



**Department of  
Premier and Cabinet  
Corporate Plan  
2018–22**



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# Message from the Secretary

The Department of Premier and Cabinet (DPC) leads the public service in delivering the government's agenda and works across the public service to promote the public interest and create public value. We do this by delivering on the public service mandate to uphold integrity, act with purpose and remain uncompromising in the provision of robust, high-quality advice and service delivery.

The DPC Corporate Plan 2018–22 will support the department to strengthen its performance over the next four years, including:

- delivering strong policy outcomes and implementing reforms that enhance the lives of Victorians;
- building a professional public administration that is trusted for its integrity, impartiality and expertise;
- maximising Victoria's economic potential by driving productivity and competitiveness; and
- increasing engagement with Victorians and supporting people to participate in strong and vibrant communities.

As the DPC Corporate Plan 2018-22 reflects, ensuring Victoria's citizens are engaged is a priority. DPC's expansion beyond a traditional first Minister's department to include Aboriginal Affairs, Equality, Multicultural Affairs, the Latrobe Valley Authority and Veterans Affairs has been of great benefit to the department. DPC has developed a greater understanding of the community we serve, which improves the advice we provide to the Premier, our Ministers and the Cabinet and offers communities new ways to engage with the decisions that impact them.

The DPC Corporate Plan 2018–22 also outlines the key projects and initiatives DPC will lead to support the government in addressing some of the state's most complex and important whole-of-government challenges.

I look forward to working with my colleagues in the department and across government in implementing this corporate plan.



**Chris Eccles AO**  
Secretary

# About the Department

## OUR VISION

Our vision is to be recognised and respected leaders in whole-of-government policy and performance.

DPC works for the people of Victoria by helping the government achieve its strategic objectives. We do this by supporting the Premier, Deputy Premier, the Special Minister of State, the Ministers for Aboriginal Affairs, Equality, Multicultural Affairs and Veterans, as well as the Cabinet.

The department leads the Victorian Public Service by:

- setting clear expectations
- driving the government's objectives
- providing unifying intelligence within the Victorian Government
- pursuing excellence in whole-of-government outcomes in delivery and reform.

## OUR VALUES

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

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

**Integrity:** being honest, open and transparent in our dealings, using powers responsibly, reporting improper conduct, and avoiding real or apparent conflicts of interest, striving to earn and sustain public trust of a high level.

**Impartiality:** making decisions and providing advice on merit without bias, caprice, favouritism or self-interest, acting fairly by objectively considering all relevant facts and applying fair criteria, implementing government policies and programs equitably.

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

**Respect:** treating others fairly and objectively, ensuring freedom from discrimination, harassment and bullying, using views to improve outcomes on an ongoing basis.

**Leadership:** actively implementing, promoting and supporting these values.

**Human Rights:** making decisions and providing advice consistent with the human rights, actively implementing, promoting and supporting human rights.

# Our Ministers

**THE HON DANIEL ANDREWS MP**

PREMIER

**THE HON JAMES MERLINO MP**

DEPUTY PREMIER

**GAVIN JENNINGS MLC**

SPECIAL MINISTER OF STATE

**THE HON JOHN EREN MP**

MINISTER FOR VETERANS

**MARTIN FOLEY MP**

MINISTER FOR EQUALITY

**THE HON NATALIE HUTCHINS MP**

MINISTER FOR ABORIGINAL AFFAIRS

**ROBIN SCOTT MP**

MINISTER FOR MULTICULTURAL AFFAIRS

# Our Structure

In order to best support the government, the department's functions are managed within four groups.

## SOCIAL POLICY

The Social Policy group is responsible for Aboriginal Victoria, Aboriginal affairs policy, multicultural affairs and social cohesion, education, justice, health, human services, women's policy, equality, and intergovernmental strategy. The group is also responsible for coordinating the National Disability Insurance Scheme, contributing to the development of strategic social services reforms, and monitoring and reporting on the delivery of all 227 Royal Commission recommendations.

## GOVERNANCE POLICY AND COORDINATION

The Governance Policy and Coordination group is responsible for Cabinet management, public sector governance, performance and reform, Community Security and Emergency Management, the Cyber Security Unit, Enterprise Solutions and information technology, Strategic Communication, Engagement and Protocol, the Victorian Centre for Data Insights and the department's corporate services. The group also has primary responsibility for supporting the Special Minister of State.

## OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel provides legal and policy advice to the Premier, DPC's ministers, the DPC Secretary and the department. The Office of the General Counsel provides advice on civil and criminal law, equal opportunity and human rights issues, as well as on the Victorian integrity, accountability, transparency and electoral systems. The Office of the General Counsel develops and manages complex policy and legislative proposals and provides legal advice covering the full spectrum of legal issues, including public, administrative and international law issues, commercial transactions, litigation and Executive Government inquiries.

## ECONOMIC POLICY AND STATE PRODUCTIVITY

The Economic Policy and State Productivity group is responsible for advising the Premier and the Cabinet on economic development and strategy, regional and local government outcomes, international engagement, transport infrastructure, planning, priority precincts, as well as energy, resources and environment policy. The group also supports the Veterans portfolio.

# Our Portfolio Entities

DPC ministers have responsibility for a number of entities, including:

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

# Our Stakeholders

The department has a direct relationship with the community through its community engagement and service delivery responsibilities, and through its large number of ministerial portfolios. This includes working with Aboriginal Victorians, culturally, linguistically and religiously diverse communities, veterans, and the lesbian, gay, bisexual, transgender and intersex community.

DPC's government stakeholders include all Victorian ministers, departments and agencies, other state and territory governments, the Commonwealth Government, and local governments.

DPC leads and liaises with a number of interdepartmental groups and committees, most notably the Victorian Secretaries Board (VSB) as the peak leadership group for the Victorian public service. The VSB's work is complementary to the vision of DPC in its pursuit of providing coordination, leadership and stewardship of the public sector.

# Our Objectives and Priorities

OUR OBJECTIVES	STRONG POLICY OUTCOMES	
<b>OBJECTIVE STRATEGIES</b>	<ul style="list-style-type: none"> <li>/ Lead the public sector response to significant state issues, policy challenges and projects.</li> <li>/ Pursue policy and service delivery excellence and reform.</li> <li>/ Support the effective administration of government.</li> </ul>	
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>/ DPC’s policy advice and its support for Cabinet, committee members and the Executive Council is valued and informs decisions</li> </ul>	
<b>OUTPUTS</b>	<ul style="list-style-type: none"> <li>/ Digital government and communications</li> <li>/ Government-wide leadership, reform and implementation</li> <li>/ Infrastructure Victoria</li> <li>/ Office of the Victorian Government Architect</li> <li>/ Strategic advice and government support</li> </ul>	
<b>KEY INITIATIVES AND PROJECTS</b>	<ul style="list-style-type: none"> <li>/ Building a more secure youth justice system</li> <li>/ Building industry capability and capacity</li> <li>/ Commercialising Victoria’s biomedical research into local jobs and industry</li> <li>/ Cyber security strategy for better detection, prevention and response to cyber-attacks on Victorian Government IT systems</li> <li>/ Data and behavioural insights to support improved policy making through evidence-based data analytics</li> <li>/ Developing Asia Capabilities</li> <li>/ Developing priority precincts</li> <li>/ Ensuring service quality and safety</li> <li>/ Establishing GovHubs</li> <li>/ Making community safety a priority</li> <li>/ Making Victoria the Education State</li> <li>/ Monitoring and reporting on the Royal Commission into Family Violence recommendations</li> <li>/ Negotiating City Deals with the Commonwealth and local governments</li> <li>/ Pick my Project, giving residents the opportunity to choose local community-building projects for funding</li> </ul>	<ul style="list-style-type: none"> <li>/ Premier’s Jobs and Investment Fund</li> <li>/ Progressing the Infrastructure Pipeline</li> <li>/ Promoting affordable, reliable and secure energy</li> <li>/ Promoting the productivity and competitiveness agenda</li> <li>/ Resourcing effective implementation monitoring</li> <li>/ Secure a new National Education agreement</li> <li>/ Secure a new National Health agreement</li> <li>/ Supporting delivery of the Major Transport Infrastructure Program</li> <li>/ Supporting future industries</li> <li>/ Supporting Inclusive Growth</li> <li>/ Supporting social service system reform</li> <li>/ Supporting the implementation of the Roadmap for Reform</li> <li>/ Supporting the Latrobe Valley region through the Latrobe Valley Authority</li> <li>/ Supporting the Premier’s Jobs and Investment Panel</li> <li>/ Supporting the roll out of the NDIS</li> </ul>
<b>INITIATIVES THAT ADDRESS OUR RISKS</b>	<ul style="list-style-type: none"> <li>/ Embed value capture and creation into infrastructure investment decisions</li> <li>/ Enhance DPC’s focus on infrastructure and jobs to support economic prosperity</li> <li>/ Strengthen effective inter-agency communication</li> <li>/ Strengthen effective inter-jurisdictional cooperation to achieve outcomes for Victorians</li> </ul>	



## OUR OBJECTIVES

## ENGAGED CITIZENS

### OBJECTIVE STRATEGIES

- / Empower citizens to participate in policy making and service design.
- / Ensure a holistic approach to social policy and service delivery.
- / Support and promote full participation in strong and vibrant communities.

### INDICATORS

- / Increased opportunities for participation by members of the Victorian community in the social, cultural, economic and democratic life of Victoria

### OUTPUTS

- / Aboriginal policy, strengthening Aboriginal cultural heritage and communities
- / LGBTI equality policy and programs
- / Multicultural affairs policy and programs
- / Support to veterans in Victoria

### KEY INITIATIVES AND PROJECTS

- / Advancing Aboriginal self-determination and treaty
- / Family Violence Reform Implementation Monitor
- / African Communities Action Plan
- / Combatting violent extremism
- / Creating jobs and supporting infrastructure for veterans
- / Improving place-based approaches to public policy
- / Improving public participation in government decision-making
- / Multicultural community infrastructure program
- / Multicultural festivals and events program
- / Multicultural Safety Ambassadors
- / Pride Events and Festivals fund
- / Promoting full inclusion for all LGBTI Victorians
- / Strengthening Multicultural Affairs and Social Cohesion
- / Supporting asylum seekers and refugees
- / Supporting LGBTI Victorians in our health care system
- / Supporting Victoria's Veterans
- / Targeting youth offending
- / Translation Services

### INITIATIVES THAT ADDRESS OUR RISKS

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

OUR OBJECTIVES	PROFESSIONAL PUBLIC ADMINISTRATION
<b>OBJECTIVE STRATEGIES</b>	<ul style="list-style-type: none"> <li>/ Ensure effective whole-of-government performance and outcomes.</li> <li>/ Foster and promote a high-performing public service.</li> <li>/ Protect the values of good public governance, integrity and accountability in support of public trust.</li> </ul>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>/ A values-driven, high-integrity public service characterised by employees who collaborate across government and in partnership with the community and other sectors, and who use evidence to support decisions that drive the progress of Victoria socially and economically</li> </ul>
<b>OUTPUTS</b>	<ul style="list-style-type: none"> <li>/ Advice and support to the Governor</li> <li>/ Chief Parliamentary Counsel services</li> <li>/ Management of Victoria's public records</li> <li>/ Public administration advice and support</li> <li>/ Public sector integrity</li> <li>/ State electoral roll and electoral events</li> </ul>
<b>KEY INITIATIVES AND PROJECTS</b>	<ul style="list-style-type: none"> <li>/ Driving a new information culture across Victoria, through support for the Office of the Victorian Information Commissioner</li> <li>/ Enhancing public sector integrity and governance capability through the Victorian Public Sector Commission</li> <li>/ Establishment of an Independent Remuneration Tribunal</li> <li>/ Fostering innovation in the public sector</li> <li>/ Funding to the Ombudsman's Office</li> <li>/ Guidance and advice on the caretaker conventions</li> <li>/ Integrity system and public information reforms</li> <li>/ Leading the government's independent remuneration tribunal</li> <li>/ Leading whole-of-government freedom of information activities</li> <li>/ Modernising and simplifying government's online presence</li> <li>/ Modernising systems and processes to improve government productivity</li> <li>/ Securing public records by access to customised storage facility</li> <li>/ Security upgrades for government building</li> </ul>
<b>INITIATIVES THAT ADDRESS OUR RISKS</b>	<ul style="list-style-type: none"> <li>/ Strengthen DPC's approach to integrity</li> </ul>

OUR OBJECTIVES	HIGH-PERFORMING DPC
<b>OBJECTIVE STRATEGIES</b>	<ul style="list-style-type: none"> <li>/ Empower our people and invest in our culture</li> <li>/ Ensure efficient and effective processes and systems</li> <li>/ Ensure strong governance and risk management</li> </ul>
<b>KEY INITIATIVES AND PROJECTS</b>	<ul style="list-style-type: none"> <li>/ Cultivating leaders and embedding a culture of flexibility and wellbeing</li> <li>/ Delivering diversity and inclusion initiatives</li> <li>/ Developing a portfolio governance framework</li> <li>/ Modernising our business systems to create efficiencies</li> </ul>
<b>INITIATIVES THAT ADDRESS OUR RISKS</b>	<ul style="list-style-type: none"> <li>/ Improve systems and processes</li> <li>/ Review oversight, governance and support of portfolio entities</li> </ul>

# Performance Measurement and Financial Outlook

DPC's performance against its objectives is measured in terms of quality, quantity, timeliness and cost. Detailed descriptions of objectives and outputs, together with their key performance indicators, is available at [budget.vic.gov.au](http://budget.vic.gov.au). The department's performance against these measures, as well as the department's workforce profile, is reported in the annual report, which is available at [dpc.vic.gov.au](http://dpc.vic.gov.au).

Table 1 shows a summary of funding received from the 2018/19 Victorian Budget for output initiatives in 2018-19. DPC's asset investment programs are listed at Table 2. The amounts in this table represent funding allocated over the forward estimates period (2018-22). For more detailed financial information, please see the budget website.

**TABLE 1: SUMMARY OF 2018/19 VICTORIAN BUDGET FUNDING FOR OUTPUTS**

	\$ million
<b>Strong policy outcomes</b>	
Government-wide leadership, reform and implementation	164.1
Strategic advice and government support	106.0
Infrastructure Victoria	9.9
Digital government and communications	47.5
Office of the Victorian Government Architect	1.2
<b>Engaged citizens</b>	
Aboriginal policy, strengthening Aboriginal cultural heritage and communities	62.2
Multicultural affairs policy and programs	79.8
Support to veterans in Victoria	10.5
LGBTI equality policy and programs	19.5
<b>Professional public administration</b>	
Advice and support to the Governor	15.7
Chief Parliamentary Counsel services	6.8
Management of Victoria's public records	20.7
Public administration advice and support	11.8
Public sector integrity	84.6
State electoral roll and electoral events	95.2
<b>Total</b>	<b>735.5</b>

Source: 2018/19 Budget Papers No.3 (updated)

TABLE 2: SUMMARY OF 2018/19 VICTORIAN BUDGET FUNDING FOR ASSETS

	Estimated expenditure up to 2017-18	2018-19	2019-20	2020-21
<b>New projects</b>				
Security and building upgrades for government buildings (Melbourne)	0.000	3.610	1.360	0.000
Enhancing public sector capability (Melbourne)	0.780	0.600	0.000	0.000
<b>Existing projects</b>				
Public Record Office Victoria asset maintenance and renewal program (North Melbourne)	2.075	1.543	0.000	0.000
Public Record Office Victoria digital archive (North Melbourne)	2.705	1.357	0.000	0.000
Security upgrade – government buildings (Melbourne)	4.789	2.500	1.300	0.000
Latrobe Valley GovHub (Morwell)	0.000	3.000	0.000	0.000
<b>Total (\$ million)</b>	<b>10.349</b>	<b>12.610</b>	<b>2.660</b>	<b>0.000</b>

Source: 2018/19 Budget Papers No.4

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