premier)
 - Part 8 (this Part is administered by the Attorney-General)
- *Electoral Boundaries Commission Act 1982*
- *Members of Parliament (Standards) Act 1978*
 - (The Act is jointly and severally administered with the Premier)
- *Parliamentary Administration Act 2005* — except:
 - Part 2 and sections 11, 14–17 (these provisions are administered by the Premier)
 - Parts 4 and 5 (these Parts are jointly and severally administered with the Premier)
- *Parliamentary Precincts Act 2001*

- *Parliamentary Salaries, Allowances and Superannuation Act 1968* — except:
 - sections 6(6), 9K(3), 9K(5) and 9L (these sections are administered by the Assistant Treasurer)
 - Part 3 (this Part is administered by the Assistant Treasurer)
 - in so far as the Act relates to the compliance, monitoring and enforcement regime for parliamentary allowances (in so far as the Act relates to those matters, the Act is administered by the Premier)
- *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, 98–98A (these sections are administered by the Premier)
 - Part 7A (this Part is administered by the Premier)
- *Subordinate Legislation Act 1994* — except:
 - sections 5A, 9 and 12G (these sections are administered by the Premier)
- *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* — except:
 - Part 4 and section 36 (these provisions are jointly and severally administered with the Premier)

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 2023:

- 25 authorised officers, all DPC employees, are appointed under the Act
- 12 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 2022–23 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 2006*

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	81 inspections were carried out by authorised officers to monitor compliance with the Act
159(b)	Investigate suspected offences against the Act	109 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	Eight 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 81 occasions
166	Enter land or premises with the consent of the occupier	General powers to enter land or premises were used 74 times
167	Obtain consent to enter land or premises	Land or premises were entered 81 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 21 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 102 times
171	Seizure powers on entry without search warrant	Seizure powers by consent were exercised twice
172	Seizure powers without consent	Seizure powers without consent were not required
173	Search warrants	One search warrant was obtained
176	Receipts for seized things	Two receipts were issued
177	Security of seized things	Two 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	One report about entry was 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.

COMPLIANCE WITH THE BUILDING ACT

DPC complied with its 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 Government House and its outbuildings. There are several mechanisms for inspection, reporting and carrying out of maintenance works at this site 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)

Government House Drive, Melbourne	Conservation and restoration building works at Government House
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COMPLIANCE WITH THE CARERS RECOGNITION ACT

The department has taken all practical measures to comply with its obligations under the *Carers Recognition Act 2012*. These include considering the care relationships principles set out in the Act when setting policies and providing services.

For example, this may be done through:

- 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
- embedding a hybrid working model to support diversity, inclusion and a more equitable workplace
- providing the Parental Leave Transition Support Coaching Program.

Obligation with the Act is also undertaken by ensuring DPC staff have an awareness and understanding of the care relationship principles set out in the Act.

This is achieved through:

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

COMPLIANCE WITH THE GENDER EQUALITY ACT

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

DPC's obligation under the *Gender Equality Act 2020* 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, which includes the 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 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 2022–23 including continuing to implement DPC's Gender Equality Action Plan.

Key achievements under the Gender Equality Action Plan include:

- establishing a Gender Equality Network at DPC
- exceeding the 50 per cent target for female executives at DPC
- developing gender pay guidelines to support executive remuneration reviews
- continuing to nominate women onto leadership programs
- continuing to embed DPC's Flexible Working Policy.

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 must 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.

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 Act during 2022–23 include:

- reducing barriers to people with disability obtaining and maintaining employment, including reviewing the DPC Workplace Adjustment Policy, which ensures accessibility for employees who may need adjustments to equipment or process to undertake their roles

- achieving tangible changes in attitudes and practices that discriminate against people with disability.

This is achieved through actions including:

- having a dedicated Senior Adviser, Disability Access and Inclusion who is active in promoting access and inclusion
- partnering with the Australian Network on Disability (AND) to deliver disability confidence training to the DPC Board of Management
- undertaking an ongoing communications campaign to promote completion and awareness of the key initiatives of the DPC Disability Inclusion Action Plan
- supporting neurodiverse employees and their managers to access the Victorian Public Sector Neurodiverse Confident Services Panel for workplace adjustments and supports.

DPC promotes inclusion and participation in the community through:

- supporting a staff-led Enablers Network with a dedicated executive champion to represent the needs, interests and concerns of employees with lived experience of disability
- continuing to partner with AND in 2022–23 (AND is a national, membership-based, for-purpose organisation that supports organisations to advance inclusion for people with disability).

COMPLIANCE WITH THE FREEDOM OF INFORMATION ACT

The *Freedom of Information Act 1982* gives the public a right to access documents held by DPC. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, ministers and other bodies subject to the Act.

An applicant has a right to apply for access to any document held by DPC, which comprises documents both created and received by DPC. Other than regular electronic and paper records, applicants may also request access to documents such as maps, films, computer discs and tape recordings.

The Act allows DPC to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include Cabinet documents, certain internal working documents, law enforcement documents, documents covered by legal professional privilege, documents containing personal information, documents containing certain commercial and financial information, and information provided to DPC in confidence.

If an applicant is not satisfied with a freedom of information 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.

Requests received in 2022–23 include 61 requests for DPC documents and 18 requests for documents from the Premier’s office.

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

The department finalised 54 freedom of information requests to DPC during 2022–23.

Seventy per cent of access decisions were made within the statutory period, 9 per cent were between one and 45 days overdue and 20 per cent were overdue by more than 45 days. DPC also finalised 13 requests for the Office of the Premier and one for the Office of the Minister for Treaty and First Peoples.

Eight DPC matters went to the Information Commissioner for review and five complaints about DPC matters were made to the Information Commissioner.

Making a request

Requests to access documents should be made in writing to DPC's Freedom of Information Officer. The requirements of a request are set out in section 17 of the Act.

In summary, a request should:

- be in writing
- identify as clearly as possible the documents requested
- be accompanied by the appropriate application fee (which may be waived if it would cause hardship to the applicant).

Requests for documents in DPC's possession should be addressed to:

Freedom of Information Officer
Department of Premier and Cabinet
GPO Box 4912
Melbourne VIC 3001

Requests can also be lodged via online.foi.vic.gov.au. Access charges may apply once documents have been processed and an access decision has been made.

For example, charges may be applied for costs associated with photocopying and for search and retrieval of documents.

More information about DPC's freedom of information arrangements can be found at www.vic.gov.au/foi-part-ii-statements.

COMPLIANCE WITH THE LOCAL JOBS FIRST ACT

The *Local Jobs First Act 2003*, introduced in August 2018, brings together the Victorian Industry Participant Guarantee and the Major Project Skills Guarantee 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 in Metropolitan Melbourne or for statewide projects, or \$1 million or more for projects in regional Victoria.

During 2022–23 DPC had one Local Jobs First Standard project valued at \$2.0 million under contract. The project was in metropolitan Melbourne. No projects began in regional Victoria or were deemed as statewide. The Major Projects Skills Guarantee did not apply to this project. Of the four Local Jobs First projects in progress, the expected outcomes are:

- a 97 per cent of local content commitment
- the retention of five jobs (annualised employee equivalent).

COMPLIANCE WITH THE PUBLIC INTEREST DISCLOSURE ACT

The *Public Interest Disclosures Act 2012* encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act protects people who make disclosures in keeping with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

DPC does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. DPC is committed to ensuring transparency and accountability in

administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

DPC will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. DPC will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Reporting procedures

Disclosures of improper conduct or detrimental action by DPC or any employees may be made to any of the following departmental personnel:

- Secretary of the department
- Public Interest Disclosure Coordinator
- manager or supervisor of the discloser
- manager or supervisor of the person who is the subject of the disclosure
- a person acting in any of the above roles.

Alternatively, disclosures may also be made directly to the Independent Broad-based Anti-corruption Commission:

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

Refer to this website for the secure email disclosure process, which also provides for anonymous disclosures.

More information

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 its employees and/or officers, is available on DPC's website (www.vic.gov.au/dpc-public-interest-disclosures).

Disclosures under the *Public Interest Disclosures Act 2012*

In 2022–23 two assessable disclosures were made to DPC and notified to the Independent Broad-based Anti-corruption Commission. This is an increase from 2021–22 in which no assessable disclosures were made.

Email: info@ibac.vic.gov.au

Section 5: 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 the Department of Premier and Cabinet's (DPC) financial statements because they also include the consolidated financial information of the following entities:

- Victorian Electoral Commission
- Victorian Public Sector Commission.

COMPREHENSIVE OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 2023

Controlled	2022–23 actual \$m	2022–23 budget \$m	Variation \$m
Income from transactions			
Output appropriations ⁽¹⁾	563.0	490.2	72.8
Special appropriations ⁽²⁾	141.2	117.9	23.3
Interest	1.1	0.8	0.3
Sale of goods and services ⁽³⁾	119.3	217.8	(98.5)
Grants	16.2	4.2	12.0
Resources received free of charge	7.5	–	7.5
Other income	7.0	1.0	6.0
Total income from transactions	855.3	831.9	
Expenses from transactions			
Employee benefits ⁽⁴⁾	372.0	406.2	34.2
Depreciation ⁽⁴⁾	30.4	50.4	20.0
Interest expense	0.3	–	(0.3)
Grants expense ⁽⁵⁾	194.7	65.3	(129.4)
Other expenses ⁽⁴⁾	256.7	310.0	53.3
Total expenses from transactions	854.1	831.9	(22.2)
Net result from transactions	1.2	–	1.2
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	0.2	–	0.2
Total other economic flows included in net result	0.2	–	0.2
Net result	1.4	–	1.4
Other economic flows — other comprehensive income			
Items that will not be reclassified to net result			
Other ⁽⁶⁾	40.0	–	40.0
Total other economic flows — other comprehensive income	40.0	–	40.0
Comprehensive result	41.4	–	41.4

Summary:

DPC portfolio's net operating balance, which reflects the change in DPC's net worth due to transactions, and directly attributed to government policies is a surplus of \$1.2 million compared with the published budget's break-even result.

The comprehensive result is a surplus of \$41.4 million, which is mainly due to derecognition of Cenitex's accumulated funds balance from the DPC portfolio due to machinery of government changes.

Notes:

The notes below provide an explanation of the major variances between the 2022–23 comprehensive result compared with the budgeted comprehensive result.

- (1) Larger actual output appropriations income, primarily due to releasing funds held in contingency since publishing the budget, which included funding for Breakthrough Victoria Pty Ltd (BVPL) operations and the Delivering First Peoples' Ownership of Victoria's Treaty Process initiative.

- (2) Higher actual special appropriations income, which is mainly attributed to increased funding needed to cover the costs associated with conducting the 2022 State Election.
- (3) Lower actual sale of goods and services income, which is predominantly due to transferring out Cenitex from DPC to the Department of Government Services (DGS) portfolio on 1 January 2023 due to machinery of government changes since publishing the budget.
- (4) Lower actual employee, depreciation and other expenses, which is largely due to transferring out Cenitex and other major functions, including Digital Victoria, Service Victoria, Public Record Office Victoria (PROV) and corporate functions from DPC to the DGS portfolio on 1 January 2023 due to machinery of government changes since publishing the budget.
- (5) Higher actual grant expenses, which is mainly attributable to larger funds on-passed as grants by DPC to BVPL for their operational requirements and grants provided for the Delivering First Peoples' Ownership of Victoria's Treaty Process initiative, which were not reflected in the published budget.
- (6) **Movement within equity due to derecognition of Cenitex's accumulated funds balance from DPC to the DGS portfolio in lieu of machinery of government changes since publishing the budget.**

BALANCE SHEET AS AT 30 JUNE 2023

Controlled	2023 actual \$m	2023 budget \$m	Variation \$m
Financial assets			
Cash and deposits ⁽¹⁾	40.5	86.3	(45.8)
Receivables from government	54.9	64.1	(9.2)
Other receivables ⁽²⁾	11.8	95.7	(83.9)
Other financial assets	–	18.6	(18.6)
Total financial assets	107.2	264.7	(157.5)
Non-financial assets			
Inventories	4.1	3.1	1.0
Property, plant and equipment ⁽³⁾	267.7	762.8	(495.1)
Intangible assets ⁽⁴⁾	22.2	57.8	(35.6)
Other non-financial assets ⁽⁵⁾	2.6	31.2	(28.6)
Total non-financial assets	296.6	854.9	(558.3)
Total assets	403.8	1,119.6	(715.8)
Liabilities			
Payables ⁽⁶⁾	16.7	83.5	66.8
Borrowings ⁽⁶⁾	3.8	22.6	18.8
Provisions ⁽⁶⁾	51.5	77.1	25.6
Total liabilities	72.0	183.2	111.2
Net assets	331.8	936.4	(604.6)
Equity			
Contributed capital ⁽⁷⁾	71.0	479.3	(408.3)
Reserves ⁽⁷⁾	211.6	392.4	(180.8)
Accumulated surplus	49.2	64.6	(15.4)
Total equity	331.8	936.4	(604.6)

Summary:

Net assets for the DPC portfolio as at 30 June 2023 is \$604.6 million lower compared with the budget as published in the 2022–23 State Budget.

Notes:

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

- (1) Variance is mainly due to derecognition of cash and deposits and Victorian Funds Management Corporation investment balances pertaining to Cenitex, which was transferred out from DPC to the DGS portfolio on 1 January 2023 due to machinery of government changes, which is not reflected in the published budget.
- (2) Variance is primarily due to settling outstanding debt by the Department of Families, Fairness and Housing for recoupment of post machinery of government costs billed by DPC.

- (3) Decrease is mainly due to derecognition of property, plant and equipment balances out of DPC due to machinery of government changes, including those relating to PROV, which is not reflected in the published budget.
- (4) Decrease is mainly due to derecognition of intangible asset balances out of DPC due to machinery of government changes, including those relating to Service Victoria, which is not reflected in the published budget.
- (5) Decrease is mainly due to derecognition of prepayment balances out of DPC due to machinery of government changes, including those relating to Cenitex, which is not reflected in the published budget.
- (6) Decrease is mainly due to derecognition of right of use lease liability balances, payables and employee leave provision (annual and long service leave) balances transferred out of DPC due to machinery of government changes, including those relating to Cenitex, PROV, Service Victoria and corporate functions, which is not reflected in the published budget.
- (7) Decrease is mainly due to contributed capital and reserve transfers pertaining to machinery of government changes as are requirements of FRD 119A, including Cenitex, PROV, Service Victoria and corporate functions, which is not reflected in the published budget.

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2023

Controlled	2022–23 actual \$m	2022–23 budget \$m	Variation \$m
Cash flows from operating activities			
Receipts from government ⁽¹⁾	724.3	585.0	139.3
Receipts from other entities	228.8	227.3	1.5
Total receipts	953.0	812.3	140.7
Payments of grants ⁽²⁾	(191.9)	(65.3)	(126.6)
Payments to suppliers and employees ⁽³⁾	(612.2)	(715.0)	102.8
Total payments	(804.0)	(780.3)	(23.7)
Net cash flows from operating activities	149.0	32.0	117.0
Cash flow from investing activities			
Net investment ⁽⁴⁾	(275.5)	(0.8)	(274.7)
Payments for non-financial assets ⁽⁵⁾	(32.7)	(46.5)	13.8
Proceeds from the sale of non-financial assets	1.2	–	1.2
Net cash flows used in investing activities	(307.0)	(47.3)	(259.7)
Cash flows from financing activities			
Owner contributions by the state government ⁽⁶⁾	283.6	18.8	264.8
Net borrowings ⁽⁷⁾	(68.1)	(7.1)	(61.0)
Net cash flows from financing activities	215.6	11.7	203.9
Net increase/(decrease) in cash held	(57.6)	(3.6)	(54.0)
Cash at the beginning of the financial year	98.1	89.9	8.2
Cash at the end of the financial year	40.5	86.3	(45.8)

Summary:

The net cash position (primarily the Trust State Administration Unit balances) for the DPC portfolio as at 30 June 2023 is \$40.5 million. This is \$45.8 million lower than the original budgeted balance of \$86.3 million. The cash movements have been adjusted to remove the impact of working capital (balance sheet) machinery of government movements because these are non-cash transactions.

Notes:

The notes below provide an explanation of the major variances in the 2022–23 cash flow statement.

- (1) Variance is primarily due to a major release of funds held in contingency since publishing the budget, which include funding for BVPL operations, the Delivering First Peoples' Ownership of Victoria's Treaty Process initiative and additional funding for the Victorian Electoral Commission to cover election requirements.
- (2) Variance is mainly attributable to larger funds on-passed as grants to portfolio agencies, which includes BVPL and the Victorian Electoral Commission to meet their operational requirements and grants provided for the Delivering First Peoples' Ownership of Victoria's Treaty Process initiative, which were not reflected in the published budget.
- (3) Variance is largely due to the impact of lower operational activity resulting from transferring Cenitex out of DPC and other major functions (Digital Victoria, Service Victoria, PROV and corporate functions) to the DGS portfolio on 1 January 2023, which is not reflected in the published budget.
- (4) Variance is primarily attributable to DPC's payment of BVPL's capital funding for 2022–23.
- (5) Variance is predominantly from lower asset investment activity resulting from transferring Service Victoria from DPC to the DGS portfolio, which is not reflected in the published budget.
- (6) Variance predominantly reflects releasing funds held in contingency for BVPL's capital funding for 2022–23.
- (7) Variance mainly relates to payments made on behalf of departments for machinery of government areas transferred out of DPC post 1 January 2023 due to systems not yet transitioned out.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2023

Controlled	2022-23 actual \$m	2022-23 budget \$m	Variation \$m
Contributed capital			
Opening balance	435.5	435.5	-
Contribution from owners	(364.5)	43.8	(408.3)
Closing balance	71.0	479.3	(408.3)
Reserves			
Opening balance	599.3	599.3	-
Comprehensive result	(387.7)	95.1	(482.8)
Closing balance	211.6	392.4	(180.8)
Accumulated surplus			
Opening balance	95.1	95.1	-
Comprehensive result	(45.9)	(30.5)	(15.4)
Closing balance	49.2	64.6	(15.4)
Total equity	331.8	936.4	(604.6)

Summary:

Total equity for the DPC portfolio is \$604.6 million lower when compared with the published budget, which is predominantly due to the contributed capital transfers out from DPC to the DGS portfolio due to machinery of government changes on 1 January 2023.

ADMINISTERED ITEMS STATEMENT FOR THE YEAR ENDED 30 JUNE 2023

Controlled	2022-23 actual \$m	2022-23 budget \$m	Variation \$m
Administered income			
Special appropriations	18.3	18.3	0.0
Sales of goods and services	1.6	0.8	0.8
Other income	2.2	0.3	1.9
Total administered income	22.1	19.4	2.7
Administered expenses			
Expenses of behalf of the state	35.1	35.4	0.3
Payments into the Consolidated Fund	1.6	1.1	(0.5)
Total administered expenses	36.7	36.5	(0.2)
Income less expenses	(14.6)	(17.1)	2.5
Administered assets			
Cash and deposits	2.0	2.6	(0.6)
Receivables	15.7	20.4	(4.7)
Total administered assets	17.7	23.0	(5.3)
Administered liabilities			
Payables	2.3	3.3	1.0
Total administered liabilities	2.3	3.3	1.0
Net assets	15.4	19.7	(4.3)

Summary:

Administered items for the DPC portfolio primarily relate to the Victorian Electoral Commission's provision of services associated with conduct and administration of elections.

Appendix 2: Workforce data

The comparative workforce data and Executive Officer data provided in this appendix are based on the following definitions:

- 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*.
- For a portfolio entity, an executive is defined as a person employed as an executive under Part 3 of the Public Administration Act or a person to whom the Victorian Government's Public Entity Executive Remuneration Policy applies.
- The definition of an SES does not include a statutory office holder, an accountable officer or an administrative office head.

All figures in the following tables reflect employment levels at the last full pay period in June 2023 and June 2022.

COMPARATIVE WORKFORCE DATA

The following tables disclose the headcount and full-time staff equivalent (FTE) of all active public service employees of DPC, the Office of the Chief Parliamentary Counsel, the Office of the Governor, the Wage Inspectorate Victoria and staff supporting the Yoorrook Justice Commission.

Details of DPC employment levels in 2023 and 2022

		June 2023						June 2022							
		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															
Gender															
	Men	182	177.5	125	14	135.1	43	42.4	397	391.1	223	11	230.6	163	160.5
	Women	376	357.4	207	59	249.6	110	107.8	589	560.7	315	71	366	203	194.7
	Self-described	2	1.8	0	1	0.8	1	1.0	1	0.8	0	1	0.8	0	0.0
Age															
	15–24	15	14.4	8	1	8.4	6	6.0	29	28.7	20	1	20.7	8	8.0
	25–34	218	213.1	136	11	143.0	71	70.1	331	322.7	156	15	166.5	160	156.2
	35–44	197	187.2	107	38	136.5	52	50.7	334	319.9	169	36	195.3	129	124.6
	45–54	94	87.8	61	19	74.2	14	13.6	192	184.3	121	19	134.9	52	49.4
	55–64	34	32.2	20	5	23.4	9	8.8	81	77.2	56	11	63.2	14	14.0
	65+	2	2.0	0	0	0.0	2	2.0	20	19.8	16	1	16.8	3	3.0
Classification data															
VPS grades 1–6															
	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	6	5.4	5	1	5.4	0	0.0	19	18.1	11	1	11.4	7	6.7
	VPS 3	42	39.6	25	6	28.8	11	10.8	83	80.4	59	9	65.8	15	14.6
	VPS 4	143	139.2	85	8	90.4	50	48.8	212	207.1	114	11	121.9	87	85.2
	VPS 5	170	163.1	97	24	114.7	49	48.4	294	280.1	136	27	154.4	131	125.7
	VPS 6 ⁽¹⁾	131	123.2	67	27	87.0	37	36.2	226	218.2	102	18	115.0	106	103.2
Senior employees															
	Secretary	1	1.0	1	0	1.0	0	0.0	1	1.0	1	0	1.0	0	0.0
	Executives	56	54.6	45	7	50.6	4	4.0	92	88.2	73	16	85.3	3	2.9
	STS	11	10.6	7	1	7.6	3	3.0	29	28.5	11	1	11.6	17	16.9
	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

	June 2023						June 2022							
	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
Other ⁽²⁾	0	0.0	0	0	0.0	0	0.0	31	31.0	31	0	31.0	0	0.0
Total employees ⁽³⁾	560	536.7	332	74	385.5	154	151.2	987	952.6	538	83	597.4	366	355.2

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

Notes:

- (1) At 30 June 2023, 13 VPS 6 employees have been acting as an Executive for more than three months and are not included in the Executive data.
- (2) In 2022 this classification group primarily includes Ministerial Transport Officers.
- (3) Notable changes in 2023 employment numbers are due to the machinery of government transfer of corporate services functions and Digital Victoria to the Department of Government Services, as well as the incoming transfer of Precincts and Land Coordination and the Land Justice Unit staff to DPC.

Details of the Office of the Chief Parliamentary Counsel employment levels in 2023 and 2022

		June 2023						June 2022							
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Gender															
Demographic data	Men	11	10.5	9	2	10.5	0	0.0	13	12.5	10	2	11.5	1	1.0
	Women	32	27.4	17	13	25.9	2	1.5	33	27.6	18	12	25.6	3	2.0
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Age															
Demographic data	15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	25–34	9	9.0	8	0	8.0	1	1.0	11	11.0	10	0	10.0	1	1.0
	35–44	15	12.9	8	7	12.9	0	0.0	20	16.4	9	9	14.9	2	1.5
	45–54	11	9.0	5	6	9.0	0	0.0	9	7.7	6	3	7.7	0	0.0
	55–64	6	5.7	5	1	5.7	0	0.0	4	3.7	3	1	3.7	0	0.0
	65+	2	1.3	0	1	0.8	1	0.5	2	1.3	0	1	0.8	1	0.5
VPS grades 1–6															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 3	7	6.2	3	3	5.2	1	1.0	9	8.0	4	2	5.5	3	2.5
	VPS 4	7	5.4	4	3	5.4	0	0.0	9	7.3	6	3	7.3	0	0.0
	VPS 5	4	4.0	4	0	4.0	0	0.0	3	3.0	3	0	3.0	0	0.0
	VPS 6	4	3.8	3	1	3.8	0	0.0	3	2.8	2	1	2.8	0	0.0
Senior employees															
Classification data	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	2	2.0	2	0	2.0	0	0.0
	STS	3	2.2	1	1	1.7	1	0.5	3	2.2	1	1	1.7	1	0.5
	Legal officers	14	12.3	7	7	12.3	0	0.0	16	13.8	9	7	13.8	0	0.0
	PS	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SMA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	SRA	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	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
	Total employees	43	37.9	26	15	36.4	2	1.5	46	40.1	28	14	37.1	4	3.0

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

Details of the Office of the Governor employment levels in 2023 and 2022

		June 2023						June 2022							
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Gender															
Demographic data	Men	29	27.1	22	1	22.6	6	4.5	26	26.0	22	0	22.0	4	4.0
	Women	27	23.3	12	8	17.1	7	6.3	26	23.0	11	8	16.0	7	7.0
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Age															
Demographic data	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	10.8	5	0	5.0	6	5.8	14	14.0	6	0	6.0	8	8.0
	35–44	13	11.5	8	2	9.3	3	2.2	11	10.0	8	3	10.0	0	0.0
	45–54	17	15.9	13	2	14.5	2	1.5	14	13.7	12	1	12.7	1	1.0
	55–64	12	10.0	7	4	9.7	1	0.3	10	9.1	6	3	8.1	1	1.0
	65+	3	2.2	1	1	1.2	1	1.0	3	2.2	1	1	1.2	1	1.0
VPS grades 1–6															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	17	15.2	10	4	12.2	3	3.0	17	15.8	10	2	10.8	5	5.0
	VPS 3	12	11.0	9	3	11.0	0	0.0	11	10.0	8	3	10.0	0	0.0
	VPS 4	13	12.5	7	2	8.5	4	4.0	13	12.5	5	2	6.5	6	6.0
	VPS 5	6	6.0	5	0	5.0	1	1.0	7	6.7	6	1	6.7	0	0.0
	VPS 6	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Senior employees															
Classification data	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	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	5	2.8	0	0	0.0	5	2.8	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
	Total employees	56	50.5	34	9	39.7	13	10.8	52	49.0	33	8	38.0	11	11.0

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

Details of the Wage Inspectorate Victoria employment levels in 2023 and 2022

		June 2023						June 2022							
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Gender															
Demographic data	Men	23	22.8	19	0	19.0	4	3.8	28	27.6	23	0	23.0	5	4.6
	Women	53	52.0	41	4	44.2	8	7.8	31	30.6	26	2	27.6	3	3.0
	Self-described	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Age															
Demographic data	15–24	1	1.0	0	0	0.0	1	1.0	0	0.0	0	0	0.0	0	0.0
	25–34	26	25.6	21	2	22.6	3	3.0	24	23.6	18	1	18.8	5	4.8
	35–44	26	25.4	20	2	21.6	4	3.8	20	19.8	18	1	18.8	1	1.0
	45–54	13	13.0	11	0	11.0	2	2.0	8	8.0	8	0	8.0	0	0.0
	55–64	7	6.8	6	0	6.0	1	0.8	4	3.8	3	0	3.0	1	0.8
	65+	3	3.0	2	0	2.0	1	1.0	3	3.0	2	0	2.0	1	1.0
VPS grades 1–6															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 3	19	19.0	13	0	13.0	6	6.0	11	11.0	9	0	9.0	2	2.0
	VPS 4	28	27.2	24	4	27.2	0	0.0	25	24.4	21	2	22.6	2	1.8
	VPS 5	17	16.6	14	0	14.0	3	2.6	13	12.8	11	0	11.0	2	1.8
	VPS 6	8	8.0	6	0	6.0	2	2.0	7	7.0	6	0	6.0	1	1.0
Senior employees															
Classification data	Administrative office head	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	Executives	2	2.0	2	0	2.0	0	0.0	1	1.0	1	0	1.0	0	0.0
	STS	2	2.0	1	0	1.0	1	1.0	2	2.0	1	0	1.0	1	1.0
	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
	Total employees	76	74.8	60	4	63.2	12	11.6	59	58.2	49	2	50.6	8	7.6

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

Details of the Yoorrook Justice Commission employment levels in 2023 and 2022

This table captures DPC employees supporting the Yoorrook Justice Commission, Victoria's formal truth-telling process into historical and ongoing injustices experienced by First Peoples in Victoria.

		June 2023						June 2022							
		All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
		Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Gender															
Demographic data	Men	13	13.0	3	0	3.0	10	10.0	8	8.0	2	0	2.0	6	6.0
	Women	23	21.7	1	0	1.0	22	20.7	20	19.2	1	0	1.0	19	18.2
	Self-described	0	0.0	0	0	0.0	0	0.0	1	1.0	0	0	0.0	1	1.0
Age															
Demographic data	15–24	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	25–34	7	6.8	0	0	0.0	7	6.8	7	6.6	0	0	0.0	7	6.6
	35–44	17	16.7	1	0	1.0	16	15.7	11	11.0	1	0	1.0	10	10.0
	45–54	8	7.4	2	0	2.0	6	5.4	8	7.8	2	0	2.0	6	5.8
	55–64	3	3.0	1	0	1.0	2	2.0	2	2.0	0	0	0.0	2	2.0
	65+	1	0.8	0	0	0.0	1	0.8	1	0.8	0	0	0.0	1	0.8
VPS grades 1–6															
Classification data	VPS 1	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 2	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	VPS 3	2	2.0	0	0	0.0	2	2.0	2	2.0	0	0	0.0	2	2.0
	VPS 4	13	12.2	0	0	0.0	13	12.2	9	8.4	0	0	0.0	9	8.4
	VPS 5	6	5.8	0	0	0.0	6	5.8	5	4.8	0	0	0.0	5	4.8
	VPS 6	10	9.7	0	0	0.0	10	9.7	8	8.0	0	0	0.0	8	8.0
Senior employees															
Classification data	Administrative office head	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
	Executives	4	4.0	4	0	4.0	0	0.0	3	3.0	3	0	3.0	0	0.0
	STS	1	1.0	0	0	0.0	1	1.0	2	2.0	0	0	0.0	2	2.0
	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
	Total employees	36	34.7	4	0	4.0	32	30.7	29	28.2	3	0	3.0	26	25.2

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

EXECUTIVE OFFICER DATA

The table below discloses the variations in SES, broken down by gender, between the current and previous reporting periods for DPC, excluding SES supporting the Yoorrook Justice Commission.

DPC Senior Executive Service numbers for 2023 and 2022

Class	Men			Women			Self-described			Total		
	2023	2022	Var	2023	2022	Var	2023	2022	Var	2023	2022	Var
SES 3	2	4	-2	2	4	-2	0	0	0	4	8	-4
SES 2	9	11	-2	10	15	-5	0	0	0	19	26	-7
SES 1	10	19	-9	23	39	-16	0	0	0	33	58	-25
Total	21	34	-13	35	58	-23	0	0	0	56	92	-36

The table below discloses the variations in SES, broken down by gender, between the current and previous reporting periods for DPC portfolio entities that have been consolidated into the annual report.

DPC portfolio entity Senior Executive Service numbers for 2023 and 2022

Portfolio entity	Men			Women			Self-described			Total		
	2023	2022	Var	2023	2022	Var	2023	2022	Var	2023	2022	Var
Office of the Chief Parliamentary Counsel	1	1	0	2	1	1	0	0	0	3	2	1
Office of the Governor	1	2	-1	1	1	0	0	0	0	2	3	-1
Wage Inspectorate Victoria	1	0	1	1	1	0	0	0	0	2	1	1
Total	3	3	0	4	3	1	0	0	0	7	6	1

The table below provides a reconciliation of executive numbers presented between the report of operations and the financial statements. The table excludes SES employed by the Office of the Chief Parliamentary Counsel, the Office of the Governor, the Wage Inspectorate Victoria and SES supporting the Yoorrook Justice Commission.

Reconciliation of DPC Senior Executive Service numbers

	2023	2022
Executives	73	109
Accountable Officer (Secretary)	1	1
Less Separations	18	17
Total executive numbers	56	93

The table below discloses the annualised total salary for senior employees of DPC categorised by classification. The salary amount is reported as the full-time annualised salary. The table excludes SES employed by the Office of the Chief Parliamentary Counsel, the Office of the Governor, the Wage Inspectorate Victoria and SES supporting the Yoorrook Justice Commission.

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

Income band (salary) ⁽²⁾	Executives	STS	PS	SMA	SRA	Other
< \$160,000						
\$160,000–\$179,999		1				
\$180,000–\$199,999		4 ⁽¹⁾				
\$200,000–\$219,999	19 ⁽¹⁾	5				
\$220,000–\$239,999	12 ⁽¹⁾	1				
\$240,000–\$259,999	1					
\$260,000–\$279,999	7					
\$280,000–\$299,999	9					
\$300,000–\$319,999	4					
\$320,000–\$339,999						
\$340,000–\$359,999						
\$360,000–\$379,999						
\$380,000–\$399,999	1					
\$400,000–\$419,999						
\$420,000–\$439,999	2					
\$440,000–\$459,999						
\$460,000–\$479,999						
\$480,000–\$499,999	1					
> \$500,000						
Total	56	11				

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

Notes:

- (1) Includes employees on part-time arrangements, which cover the following FTE: 0.60, 0.80 and 0.90 FTE.
- (2) Executives' remuneration includes superannuation.

WORKFORCE INCLUSION POLICY

DPC is committed to creating a workforce that is genuinely inclusive and better reflects the diversity of the communities served.

The table on page 174 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 its workforce and is committed to developing strategies that promote opportunities for all staff, including gender diverse employees.

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 was 63 per cent in 2022–23.

Under the *Gender Equality Act 2020*, DPC has a Gender Equality Action Plan that outlines strategies and measures for promoting gender equality in the workplace. The plan considers the needs of all employees including gender diverse staff and examines intersectional gender inequality.

People with disability

Consistent with Getting to Work: Victorian Public Sector Disability Employment Action Plan 2018–2025, DPC has a target of 12 per cent employment of people with disability by 2025. This target is supported by DPC's Disability Access and Inclusion Plan 2021–2025, an Enablers Network that continues to advocate for issues affecting employees with disability and a dedicated Senior Adviser, Disability Access and Inclusion role, which oversees the improvements to attracting and supporting people with disability through inclusive recruitment, retention and promotion practices.

The Workforce Inclusion Policy table on page 174 shows DPC has fallen back against this target in 2022–23, with no employees disclosing a disability, a decrease from 0.2 per cent in 2021–22. This decrease may be attributed to machinery of government changes on 1 January 2023. People Matter Survey data reports that 9 per cent of DPC staff identify as a person with disability, an increase from 8 per cent in the 2022 survey. The discrepancy between data sources may be due to the survey's anonymity.

DPC continues to work towards a culture where staff feel comfortable and confident to share diversity information that can inform future workplace inclusion strategies.

Aboriginal and/or Torres Strait Islander staff

DPC is committed to improving the recruitment and retention of Aboriginal and/or 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 2022–23, with 3.3 per cent of staff identifying as Aboriginal and/or Torres Strait Islander.

While this represents an increase compared with 2.3 per cent in 2021–22, the overall number of Aboriginal and/or Torres Strait Islander staff at DPC has decreased. However, the data represents an increased proportion of Aboriginal and/or Torres Strait Islander staff due to the reduction in DPC's size following machinery of government changes.

Under the Victorian Government Self-Determination Reform Framework, DPC

consulted on a new Aboriginal Workforce Strategy in 2022–23, which continues to be reviewed internally. The strategy aims to create a culturally safe workplace and support the recruitment and retention of Aboriginal and/or Torres Strait Islander staff across DPC.

Workforce inclusion policy progress

Workforce Inclusion Policy initiative	Target	2022–23 actual % (headcount)	2021–22 actual % (headcount)
Gender profile at executive levels	Representation of at least 50 per cent women in executive officer roles	63.0	63.0
People with disability	People with disability at DPC increases to 12 per cent by 2025 ⁽¹⁾	0.0	0.2
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⁾	3.3	2.3

Notes:

- (1) Headcount is based on payroll system data. Note, however, that DPC’s 2023 People Matter Survey results indicate that 9 per cent of DPC’s survey respondents identify as a person with disability.
- (2) Headcount is based on payroll system data. Note, however, that DPC’s 2023 People Matter Survey results indicate that 4 per cent of DPC’s survey respondents identify as Aboriginal and/or Torres Strait Islander.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

DPC is committed to operating in a safe and responsible manner that respects the health, safety and wellbeing of staff.

The commitment includes complying with applicable laws, regulations, standards and codes as well as fostering an environment that enables staff to contribute to the continuous improvement of health and safety in their workplace.

A culture committed to high safety standards, incorporating the Victorian public sector Leading the Way framework encourages DPC to take a holistic and inclusive approach to supporting physical health and mental wellbeing at work.

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.

DPC is moving forward in establishing a supportive and robust safety culture where a drive for safety culture is being shaped and the aim is not about leading safety but leading safely. In supporting safety culture, DPC has committed to redeveloping a health, safety and wellbeing strategy with a strong focus on psychosocial safety.

During 2022–23 DPC worked to review and implement health, safety and wellbeing measures and initiatives that contribute to maintaining the health, safety and wellbeing of all staff. Measures focused on supporting staff wellbeing through the machinery of government changes, and promoting physical health and wellbeing. A review of all health, safety and wellbeing policies and procedures was launched to ensure they align with the newly redeveloped health, safety and wellbeing strategy and identify any gaps that need to be addressed. In addition, updates were made to the COVID-19 vaccination policy to align with the current health advice and with Victoria’s COVID-19 landscape.

During 2022–23 DPC continued to support mental wellbeing through initiatives and training in managing mental wellbeing in the workplace.

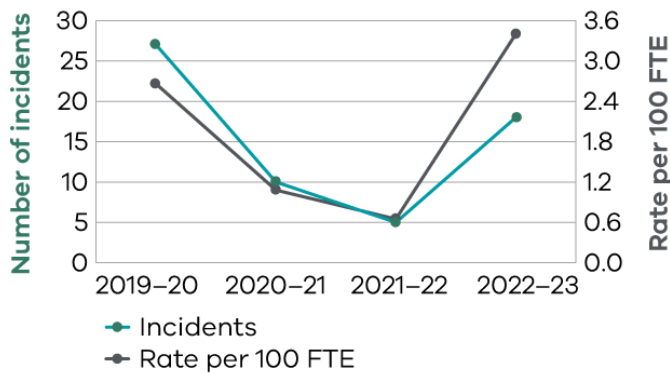
Incident management

Reported incidents across DPC increased by 2.75 per cent per 100 FTE staff in 2022–23, with 18 incidents reported. This increase equates to 13 more incidents reported compared with the previous year. Incidents include incidents, injuries and near misses.

Similar to the previous year, ‘slips, trips, falls and bumps’ and ‘sprains/strains’ were equally the most commonly reported incident types. The increase in the number of incidents reported this year is attributed to improved employee awareness of reporting incidents, as well as an increase in staff transitioning back into the office environment.

There were no notifiable incidents across DPC in 2022–23. Notifiable incidents are those that require the occupational health and safety (OHS) regulator (WorkSafe) to be notified if they occur.

Number of incidents and rate per 100 FTE



DPC's performance against occupational health and safety management measures

Measure	Key performance indicator	2020–21	2021–22	2022–23
Incidents	Number of incidents ⁽¹⁾	10	5	18
	Rate per 100 FTE	1.08	0.65	3.40
	Number of incidents requiring first aid or further medical treatment	4	2	5
Management commitment	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
Consultation and participation	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	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings	4	4	2
Risk management	Percentage of internal audits and inspections conducted as planned ⁽²⁾	n/a	67%	32%
	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	
Training	Percentage of managers and staff who have received OHS training (online induction module):			
	– induction	93%	93%	94%
	– management training	93%	93%	96%
	– contractors and temps	n/a	n/a	n/a
	Percentage of HSRs trained			
	– upon acceptance of the role (initial training)	31%	33%	33%
	– retraining (refresher)	8%	7%	0%

This information only incorporates the core groups of DPC.

Notes:

(1) Incidents exclude hazards and data from entities and agencies.

(2) Workplace inspections were on hold from July 2021 to October 2021 due to COVID-19 restrictions.

Appendix 3: Other information available on request

OTHER INFORMATION AVAILABLE ON REQUEST

In compliance with the requirements of the Standing Directions of the Assistant Treasurer, details of items listed below have been retained by DPC and are available on request, subject to the provisions of the *Freedom of Information Act 1982*. These items include:

- a) a statement that declarations of pecuniary interests have been duly completed by all relevant DPC officers
- b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- c) details of publications produced by DPC about itself and how these can be obtained
- d) details of changes in prices, fees, charges, rates and levies charged by DPC
- e) details of any major external reviews carried out on DPC
- f) details of major research and development activities undertaken by DPC
- g) details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- h) details of major promotional, public relations and marketing activities undertaken by DPC to develop community awareness of DPC and its services
- i) details of assessments and measures undertaken to improve the OHS 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 and contractors engaged
 - services provided
 - expenditure committed for each engagement.

This information is available on request from:

Director, DPC Corporate Governance
Department of Government Services
35 Collins Street
Melbourne VIC 3000
Email: budgetandreporting@dpc.vic.gov.au

Appendix 4: Disclosure index

DPC's annual report is prepared in line with all relevant Victorian legislation and pronouncements. This index has been prepared to help identify DPC's compliance with statutory disclosure requirements.

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DEPARTMENT OF PREMIER AND CABINET
ANNUAL REPORT 2022–23

Publishing and further information
DPC’s 2022–23 Annual Report and
accompanying financial statements present
a summary of DPC’s performance over the
2022–23 financial year.

More information about DPC portfolio entities
can be obtained, where applicable, from their
individual 2022–23 annual reports.

Editorial services

Matt Davies

Internal pages

Ideal Formats

Cover pages

Cover artwork designed by Hummingbelle

Accessibility

For an accessible version of
this publication, visit
[www.vic.gov.au/dpc-annual-
reports](http://www.vic.gov.au/dpc-annual-reports).

ISSN 2207-1903 (online)

Authorised and published by the
Victorian Government
Department of Premier and Cabinet
1 Treasury Place, Melbourne 3002
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