

Department of Premier and Cabinet

Annual Report

2024–2025



dpc.vic.gov.au



Premier
and Cabinet

Acknowledgement of Country

The Victorian Government acknowledges First Peoples as the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders, past and present.

We respectfully acknowledge the First Peoples of Victoria and their ongoing strength in practising the world's oldest living culture. We recognise that from time immemorial, First Peoples have practised their law and lore, customs and languages, and nurtured Country through their spiritual, cultural, material and economic connections to land, water and resources.

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Cover image credit

Top: Mount Alexander. Bottom: Treasury Precinct (Adobe Stock)

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Responsible body's declaration

Hon Jacinta Allan MP

Premier

The Hon Ben Carroll MP

Deputy Premier

The Hon Natalie Hutchins MP

Minister for Treaty and First Peoples

Ingrid Stitt MP

Minister for Multicultural Affairs

Dear Premier and 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 2025.



Jeremi Moule

Secretary

9 October 2025

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Secretary's foreword

The Department of Premier and Cabinet's 2024–25 Annual Report highlights our public sector leadership and commitment to high-quality service delivery.



DPC delivered many significant achievements in 2024–25, while operating in a financially responsible way that recognised the economic challenges facing the Victorian Public Service.

As befitting our status as a First Minister's department and a central agency of government, we have continued to provide impartial policy and legal advice to the Victorian Premier and DPC's Ministers. We have delivered administrative support to the Cabinet and, where required on Executive Council matters, the Governor of Victoria.

We have also worked closely with our colleagues in the Department of Treasury and Finance and more broadly across the Victorian Public Service to support the Victorian Government's financial and policy priorities. This included Victoria's Economic Growth Statement, which was published in December 2024 and outlines reforms to prepare Victoria's economy for future opportunities and challenges.

We continued to lead Treaty negotiations on behalf of the State of Victoria with the First Peoples' Assembly, helping to establish a path towards a Statewide Treaty agreement. We supported the protection and management of Victoria's Aboriginal cultural heritage, as well as infrastructure projects for First Peoples communities, including the opening of the Munarra Centre for Regional Excellence in Shepparton in August 2024.

DPC also coordinated the whole-of-government engagement with the Yoorrook Justice Commission, which concluded in June 2025. Established in 2021, the Commission was the first ever truth-telling inquiry into the historic and ongoing systemic injustices committed against Aboriginal Victorians since colonisation.

We helped develop Victoria's anti-racism strategy 2024–29, which was launched in November 2024 and aims to prevent race and faith-based discrimination in Victoria. We have also supported the work of Victoria's Multicultural Review, an independent review of the state's multicultural mechanisms that was announced in December 2024.

Our whole-of-government leadership in promoting trade, investment and cultural ties included delivering Victoria's India Strategy: Our Shared Future 2025–30, launched by the Premier during an official visit to India. We have separately worked on an update to Victoria's China Strategy: For a New Golden Era, ahead of this being launched later in 2025.

The most recent addition to DPC is the Children's Portfolio Coordination function, which was established in January 2025. This team collaborates with departments and agencies to coordinate Victorian Government-led policies and projects supporting children aged 12 and under.

We also delivered events of state significance on behalf of the Victorian Government. A notable example was the Premier's Diwali State Reception, which was attended by more than 1,200 guests and marked the first time DPC hosted the annual Hindu celebration since the Multicultural Affairs portfolio returned to our department in early 2024.

I welcome the release of our 2024–25 Annual Report.

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

Jeremi Moule
Secretary

Section 1: Strategic framework and governance

Vision and strategic objectives

Our vision

DPC's 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:



Accountability

Our employees demonstrate accountability by:

- 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

Our employees respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by:

- making decisions and providing advice consistent with human rights
- actively implementing, promoting and supporting human rights.



Impartiality

Our employees demonstrate impartiality by:

- 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

Our employees demonstrate integrity by:

- 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

Our employees demonstrate leadership by actively implementing, promoting and supporting these values.



Respect

Our employees demonstrate respect to their colleagues, other public officials and members of the Victorian community by:

- treating them fairly and objectively
- ensuring freedom from discrimination, harassment and bullying
- using their views to improve outcomes on an ongoing basis.



Responsiveness

Our employees demonstrate responsiveness by:

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

Additionally, our employees adhere to the behaviours in the [Code of Conduct for Victorian Public Sector Employees](#) demonstrating our commitment to these values.

Departmental objectives

The objectives that DPC seeks to achieve over the medium term are:

Stronger policy outcomes for Victoria

- Lead whole-of-government economic and social policy delivery and reform.
- Lead the public sector response to significant state and Commonwealth issues, policy challenges and projects.
- Deliver policies and programs that promote fairness, inclusion and participation of Victoria's culturally diverse communities.

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, recognising land and native title rights, and responding to and engaging with the Yoorrook Justice Commission.
- Address trauma, support healing and stop systemic injustice.
- Provide culturally safe systems and services and transfer power and resources to communities.

Improved public administration and support for the Victorian public service

- Foster and promote a high-performing public service.
- Ensure effective whole-of-government performance and outcomes and support the effective administration of government.
- Protect and promote the values of good governance, integrity and accountability across the public service to foster and maintain public trust in government.
- Maintain compliance with government advertising and communication guidelines to support effective financial management, probity, and accountability of government advertising.

Governance and organisational structure

Portfolio ministers



Premier

Hon Jacinta Allan MP

The Hon Jacinta Allan MP became the Premier of Victoria on 27 September 2023 and is Victoria's head of government. DPC advises and supports the Premier to lead whole-of-government policy delivery and reform and to improve public administration.

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, as well as the Commonwealth Government.

The DPC administrative offices, the Office of the Governor and the Office of the Chief Parliamentary Counsel, are also part of the Premier's portfolio.

Contact details

1 Treasury Place

East Melbourne VIC 3002

Phone: (03) 9651 5000

Email: jacinta.allan@parliament.vic.gov.au



Deputy Premier

The Hon Ben Carroll MP

The Hon Ben Carroll MP became the Deputy Premier of Victoria on 2 October 2023.

In addition to his DPC responsibilities, Mr Carroll is the Minister for Education and the Minister for WorkSafe and TAC.

Contact details

1 Treasury Place

East Melbourne VIC 3002

Phone: (03) 9651 1233

Email: ben.carroll@parliament.vic.gov.au



Minister for Treaty and First Peoples

The Hon Natalie Hutchins MP

Ms Hutchins was reappointed as the Minister for Treaty and First Peoples on 2 October 2023, having previously served as the Minister for Aboriginal Affairs from December 2014 to December 2018.

DPC supports the Minister for Treaty and First Peoples to advance self-determination, progress Treaty and truth, and ensure the protection and recognition of cultural heritage and land rights for First Nations communities across Victoria.

In addition to her DPC responsibilities, Ms Hutchins is the Minister for Government Services, the Minister for Prevention of Family Violence and the Minister for Women.

Contact details

121 Exhibition Street
Melbourne VIC 3000

Phone: (03) 9095 4301

Email: natalie.hutchins@parliament.vic.gov.au



Minister for Multicultural Affairs

Ingrid Stitt MP

Ms Stitt was appointed as the Minister for Multicultural Affairs on 2 October 2023.

DPC advises and supports the Minister for Multicultural Affairs in promoting fairness, inclusion and participation of Victoria's multicultural and multifaith communities, ensuring all Victorians can enjoy the benefits of a multicultural society.

In addition to her DPC responsibilities, Ms Stitt is the Minister for Mental Health and the Minister for Ageing.

Contact details

50 Lonsdale Street
Melbourne VIC 3000

Phone: (03) 9096 8587

Email: ingrid.stitt@parliament.vic.gov.au

Other members of parliament

Steve McGhie MP, Cabinet Secretary

Mr McGhie has been the Cabinet Secretary since July 2022. DPC's Cabinet Office provides support to the Cabinet Secretary for the operations of the Cabinet process and coordinating the work of the Cabinet.

Contact details

Email: Stephen.McGhie@parliament.vic.gov.au

Tim Richardson MP, Parliamentary Secretary to the Premier

Mr Richardson supports the Premier with her portfolio responsibilities and has been Parliamentary Secretary since December 2024.

The Hon Nick Staikos MP served as Parliamentary Secretary to the Premier for the first part of the 2024–25 financial year.

Contact details

Email: tim.richardson@parliament.vic.gov.au

Chris Couzens MP, Parliamentary Secretary for First Peoples

Ms Couzens has been the Parliamentary Secretary for First Peoples since June 2022.

Contact details

Email: christine.couzens@parliament.vic.gov.au

Iwan Walters MP, Parliamentary Secretary for Multicultural Affairs

Mr Walters has been the Parliamentary Secretary for Multicultural Affairs since December 2024.

Contact details

Email: iwan.walters@parliament.vic.gov.au

Changes to the department during 2024–25

There were no machinery of government changes during 2024–25 that impacted DPC.

Internal organisational changes were implemented during the year to better align functions with DPC's strategic priorities and to support the effective delivery of programs and services. Key changes included the establishment of the Children's Portfolio Coordination function, created to support and drive the reform agenda for Victorian children and their families.

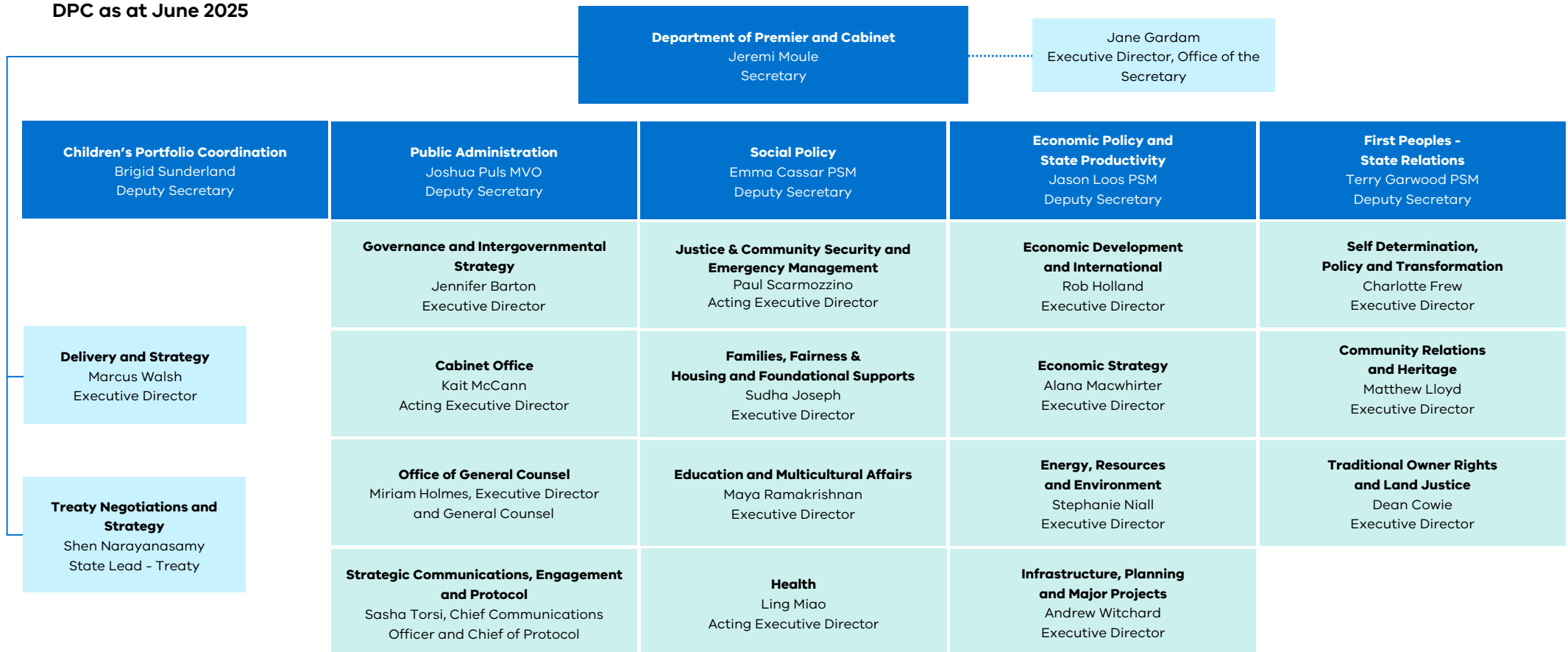
In addition, responsibility for the Housing Statement Implementation function ceased within DPC, with delivery and coordination transferring to the Department of Transport and Planning (DTP) to support whole-of-government implementation.

Two group name changes were also made to reflect updated responsibilities. DPC's Cabinet, Legal and Governance group was renamed Public Administration, and the Social Policy and Intergovernmental Relations group was renamed Social Policy.

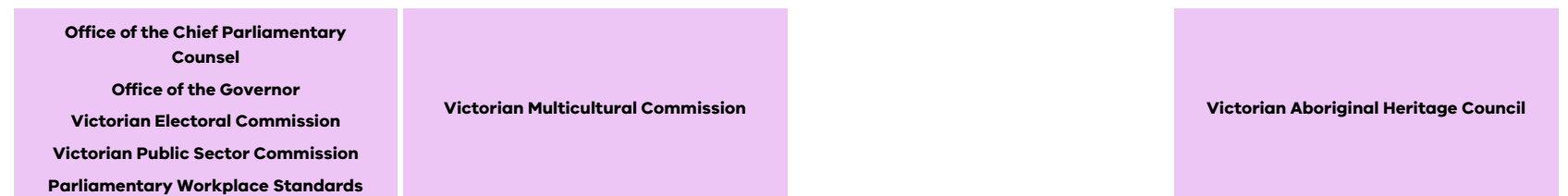
DPC's group structure, as at 30 June 2025, is outlined on the following pages.

Organisational chart

DPC as at June 2025



Portfolio entities



Group functions

In 2024–25, DPC delivered its core programs and services through the following four groups:

- Public Administration
- Economic Policy and State Productivity
- First Peoples – State Relations
- Social Policy.

The Office of the Secretary includes other key functions:

- Delivery and Strategy
- Treaty Negotiation and Strategy
- Children’s Portfolio Coordination.

Public Administration

The Public Administration group supports the Victorian Government and the DPC Secretary by providing expertise in public sector governance, strategic communication, protocol, intergovernmental relations, and legal and legislative advice. The group also provides whole-of-government leadership and coordination across these areas. Its work places a particular focus on the institutions and systems of Westminster government, including the operation of Cabinet and the Victorian Executive Council. The group maintains key relationships with the Office of the Governor, the Parliament of Victoria, the Office of the Chief Parliamentary Counsel, the Victorian Electoral Commission (VEC) and the Victorian Public Sector Commission (VPSC).

Economic Policy and State Productivity

The Economic Policy and State Productivity group leads the provision of economic policy advice to the Premier. The group collaborates with relevant departments and agencies to ensure a coordinated, whole-of-government approach to policy and projects in the areas of economic development, including in fiscal policy; regional and suburban development; local government; regulatory reform; consumer affairs; gambling and racing; WorkSafe and TAC; insurance; government services; community sport; creative industries; economic growth and jobs including trade and investment; industry and advanced manufacturing; outdoor recreation; skills and TAFE; small business and employment; tourism, sport and major events; industrial relations; international engagement; medical research; transport infrastructure; public transport; roads; planning; precincts; agriculture; resources; energy, climate action; and water and the environment.

First Peoples – State Relations

First Peoples – State Relations is responsible for an extensive program of nation-leading work in the areas of cultural rights, land justice, 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.

Social Policy

The Social Policy group is responsible for providing the Premier with advice on social policy matters, including health; mental health; alcohol and other drugs; education; justice; emergency management; and families, fairness and housing. The group also leads and supports the delivery of the Multicultural Affairs ministerial portfolio.

Office of the Secretary

Treaty Negotiations and Strategy

The Treaty Negotiations and Strategy Branch is responsible for negotiating Statewide Treaty with the First Peoples' Assembly of Victoria on behalf of the State and embedding a whole-of-government approach to Statewide Treaty and Traditional Owner Treaties in line with Treaty legislation and the Treaty Negotiation Framework. The branch also administers a Treaty Education program to build understanding of Treaty across the Victorian Public Service and oversees Treaty public communications.

Delivery and Strategy

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 supports identification and resolution of risks and blockages; and Strategy, a project-based team that works closely with DPC's policy branches and delivery agencies, employing consulting and strategy approaches to resolve priority policy and delivery issues.

Children's Portfolio Coordination

Children's Portfolio Coordination (CPC) supports the government's reform agenda for children aged 0 to 12 and their families. CPC provides policy and project coordination across a range of portfolios, including: Children (Maternal and Child Health, Early Childhood Education and Child Protection and Family Services) as well as Education (Schools); Disability; Health; Mental Health; and Government Services.

Portfolio entities

DPC has obligations to its portfolio entities, which are listed in this section, under the *Financial Management Act 1994*, associated *Standing Directions 2018* and the Public Administration Act.

DPC is classified as a public service body under the Public Administration Act, along with administrative offices and the VPSC, a DPC portfolio entity.

Administrative offices

Administrative offices are established in relation to a department. DPC is responsible for the general conduct and the effective, efficient and economical management of the functions and activities of these administrative offices.

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 is responsible for ensuring up-to-date public access to authorised Victorian legislation and is also the Government Printer for Victoria, responsible for publishing Victorian legislation.

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

Public entities and special bodies

DPC also supports its ministers in their responsibilities for the following public entities and special bodies.

Public entities — includes statutory authorities, state-owned enterprises, state-owned corporations and formally constituted advisory boards that perform functions outside of the VPS. DPC supports the Premier, the Minister for Treaty and First Peoples, and the Minister for Multicultural Affairs in their responsibilities for the following public entities:

- Parliamentary Workplace Standards and Integrity Commission
- Victorian Aboriginal Heritage Council
- Victorian Multicultural Commission
- VITS Language Loop.

Special bodies — operate with a high degree of independence from government departments and are created under separate legislation. DPC supports the Premier in her responsibilities for the VEC, a special body which includes the Electoral Boundaries Commission.

Senior executives

DPC is led by the Secretary who reports to the Premier and serves as the head of the Victorian Public Service. The department is managed by a senior executive group comprising the head of each of DPC's groups. The administrative office heads are also key senior executives within the DPC portfolio.

Secretary

Jeremi Moule was appointed as Secretary of the Department of Premier and Cabinet and head of the Victorian Public Service (VPS) in October 2020.

Prior to this role, he was the Deputy Secretary, Governance Policy and Coordination at the Department of Premier and Cabinet, a position he held since August 2018.

Jeremi has held various executive positions in the Victorian Public Service over a 20-year period, was the CEO of a registered training organisation and started his working life as a journalist. He has worked extensively in regional Victoria, where he also lives.

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

Deputy Secretary, Public Administration

Joshua Puls MVO commenced as Deputy Secretary, Public Administration in August 2023.

Josh's previous role in the Victorian Government was Official Secretary to the Governor of Victoria between 2016 and 2022. Prior to this appointment, Josh was Executive Director of the Cabinet Office in DPC, after having overseen the Anzac Centenary when he was Director of DPC's Veterans Branch.

Josh holds qualifications in law, arts, education and theology as well as the degree of Executive Master of Public Administration from the Australia and New Zealand School of Government and the University of Melbourne. He has a Certificate IV in Teaching English to Speakers of Other Languages and is a Graduate of the Australian Institute of Company Directors.

Deputy Secretary, Economic Policy and State Productivity

Jason Loos PSM commenced as Deputy Secretary, Economic Policy and State Productivity in June 2023.

Jason was previously Deputy Secretary at the Department of Treasury and Finance, where he was responsible for providing strategic commercial, financial and risk management advice to the Victorian Government.

Jason has over 25 years' experience in the commercial structuring and delivery of infrastructure projects, including extensive experience in delivering Public Private Partnerships and the corporate governance oversight of significant Victorian Government business enterprises.

Jason has a Master of Business Administration from RMIT and an honours degree in economics from Monash University.

Jason is a Graduate of the Australian Institute of Company Directors and in 2023 was named a Victorian Fellow of the Institute of Public Administration Australia.

In 2024, Jason was awarded the Public Service Medal for his significant contribution to infrastructure policy and projects across Victoria.

Deputy Secretary, First Peoples – State Relations

Terry Garwood PSM commenced as Deputy Secretary, First Peoples – State Relations in July 2023.

Terry has been an officer of the Victorian and Australian public services for over 40 years. Previously, Terry was the Deputy Secretary, Land Services in Victoria's Department of Transport and Planning.

Terry has been responsible for health, aged care, disability services, child protection, public housing programs, freight and logistics, and Aboriginal affairs in a variety of senior executive roles.

Terry has served on the Museums Board of Victoria for 9 years and the Centenary of Federation Committee for 5 years and is a Fellow of the Institute of Public Administration Australia. He was appointed as a Director of the Ports Victoria Board on 1 October 2022.

Terry was awarded the Public Service Medal in 2018 for distinguished public service. He was also inducted into the Victorian Aboriginal Honour Roll in 2018 recognising his leadership, passion and commitment to community.

Deputy Secretary, Social Policy

Dr Emma Cassar PSM returned to her role as Deputy Secretary, Social Policy in March 2025 following her secondment to the Commonwealth Department of Home Affairs.

Emma has more than 25 years' experience in both local and international roles spanning government, private and non-profit organisations.

Emma commenced her career as a forensic psychologist with Corrections Victoria in 1999. She went on to become General Manager at several male and female prisons in Victoria and held senior executive roles in both the not-for-profit and private sectors, including Partner at KPMG. She returned to the Victorian public sector in 2018 and has made a significant contribution in her roles as Corrections Victoria Commissioner and Commissioner COVID-19 Quarantine Victoria.

Following a transition to DPC in 2023, she was seconded as Associate Secretary, Immigration, in the Department of Home Affairs.

Emma holds a Doctorate in Forensic Psychology from the University of Melbourne.

Brigid Sunderland was Deputy Secretary, Social Policy and Intergovernmental Relations during the reporting period until January 2025.

Dannii de Kretser was Acting Co-Deputy Secretary, Social Policy and Intergovernmental Relations during the reporting period from 16 October to 3 January 2025. Dannii was also the Acting Deputy Secretary, Social Policy and Intergovernmental Relations during the reporting period from 17 January to 10 March 2025.

Deputy Secretary, Children's Portfolio Coordination

Brigid Sunderland commenced as Deputy Secretary, Children's Portfolio Coordination in January 2025, having previously been Deputy Secretary of Social Policy and Intergovernmental Relations. Brigid has had an extensive public sector career with a strong emphasis on social policy and service delivery reform and outcomes.

Prior to joining DPC, Brigid was Secretary of the Department of Families, Fairness and Housing (DFFH) and before that served in executive positions in the Department of Justice and Community Safety (DJCS).

Brigid has previously held senior positions in both the public and private sectors including the Commonwealth Attorney-General's Department. Prior to joining the public sector, Brigid practised as a lawyer in several international and Australian law firms.

Brigid holds degrees in Law and Political Science and a Master of Public Policy and Management. In 2017 she was named one of the Top 50 Public Sector Women by the Institute of Public Administration Australia (Victoria) and in 2022, a Victorian Fellow of the Institute of Public Administration Australia.

Chief Parliamentary Counsel, Office of the Chief Parliamentary Counsel

Jayne Atkins commenced as the Chief Parliamentary Counsel of the Office of the Chief Parliamentary Counsel (OCP) on 19 January 2022. From 2013 she was Deputy Chief Parliamentary Counsel and Subordinate Legislation Manager, having joined OCP in March 1991 after 4 years at the State Trustees as a solicitor. Jayne has over 30 years' experience drafting bills and drafting, settling and advising on subordinate legislation, where she has a particular interest.

Official Secretary of the Office of the Governor

Jonathan Burke commenced as the Official Secretary of the Office of the Governor in August 2022. Jonathan's experience spans the government, not-for-profit and tertiary education sectors. His government experience includes several appointments in DPC and DJCS.

Jonathan has served four Governors of Victoria, including as Deputy Official Secretary and now, Official Secretary.

He holds degrees in Arts and Law from Monash University and has an Executive Master of Public Administration from the Australia and New Zealand School of Government (ANZSOG) and the University of Melbourne.

Governance committees

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 2025, DPC's Board of Management members were:

- Jeremi Moule, Secretary
- Emma Cassar PSM, Deputy Secretary, Social Policy
- Terry Garwood PSM, Deputy Secretary, First Peoples – State Relations
- Jason Loos PSM, Deputy Secretary, Economic Policy and State Productivity
- Joshua Puls MVO, Deputy Secretary, Public Administration
- Brigid Sunderland, Deputy Secretary, Children's Portfolio Coordination.

In 2024–25 the Board of Management fulfilled its mandate to provide organisational oversight and strategic direction, meeting 11 times.

The Board of Management has the following committees:

- **Budget and Finance** — acts as an advisory body for DPC's Board of Management and provides strategic oversight of DPC's budget and finances and identifies priorities and

challenges. The committee promotes DPC's drive for improved financial sustainability through the effective oversight and allocation of financial resources.

- **Self-determination and Reform** — supports DPC to progress the significant reform underway in the Treaty and First Peoples portfolio. The committee also performs a key role in improving internal systems, policies and processes to enable self-determination, including facilitating action in line with whole-of-government commitments.

Audit and Risk Committee

The Audit and Risk 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. It also oversees the department's internal audit program.

The committee reports to DPC's Secretary and is established in line with the Standing Directions under the Financial Management Act.

During 2024–25, the committee met five times to acquit its legislative charter obligations to the Secretary by:

- monitoring the quality of reporting on financial performance
- reviewing the quality of DPC's annual financial report and report of operations and providing attestations to the Secretary
- monitoring the outcomes of the external audit process of the annual financial report
- monitoring DPC's responses to the outcomes of VAGO performance audits
- appraising the effectiveness and efficiency of DPC's systems and controls for financial management, performance and sustainability
- reviewing processes designed to ensure that DPC complies with the requirements of the Financial Management Act, Standing Directions and instructions, including updates on the resolution of any reported non-compliances
- endorsing the internal audit plan, monitoring delivery of the internal audit program and reviewing reports on completed internal audit reviews
- monitoring progress on completion of recommendations arising from internal and external audit activity
- monitoring the effectiveness of DPC's risk management program.

As of 30 June 2025, the committee comprised the following members:

- Andrew Whittaker (Chair, independent member)
- Rachel Thomson (independent member)
- Michael Everett (independent member)
- Joshua Puls (departmental member).

Executive Remuneration Committee

DPC's Executive Remuneration Committee's role is to ensure that a consistent and rigorous approach is taken to setting and adjusting executive remuneration across DPC. The committee reviews all appointments to executive roles within DPC, manages the executive officer cap for DPC and ensures fairness and budget considerations are considered in determining the remuneration of DPC executives.

The specific responsibilities of the committee are to:

- manage DPC's Senior Executive Service remuneration
- ensure the remuneration of all DPC executives is appropriate to DPC business needs and is in line with DPC's executive gender pay principles, and recommend adjustments to assure transparency and fairness
- ensure that DPC has sustainable executive staffing levels that are appropriate to DPC business needs and meet labour sustainability cap targets within its funding envelope
- ensure all processes and information related to recruitment and executive remuneration adhere to the public sector values, particularly concerning merit, equity and transparency
- report to the VPSC annually (and on request) details of executive employment in DPC and its portfolio entities.

Inclusive and safe workplace policies

Occupational health and safety management

DPC is committed to operating in a safe and responsible manner that protects and promotes the health, safety and wellbeing of staff. The commitment includes compliance with relevant laws, regulations, standards and codes, and fostering an environment where staff contribute to the continuous improvement of workplace health and safety.

Aligned with the Victorian Public Service *Leading the Way* strategy, DPC fosters a culture of high safety standards that supports a holistic and inclusive approach to staff physical and mental wellbeing.

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

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

DPC continues to strengthen a supportive and robust safety culture that promotes both physical and psychosocial safety within the workplace for all employees.

As part of this culture, DPC places particular focus on psychological safety by identifying and reducing psychosocial hazards and risks in the workplace.

During 2024–25, DPC implemented a range of health, safety and wellbeing initiatives to support staff. A comprehensive review of all related policies and procedures was undertaken to address any identified gaps.

New policies, procedures and supporting documentation were also introduced to strengthen the management of fatigue, workload and workplace emergency management requirements. In addition, DPC promoted mental wellbeing through targeted initiatives and training, supported by its employee assistance program provider, Converge International.

Incident management

There were no notifiable incidents across DPC in 2024–25. Notifiable incidents are those that must be reported to WorkSafe Victoria under occupational health and safety legislation.

Reported incidents decreased by 86.5 per cent per 100 FTE staff in 2024–25, with four incidents reported. This is demonstrated in the chart below. This represents 26 fewer incidents compared with the previous year. The four incidents reported included injuries, 'near misses' and detected workplace hazards.

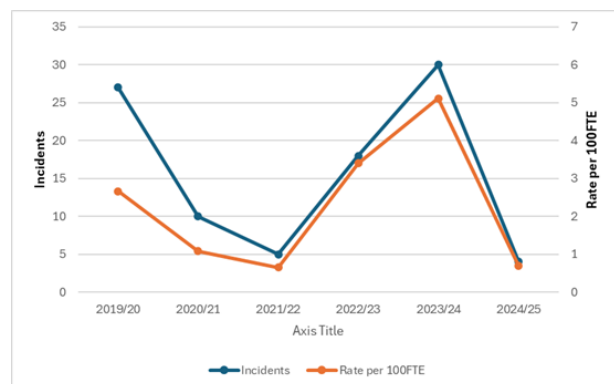


Figure 1. Number of incidents and rate per 100 FTE

DPC's performance against OHS management measures is outlined in Section 6, Appendix 3: *Occupational health and safety data*.

Commitment to public sector values and workforce integrity

The Public Administration Act established the VPSC to enhance public sector efficiency, effectiveness and capability while advocating for professionalism and integrity. In alignment with the VPSC's employment standards, DPC has implemented policies and practices that ensure fair treatment, provide career opportunities and facilitate the early resolution of workplace issues.

DPC actively educates employees on avoiding conflicts of interest, handling offers of gifts and addressing misconduct. The department is committed to upholding principles of merit and equity in staff appointments. Recruitment processes are designed to ensure that all applicants are assessed fairly and consistently against key selection criteria and other relevant accountabilities, without discrimination.

Employees are also accurately classified in workforce data collections. For a detailed breakdown of DPC's workforce data, refer to Section 6, Appendix 2: *Workforce data*.

Workforce inclusion policy

DPC is committed to building a genuinely inclusive workforce that better reflects the diversity of the communities it serves, and reports on the progress of these initiatives below. The Department of Government Services (DGS) supports DPC in developing, implementing, monitoring and reporting on aspects of DPC's commitments under workforce inclusion.

Gender equality

DPC recognises the importance of gender diversity within its workforce and is committed to strategies that promote opportunities for all employees, including those who identify as gender diverse. Aligned with the principles of *Safe and Strong: A Victorian Gender Equality Strategy*, DPC has set a target of at least 50 per cent women in executive-level roles. As at 30 June 2025, women held 57.9 per cent of these positions.

In compliance with the *Gender Equality Act 2020*, DPC has a *Gender Equality Action Plan 2021–2025* that outlines strategic initiatives to advance gender equality, address intersectional inequalities and promote a workplace culture that values diversity and inclusion. DGS Corporate Shared Services supports DPC's commitments by maintaining membership of the Champions of Change Coalition, applying gender principles in executive remuneration decisions, and embedding gender and broader diversity considerations into manager tools, learning resources and supports.

Disability inclusion and employment

In line with the *Getting to Work: Victorian Public Sector Disability Employment Action Plan 2018–2025*, DPC has set a target of 12.0 per cent employment of people with disabilities by 2025. This goal is supported by DPC's *Disability Access and Inclusion Plan 2021–2025*, which outlines initiatives to attract, support, and promote people with disability through inclusive recruitment, retention, and career development practices.

During 2024–25, DGS Corporate Shared Services supported DPC's commitments by:

- continuing to support the VPS Enablers Network for staff with disability, and for carers and allies
- reviewing various policies with an inclusive lens
- embedding disability and other diversity considerations in manager tools, learning resources and supports.

Despite these efforts, DPC fell short of the 12.0 per cent target in 2024–25, with 2.0 per cent of employees disclosing a disability in the workforce data, a decrease from 2.6 per cent of employees disclosing a disability in the workforce data in 2023–24. Separately however, the 2025 People Matter Survey reported that 10.0 per cent of staff identified as having a disability. This discrepancy is likely due to the anonymity of survey responses. DPC remains committed to fostering a culture where staff feel comfortable sharing diversity information to better inform future workplace inclusion strategies.

Aboriginal and Torres Strait Islander staff inclusion and employment

DPC is committed to improving the recruitment and retention of Aboriginal and Torres Strait Islander staff by fostering 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, which sets a target of 2.0 per cent Aboriginal employment across the sector.

In 2024–25, DPC exceeded this target, with 3.5 per cent of staff identifying as Aboriginal and/or Torres Strait Islander.

Workforce inclusion policy progress

The table below¹ outlines DPC's progress against key workforce inclusion targets, relating to gender profiles at the executive level, employment of people with disability, and employees who identify as Aboriginal and/or Torres Strait Islander.

Workforce Inclusion Policy initiative	Target	2024–25 actual % (headcount)	2023–24 actual % (headcount)
Gender profile at executive levels	Representation of at least 50 per cent women in executive officer roles	57.9	52.5
People with disability	People with disability at DPC increases to 12 per cent by 2025	2.0	2.6 ²
Aboriginal and/or Torres Strait Islander staff	Barring Djinang has adopted an Aboriginal employment target of 2 per cent for the Victorian public sector	3.5	2.8 ³

Compliance with the Carers Recognition Act

DGS Corporate Shared Services supports DPC in taking practical measures to meet obligations under the *Carers Recognition Act 2012*. These include applying the care relationship principles set out in the Act when developing policies and delivering services such as:

- ensuring flexible work arrangements are embedded as part of DPC's working culture, consistent with the Gender Equality Act requirements, and are available to all staff, including those 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.

Compliance with the Act is also undertaken by promoting staff awareness and understanding of the care relationship principles. This is achieved through initiatives such as the VPS Enablers Network — run by people with disability for people with disability, with an executive sponsor and open to all staff including carers — along with support available through the Peer Support Program and the Employee Assistance Program.

¹ This table excludes Yoorrook Justice Commission staff.

² While 'headcount' is based on payroll system data, DPC's 2025 People Matter Survey results indicate that 10% of DPC's survey respondents identify as a person with disability.

³ While 'headcount' is based on payroll system data, DPC's 2025 People Matter Survey results indicate that 3% of DPC's survey respondents identify as Aboriginal and/or Torres Strait Islander.

Section 2: Key initiatives and performance measures

Progress towards achieving departmental objectives

This section outlines DPC's key achievements over the past year, aligned with our overarching departmental objectives. The initiatives highlighted are primarily drawn from the *DPC Corporate Plan 2024–28* and are grouped by output to demonstrate how each contributes to the delivery of our objectives.

This section also reports on performance against departmental objective indicators, providing insight into DPC's overall effectiveness in delivering services.

Departmental objectives, indicators and outputs

DPC's medium-term objectives, objective indicators and linked outputs as of 30 June 2025 are:

Objectives	Indicators	Outputs
Stronger policy outcomes for Victoria	- Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, intergovernmental relations, and emergency management. - Decrease experiences of discrimination.	Economic policy advice and support
		Social policy advice and intergovernmental relations
First Peoples in Victoria are strong and self-determining	First Peoples in Victoria have increased control over decisions that impact their lives.	Multicultural affairs policy and programs
		Self-determination policy and reform advice and programs
Improved public administration and support for the Victorian public service	- Support for Cabinet, committee members and Executive Council is valued and informs decision making. - 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. - Provision of high-quality legislative drafting and publication services. - Advice contributes to the achievement of government policies and priorities relating to public sector governance.	Traditional Owner engagement and cultural heritage management programs
		Executive Government advice and services
		Public sector administration advice and support
		Chief Parliamentary Counsel services
		State electoral roll and electoral events



Stronger policy outcomes for Victoria — progress

This objective leads whole-of-government economic and social policy delivery and reform. It leads the public sector response to significant state and Commonwealth issues, policy challenges and projects. It delivers policies and programs that promote fairness, inclusion and participation of Victoria's culturally diverse communities.

Key initiatives

DPC delivered the following key initiatives in 2024–25, contributing significantly to the achievement of the departmental objective: 'Stronger policy outcomes for Victoria'.

Output: Economic policy advice and support

Provided advice on current and future economic challenges and opportunities, including supporting development of the government's Economic Growth Statement, the government's budgeting and financial management, and efficient government operations, including the digitising of government services

In 2024–25, DPC continued to work closely with the Department of Treasury and Finance (DTF) and other departments to support delivering the government's five-step fiscal strategy and policy priorities in a challenging economic climate. This included advising on budget and fiscal strategy, industry and economic growth opportunities, employment, training and skills, higher education, consumer affairs, local government, industrial relations, building reform, and transport policy and infrastructure delivery.

Alongside DTF, DPC actively supported the development of Victoria's *Economic Growth Statement*, which outlines key reform opportunities that will prepare the Victorian economy for the opportunities and challenges that are presented by the global economy. More broadly, DPC has played a continued role in supporting the government to navigate current and future economic challenges and take advantage of the opportunities presented to Victoria.

DPC remains committed to advising government in support of its priorities to improve financial sustainability, manage economic pressures and ensure all Victorians have an opportunity to prosper. DPC also worked closely with DGS to support the delivery of digital government services and cyber security services across the Victorian public sector, and the integration of artificial intelligence into public sector operations. This included the Secretary issuing

the *Administrative Guideline — The Safe and Responsible Use of Generative AI in the Victorian Public Sector*. Additionally, DPC worked closely with the Department of Justice and Community Safety (DJCS) and other departments to support delivery of the government's tobacco business licensing scheme and establishment of Tobacco Licensing Victoria.

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

DPC has worked with other government departments to improve the design of government regulations to protect consumers, while minimising the costs to businesses and the community. In 2024–25, DPC supported the delivery of *Victoria's Housing Statement* reforms to protect renters' rights. This included commencing Rental Dispute Resolution Victoria in June 2025 to provide a one-stop-shop for renters, agents and rental providers to resolve tenancy disputes over rent, damages, repair and bonds.

The Consumer and Planning Legislation Amendment (Housing Statement Reform) Bill 2024 passed Parliament in March 2025, bringing in a suite of reforms to increase renter protections such as stopping all types of rental bidding, giving renters more time when they receive a notice of rental increase or notice to vacate, and banning no fault evictions. These will come into effect in November 2025.

The Retirement Villages Amendment Bill passed Parliament in May 2025, introducing stronger protections for Victorians living in a retirement village. These protections come into effect in May 2026.

The Residential Tenancies Amendment (Minimum Energy Efficiency Standards) Regulations 2025 will make rental homes safer and more comfortable to live in, save renters hundreds of dollars a year on their energy bills, and cut emissions. These reforms will be phased in from March 2027. New standards were also introduced for blind cords for all rentals, and heating requirements for rooming houses to take effect from 1 December 2025 — these are the homes of some of our most vulnerable Victorians.

[Provided advice to deliver a renewable energy transition and achieve emissions reduction across the economy to reach the government's target of net zero emissions by 2045; supported delivery of the government's environmental and agricultural priorities; and maintained the sustainable use of Victoria's natural resources in a changing climate](#)

In 2024–25 DPC established and provided secretariat support to the Premier's Drought Response Taskforce. This advisory group led consultation and engagement with drought impacted farmers, communities, councils and stakeholders, and provided advice to government. With advice from the Taskforce, DPC worked closely with the Department of Energy, Environment and Climate Action (DEECA) and DTF to support the government's release of \$144 million for drought support. This funding has been critical to help farmers and communities prepare, respond and recover from drought.

DPC also worked with VicGrid on the development and release of the *2025 Victorian Transmission Plan* that maps out transmission projects and proposed renewable energy zones required to support the renewable energy transition over the next 15 years.

Other achievements in 2024–25 against this initiative include:

- Supported DEECA to release the *Offshore Wind Energy Implementation Statement 4*, released in April 2025. This provides updates on the procurement approach for offshore wind in Victoria, associated legislative and regulatory reform, supply chain and local supply supports, and plans for associated transmission and ports.
- Worked with DEECA and the State Electricity Commission to deliver 100 per cent renewable electricity to around 4,000 Victorian Government sites (including schools, hospitals and museums) from 1 July 2025.

- As part of the *Victorian Transmission Investment Framework*, DPC supported the development and introduction to Parliament of legislation to transfer the planning responsibility for Victoria's shared network from the Australian Energy Market Operator to VicGrid.
- Collaborated with DEECA to deliver commitments from the *Gas Substitution Roadmap*, including introducing Building Electrification regulations and the Minimum Energy Efficiency Standards and expanding the Victorian Energy Upgrades program to include induction cooktops. These programs and reforms will support electrification in both rental properties and owner-occupied homes.
- Supported DEECA and cross-government coordination of biosecurity preparedness activities and responses to emergency animal and plant disease outbreaks.
- Worked with DEECA and other key departments to advocate for Victoria's interests in water recovery in the Murray-Darling Basin, including through participation in the Victorian Basin Communities' Interdepartmental Committee.

[Supported delivery of the government's transport infrastructure program and coordinated a range of reforms to improve the safety, liveability and sustainability of Victoria's built environment, including implementation of Victoria's Housing Statement](#)

DPC continued to monitor the implementation of the government's transport infrastructure agenda in 2024–25, including the Metro Tunnel, West Gate Tunnel, Suburban Rail Loop and North East Link projects. DPC has provided advice to government on delivery challenges that have impacted infrastructure delivery including material cost increases and labour supply shortages. DPC has also worked with DTP in the operation of transitioned major transport service contracts, including the new public transport ticketing contract and the Melbourne tram franchise. In addition, DPC has been working with DTP to support the re-contracting of operations and maintenance for Melbourne's train franchise.

In 2024–25, DPC has coordinated and monitored the implementation of *Victoria's Housing Statement* and associated initiatives. Initiatives identified in the Housing Statement are being delivered by relevant ministers and their portfolio departments. DPC monitored housing completion data and worked with relevant departments to support delivery of the Activity Centre pilot program, streamlining planning approvals and the completion of *Plan for Victoria*. DPC also worked with relevant stakeholders to progress the government's building reform program.

Supported delivery of the government's industry and innovation agenda, including driving investment in commercialisation and jobs outcomes, providing advice to deliver the government's skills and workforce priorities and provided oversight and advice relating to the delivery of the government's Regional Package

DPC, alongside DTF, has worked closely with the Department of Jobs, Skills, Industry and Regions (DJSIR) to refresh priorities and approaches for industry, innovation and business. In 2024–25 this included mobilising the Premier's Business Council, monitoring and oversight of investment attraction and business supports through the Victorian Jobs and Investment Fund, and monitoring initiatives being delivered across government under the *Economic Growth Statement* and the Regional Package.

DPC has worked with DJSIR on delivering and monitoring significant projects, particularly in the defence, health and life sciences sectors. Major projects have included the BioNTech mRNA Facility at La Trobe University, Hanwha Defence in Avalon East, Moderna mRNA Facility at Monash University, and work related to AUKUS, space, quantum, artificial intelligence, data centres and other defence efforts.

In 2024–25 DPC also worked closely with DTF and DJSIR to respond to local skills and workforce needs, and progress reforms to improve Victoria's Skills and TAFE system. This has included supporting implementation of the *National Skills Agreement*, maintaining an effective Free TAFE for priority courses initiative and responding to critical skills and workforce needs. DPC has provided strategic guidance on how Victoria's Skills and TAFE system can better support workforces in government priorities, such as clean energy, care economy and housing.

Advised, delivered and facilitated engagement with international stakeholders in Victoria and overseas, particularly by the Premier, Deputy Premier and the Governor, that promote trade and investment, and continued to build the state's vibrant multicultural fabric

DPC supported whole-of-government cooperation with key international partners to promote trade, investment, cultural, and people-to-people ties that benefit all Victorians. In 2024–25, this included the development and release of *Victoria's India Strategy: Our Shared Future 2025–30* and development of *Victoria's China Strategy: For a New Golden Era*, informed by extensive consultation across government, industry, and community. These whole-of-government strategies outline a strategic framework guiding Victoria's engagement with key international partners. DPC also facilitated engagement between international dignitaries and senior Victorian leaders, including the Premier, Deputy Premier, and Governor of Victoria.

DPC also collaborated 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.

Output: Social policy and intergovernmental relations

Supported the delivery of critical social policy reforms to improve outcomes for Victorians accessing housing and social services, including the Big Housing Build, reform in the children and families system and continued implementation of family violence reforms

In 2024–25, DPC continued to advance the safety and wellbeing of Victorian children and families, supporting their life trajectories through stable housing and across strong communities.

In September 2024, the Premier announced the Victorian Redress Scheme for victims of historical abuse and neglect in institutional settings. Under the Redress Scheme, victims of historical institutional abuse have access to a payment, counselling services and individual restorative engagement services. The Redress Scheme commenced receiving applications in December 2024.

DPC supported the commencement of the Social Services Regulator on 1 July 2024 and has worked across government to support the expansion of the Social Services Regulator.

Throughout 2024–25, DPC continued to lead the negotiation of Foundational Supports with the Commonwealth, including working across government on initial design to inform negotiations. Foundational Supports were recommended by the recent NDIS Review as a set of supports outside the NDIS for people with a disability. Additionally, DPC has worked across departments to respond and implement recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

DPC also continued to support the delivery of significant reforms to increase social and affordable housing supply. DPC engaged in key governance forums to ensure appropriate monitoring and oversight of the Big Housing Build, which is increasing social housing supply by 10 per cent. In 2024–25, DPC also supported advice and monitoring of the High-Rise Redevelopment project, a commitment to redevelop all of Melbourne's 44 high-rise housing estates as part of *Victoria's Housing Statement*. This project will also boost social housing across the sites by 10 per cent.

In 2024–25, DPC continued to support implementation of reforms delivered under the Strengthening Women's Safety Package to address high rates of violence against women. This package builds on work undertaken to implement recommendations of the Royal Commission into Family Violence.

[Supported the Victorian Government to deliver key commitments to improve the health and wellbeing of Victorians, including the record health-infrastructure pipeline, and health-system reform and performance](#)

DPC has continued to support delivery of the government's key commitments to improve the health and wellbeing of all Victorians. Highlights in 2024–25 included:

- supporting the establishment of Hospitals Victoria within the Department of Health to oversee and support the sustainability of Victoria's hospital sector
- supporting the Department of Health to secure funding to prepare for the opening of the New Footscray Hospital and Peninsula University Hospital, as well as continued

investment in other new, expanded and redeveloped hospital infrastructure projects such as Latrobe Regional Hospital

- continuing support for the ongoing delivery of key commitments in women's health including the rollout of additional women's health clinics, and delivery of public fertility care for Victorian families
- supporting implementation of a pilot for community pharmacists to provide treatment for straightforward urinary tract infections, common skin conditions, and to reissue contraceptive prescriptions, and the expansion of the pilot to become a permanent part of the health system.
- supporting system-wide improvements to support timely emergency care and patient flow through hospitals, including through the expansion of the Victorian Virtual Emergency Department and implementation of the Timely Emergency Care Collaborative to support best practice across the system
- continued support for ongoing investments in Victoria's health workforce, including supports for nurses and midwives through the Registered Undergraduate Student of Nursing or Midwifery positions, nurse practitioner development and investment in resources for rural and regional nursing workforce
- continued support for constructive discussions with the Commonwealth on reforms to Australia's health system, including funding for Priority Primary Care Centres, implementation of aged care reforms and ongoing negotiations for the next National Health Reform Agreement.

[Supported the Victorian Government to deliver critical education policy reforms, including negotiating the new Better and Fairer Schools Agreement and implementing Best Start, Best Life reforms alongside the continued roll out of Three-Year-Old Kindergarten](#)

Throughout 2024–25, DPC continued to support the implementation of the Victorian Government's response to the Board of Inquiry into historical child sexual abuse in Beaumaris Primary School and certain other government schools and preparation for the establishment of a statewide truth-telling and accountability process. Ms Angela Connors was appointed as Chair of the Forum for Truth and Recognition in June 2025.

In 2024–25, DPC continued to support the delivery of the government’s critical education policy reforms, strengthening the education system for children and young people. These reforms included:

- supporting the successful launch of the \$400 School Saving Bonus for every student enrolled at a government school and eligible families at non-government schools
- supporting the finalisation of the statewide rollout of the Disability Inclusion program, with all government schools now participating in the reform
- continuing to support the Victorian Government’s significant investment in school capital projects, including delivering 100 new schools by 2026
- ongoing support to deliver scholarships to support secondary teaching degree students and more flexible working options for school leaders and principals
- support the Department of Education to enhance options for students to complete their secondary schooling and move into rewarding and in-demand post-school pathways, including through the Victorian Certificate of Education Vocational Major, the Head Start school-based apprenticeship and traineeship program, and other flexible learning options.

During 2024–25 DPC continued to inform the design and ongoing implementation of the Best Start, Best Life early childhood education agenda. This includes rolling out universal Three-Year-Old Kinder across Victoria, as well as delivering Free Kinder for families with 3- and 4-year-olds.

As part of this reform, DPC continued to support the establishment of 50 government-owned and operated Early Learning and Childcare Centres in areas of unmet demand. The first four childcare centres opened in 2025, and the next 14 centres are on track to open in 2026.

[Supported the ongoing 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, as well as the progression of critical alcohol and other drug-system reforms](#)

In 2024–25, DPC advanced mental health reform by supporting the delivery of key recommendations from the Royal Commission into Victoria’s Mental Health System, helping to

build a system that delivers timely, community-based care for all Victorians.

Key achievements for DPC in 2024–25 included supporting the government’s landmark mental health and alcohol and other drugs services and reform, such as:

- Releasing the *Victorian Suicide Prevention and Response Strategy 2024–34* (Recommendation 26 of the Royal Commission) including:
 - supporting several suicide prevention programs for Victorians disproportionately impacted by suicide
 - co-chairing the Suicide Prevention and Response Victorian Secretaries Board-Subcommittee (Recommendation 46 of the Royal Commission) which oversees development, implementation, promotion, monitoring and evaluation of the strategy.
- The government’s historic \$95.1 million Statewide Action Plan to reduce drug harms, including establishing new outreach services for people who use drugs in the CBD, St Kilda and Footscray and a new program to expand community pharmacotherapy supports.
- Victoria’s first drug checking trial across 10 music festival events and work to establish a fixed testing site in Fitzroy.

[Advocated for Victorian interests in intergovernmental relations and worked collaboratively with other jurisdictions and the Commonwealth Government on National Cabinet priorities, including addressing gender-based violence, disability reform and the negotiation of significant intergovernmental agreements for schools, health, land-transport infrastructure and energy transition](#)

In 2024–25, DPC continued to lead advice to the Premier and senior departmental officials to support their participation at National Cabinet, the Council for the Australian Federation, and other senior officials’ forums. In the reporting period, DPC supported Victoria’s engagement with the Commonwealth and other jurisdictions at more than 90 intergovernmental meetings.

DPC also provided strategic intergovernmental advice, advocating for Victoria’s priorities to maximise benefits to the Victorian community. Key areas of focus for 2024–25 included long-term health and disability arrangements, education funding, housing and gender-based violence.

During the year, DPC also co-led with South Australia, on behalf of states and territories, work to address gender-based violence by strengthening national approaches and promoting best practice across jurisdictions, including in risk assessment and responses to sexual assault.

Finally, DPC supported departments and ministers in negotiating significant intergovernmental agreements to secure appropriate Commonwealth investment. This included a one-year extension of the National Health Reform Agreement Addendum, the National Access to Justice Partnership agreement, and the Land Transport Infrastructure agreement.

Supported the Victorian Government to design and deliver key reforms to improve outcomes for children and their families

DPC established the Children's Portfolio Coordination (CPC) function in January 2025 to provide strategic policy and project coordination for initiatives supporting children aged 0 to 12 and their families. CPC works across government to strengthen alignment and delivery of reforms that promote child wellbeing and development.

DPC chaired and provided secretariat support for the Children's Interdepartmental Committee, bringing together Maternal and Child Health services, Early Childhood Education, Children and Family services, Education, Disability, Health and Mental Health, and Government Services. Through this forum, DPC has supported cross-government collaboration and policy coherence.

DPC has also led research and analysis on issues affecting Victorian families, identifying opportunities for reform and providing evidence-based ideas. This work is informing the delivery of services and initiatives.

Ensured strategic-decision makers are supported in their efforts to undertake key reforms to the justice system and strengthen the disaster resilience and security of all Victorians, including through implementing the recommendations of state and national reviews and inquiries

In 2024–25, DPC continued to support implementation of reforms across the Victorian justice system, including changes to bail laws, strengthened anti-vilification laws, and new and improved laws to address organised crime. DPC supported work to expand Victoria Police powers to search for weapons, introduce a ban on

machetes, develop measures to tackle extreme, dangerous and violent demonstrations and introduce a new offence capturing where individuals 'post and boast' about serious crimes on social media.

DPC also supported government to increase justice system capacity in response to strengthened bail laws, to address the expected increases in adult and youth offenders on remand. Increased capacity includes opening almost 1,000 additional adult prison beds (such as at the new Western Plains Correctional Centre) and a further 88 beds at the Cherry Creek and Parkville youth justice centres. DPC also supported the passage of significant reforms in the youth justice system, such as the *Youth Justice Act 2024*, which seeks to reduce re-offending and improve community safety.

In ensuring the safety of Victorians, DPC facilitates the Foreign Interference Community of Practice which builds capacity across the Victorian Government regarding foreign interference, mis and disinformation and cyber threats. During 2024–25 the Commonwealth Department of Home Affairs Office of Community Cohesion briefed Victorian departments on their work managing foreign interference risks.

DPC also engages frequently with the Commonwealth and other jurisdictions on counterterrorism, social cohesion and challenges from the global security environment. DPC held regular discussions with the Counter Foreign Interference Coordination Centre (CFICC), the VEC and Local Government Victoria to advance the State's resilience on this issue, particularly in the lead up to the 2024 local government elections.

DPC also continued to provide protective security measures for government personnel through coordinating security clearance vetting for VPS personnel, and the Member of Parliament Residential Security Program.

Output: Multicultural affairs policy and programs

Tackled racism, promoted multiculturalism and celebrated diverse communities to help build safe, fair, inclusive and resilient Victorian communities

In 2024–25 DPC launched *Victoria's Anti-Racism Strategy 2024–2029*. The strategy provides a five-year plan for preventing and addressing race and faith-based discrimination in Victoria, and

strengthening outcomes for First Peoples, multicultural and multifaith Victorians.

The Anti-Racism Taskforce, co-chaired by Sheena Watt MP and Iwan Walters MP, played an integral role in developing the strategy and continues to provide expert guidance on its implementation.

In 2024–25, DPC enabled the commencement of whole-of-government flagship actions under the strategy including:

- a Local Anti-Racism Initiatives Grants Program, delivering \$2.44 million in funding to support grassroots responses to racism through activities across art, media, sport, education
- a statewide anti-racism campaign in community sport
- a program to build the capacity of frontline police to take human-rights centred approaches when engaging with First Peoples and multicultural communities
- an anti-racism ‘tick’ scheme to recognise workplaces that are culturally safe and inclusive.

DPC’s implementation of the strategy actions will continue in 2025–26.

DPC will continue to coordinate whole-of-government efforts to improve outcomes for children and their families and support the Victorian Government’s consideration of future reform opportunities.

Progress towards achieving the objective

The objective indicators, associated data sets and descriptions below show how the following outputs contribute to DPC’s ‘Stronger policy outcomes for Victoria’ departmental objective:

- Economic policy advice and support
- Social policy and intergovernmental relations
- Multicultural affairs policy and programs.

Objective indicator: Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, intergovernmental relations, and emergency management

Throughout 2024–25, DPC’s policy advice to the Premier, Cabinet, portfolio ministers, and key governing boards and committees continued to shape the government’s agenda in the medium-to long-term:

- Through the release of *Victoria’s India Strategy: Our Shared Future 2025–30* and ongoing work to refresh *Victoria’s China Strategy: For a New Golden Era*, DPC has worked closely with departments, civil society, the Commonwealth, and international partners to renew our engagement priorities and establish new partnerships across many portfolios and geographies.
- Advice supported the development of additional initiatives that support housing growth, increasing access to housing for those who need it most. These were announced by government in October 2024.
- The new Social Services Regulator commenced operation on 1 July 2024, with further phases of consolidating regulatory functions continuing to be implemented.
- Advice supported the announcement and establishment of the Victorian Redress Scheme for victims of historical abuse and neglect in institutional settings.
- DPC supported the announcement of cost of living and food relief initiatives to support Victorians experiencing hardship.
- DPC also continued efforts to support victim survivors of family violence, and to strengthen prevention of family violence through delivering the Strengthening Women’s Safety Package.
- DPC played a key role supporting Victoria’s negotiation of, and agreement to, several high value intergovernmental agreements with the Commonwealth. Of particular note were:
 - a one-year extension to the National Health Reform Agreement, signed on 3 February, which will extend hospital funding arrangements until 30 June 2026 whilst negotiations continue for long-term health and disability arrangements
 - a renewed, five-year agreement from 2025–26 on Family, Domestic and Sexual Violence Responses to continue critical frontline services
 - the Heads of Agreement for the Better and Fairer Schools Agreement, signed on 30 January 2025, which will help support Victoria’s school system
 - the National Access to Justice Partnership agreement, signed on 22 November 2024, which will provide approximately \$680 million to support Victorians experiencing vulnerability and financial disadvantage to access legal assistance.

- During the Western Victorian bushfires (December 2024 to February 2025), DPC supported government arrangements to ensure the provision of resources for relief and recovery programs to affected communities, wildlife and parklands.

DPC's advice to government also supported the Victorian response to the avian influenza outbreaks in 2024 and coordination with other states, territories and the Commonwealth.

And finally, in 2024–25 DPC supported the successful reforms implemented to transform the Emergency Services Telecommunication Authority to Triple Zero Victoria, ensuring a sustainable and high-quality triple zero service to all Victorians.

DPC's contribution to this objective indicator is also demonstrated through the following economic data.

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Gross state product (real) growth ¹	per cent	6.3	3.3	1.5	2.0 (est.) ²
Employment growth — Victoria — seasonally adjusted ³	per cent	3.7	4.1	3.3	2.5

¹ Australian Bureau of Statistics (2024–25 financial year) Australian National Accounts: State Accounts (Catalogue number 5220.0; Table 1: Gross State Product, Chain volume measures and current prices; Series ID: A2336347R), ABS website, accessed 23 September 2025.

² 2025–26 Victorian Budget Paper No. 2 — Strategy and Outlook (Table 2.1: Victorian economic forecasts)

³ Australian Bureau of Statistics *Labour Force, Australia* (Catalogue 6202.0; Table 5: Labour force status by Sex, Victoria; Series ID: A84423349V), ABS website, accessed 23 September 2025.

Objective indicator: Decrease experiences of discrimination

Throughout 2024–25, DPC’s policy advice to the Premier, Cabinet, portfolio ministers, and key governing boards and committees continued to shape the government’s agenda in the medium- to long-term by:

- Launching and commencing implementation of *Victoria’s Anti-Racism Strategy 2024–29*, with oversight and guidance from the Anti-Racism Taskforce.
- Continuing to support community-led initiatives to tackle Islamophobia and antisemitism.
- Supporting Local Anti-Racism Support Networks, as part of the government’s response to the Inquiry into Anti-Vilification Protections.
- Establishing the Local Escalation and Help group, bringing together key Jewish community leaders and local and state government representatives to discuss key issues impacting Victoria’s Jewish community.

- Enabling the delivery of targeted initiatives under the *Victorian African Communities Action Plan*, including culturally responsive support for employment, mental health, alcohol and drugs and education.
- Delivering a whole-of-government settlement network to ensure immediate and tailored supports for individuals and families fleeing humanitarian crises and arriving in Victoria.
- Supporting Victoria’s engagement with the Commonwealth and other jurisdictions on key matters impacting Victoria’s refugee, asylum seeker and migrant communities, including through whole-of-government submissions to the Commonwealth’s 2025–26 Humanitarian Settlement Program.
- Facilitating intergovernmental policy reform on language services to strengthen equitable access to government supports for culturally and linguistically diverse Victorians.

DPC’s contribution to this objective indicator is also demonstrated through the following data:

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Consultations with communities on issues relevant to CALD communities	number	85	77	79	188



First Peoples in Victoria are strong and self-determining — progress

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, recognising land and native title rights, and responding to and engaging with the Yoorrook Justice Commission. It addresses trauma, supports healing, and stops systemic injustice. It provides culturally safe systems and services and transfers power and resources to communities.

Key initiatives

DPC delivered the following key initiatives in 2024–25, contributing significantly to the achievement of the departmental objective: 'First Peoples in Victoria are strong and self-determining'.

Output: Self-determination policy and reform advice and programs

Supported strong policy outcomes for First Peoples that promote self-determination and address injustice, by driving whole-of-government policy and reform in the Treaty and First Peoples portfolio

In 2024–25, DPC worked closely with Ngaweeyan Maar-oo, the Koorie Caucus of the Closing the Gap Partnership Forum (Partnership Forum), to action key commitments under the *National Agreement on Closing the Gap*, including scoping a combined Place-Based Partnership and Community Data project and funding Aboriginal Community Controlled Organisation sector strengthening projects developed by Ngaweeyan Maar-oo.

Coordinated implementation across government of the National Agreement on Closing the Gap, including supporting the Partnership Forum on Closing the Gap as the Victorian Government's formal shared decision-making forum

DPC has continued to support the Partnership Forum as the Victorian Government's formal shared decision-making forum for delivering commitments under the *National Agreement on Closing the Gap*. This included supporting three meetings of the Partnership Forum in 2024–25.

In 2024–25, DPC continued working in partnership with Ngaweeyan Maar-oo to develop Victoria's new Closing the Gap Implementation Plan. Due for release by mid-2026, the plan will outline coordinated, whole-of-government actions over the next five years to drive progress on Closing the Gap.

Advanced Aboriginal self-determination and improved outcomes in line with commitments made by the Victorian Government

In 2024–25, DPC delivered the *Victorian Government Aboriginal Affairs Report 2024*, which considered how the government is tracking against commitments to improve outcomes for Aboriginal Victorians against the *Victorian Aboriginal Affairs Framework*, the *Victorian Government Self-Determination Reform Framework* and the *Victorian Closing the Gap Implementation Plan 2021–2025*.

Overall, performance against the *Victorian Aboriginal Affairs Framework* remains mixed with outcomes improving significantly against some measures, but remaining stable or worsening against others. Over the shorter term, 23 measures improved, 23 worsened and 16 were stable — 28 measures did not have updated data available and 21 were unable to be categorised. Over the longer term, 34 measures improved, 25 worsened and 4 were stable — 28 measures did not have updated or comparative data available and 11 were unable to be categorised.

Prepared to embark on the next phase of the landmark Treaty process and commence Treaty negotiations with First Peoples in Victoria

In 2024–25, the State and the First Peoples' Assembly of Victoria (Assembly) have continued to make significant progress towards Treaty in Victoria, building on the strong foundations of the Treaty Authority, the Self-Determination Fund and the *Treaty Negotiation Framework*.

The Victorian Government and the Assembly made history on 21 November 2024 with the opening of negotiations for Australia's first Treaty, marked with a ceremony at Darebin Parklands on Wurundjeri Woi Wurrung Country.

Since November, the Assembly and the Victorian Government have made significant progress towards a Statewide Treaty agreement. The Victorian Government is represented at the negotiation table by senior Department of Premier and Cabinet executives. Negotiations have focused on achieving practical change and securing a foundation for Treaty in Victoria that recognises a renewed relationship between the State of Victoria and its First Peoples.

In May 2025, the Dja Dja Wurrung Traditional Owner Group became the first group registered on the Treaty Negotiations Database, marking progress towards the beginning of local Traditional Owner Treaty negotiations.

The Victorian Government is committed to the transparency of the Treaty process and, with the Assembly, has issued Joint Statements to update the public on Statewide Treaty negotiations. In 2024–25, the Victorian Government hosted 13 Treaty Information sessions with more than 750 local leaders across the State to build understanding and awareness about Treaty. A new Treaty Victoria website has been launched to provide information about Victoria's Treaty. This can be accessed at:

www.treatyvictoria.vic.gov.au

Recognised the achievements of Aboriginal Victorians through Aboriginal cultural events and awards

In 2024–25, the Victorian Government supported the delivery of significant First Nations cultural events and awards. Key initiatives included the Victorian Aboriginal Honour Roll, recognising nine First Nations leaders for their contributions to the State; the Victorian Aboriginal Remembrance Service, honouring First Nations servicemen and women; the Ricci Marks Awards recognising the achievements and aspirations of four young First Nations award recipients; and the NAIDOC State Reception, celebrating First Peoples' achievements.

The Victorian Government also supported the Victorian NAIDOC Committee to deliver a range of events for NAIDOC Week, including the Victorian NAIDOC Awards, NAIDOC Flag Raising Ceremony, NAIDOC Pride event, NAIDOC March and the NAIDOC Gala Ball. NAIDOC week 2025 marked a milestone of 50 years of honouring and elevating First Nations' voices, culture, history, and resilience.

Output: Traditional owner engagement and cultural heritage management programs

Drove and supported strong cultural heritage management and protection under Victoria's Aboriginal cultural heritage system

In 2024–25, DPC continued to support the protection and management of Victoria's Aboriginal cultural heritage. DPC administers the regulatory, enforcement and approval processes of the cultural heritage management system under the *Aboriginal Heritage Act 2006*.

The following statutory activities were delivered in 2024–25:

- recorded 1,005 Aboriginal places on the Victorian Aboriginal Heritage Register, bringing the number of Aboriginal places recorded to more than 42,000
- made decisions on 35 cultural heritage management plans and six amendments to plans prepared in parts of Victoria where Traditional Owners have not been formally recognised
- issued 11 cultural heritage permits
- made decisions on 88 preliminary Aboriginal heritage tests, providing developers and land users with certainty about whether a cultural heritage management plan is required for a proposed activity.

In 2024–25 DPC also supported cultural heritage management by:

- Supporting Registered Aboriginal Parties (RAPs) to carry out their functions under the Aboriginal Heritage Act, including delivering:
 - several GIS training sessions for RAPs across the state
 - Sixteen capacity development projects to Traditional Owner organisations to support their protection and management of cultural heritage
 - training in identifying and recording archaeological sites and Aboriginal cultural places
 - a stone tool identification workshop, providing Aboriginal participants with the skills to identify and record Aboriginal stone tools and artefacts.
- Delivering the Certificate IV in Cultural Heritage Management through a partnership with La Trobe University and administering two workshops with Aboriginal people interested in pursuing a career in Aboriginal cultural heritage management.

- Supporting two RAP forums, providing RAPs with opportunities to share knowledge and improve protection outcomes for Aboriginal cultural heritage across the state. DPC also continued to provide advice and support to RAPs carrying out their duties under the Aboriginal Heritage Act.

DPC has undertaken its enforcement and compliance responsibilities during the reporting period. This included:

- completing 166 investigations into reports of non-compliance with the Aboriginal Heritage Act across Victoria
- one prosecution for harming Aboriginal cultural heritage and supporting the regulatory agency in issuing two fines for interference with an archaeological site (being an Aboriginal place).

Other activities in 2024–25 under this initiative included:

- supporting Traditional Owners and government to protect Aboriginal cultural heritage at the landscape level through the Strategic Aboriginal Heritage Assessment program
- driving a proactive enforcement and compliance strategy, preventing the occurrence of offences under the *Aboriginal Cultural Heritage Act 2006* and supporting improved ongoing compliance and protection of Aboriginal cultural heritage
- supporting Traditional Owners to better protect Victoria's most significant Aboriginal cultural heritage places, such as progressing the development of Ongoing Protection Declarations at significant Victorian cultural landscapes, as well as the ongoing management of places with existing Ongoing Protection Declarations.

[Supported non-formally recognised Traditional Owner groups to access the independent legal and research services required to gain recognition and activate rights](#)

In 2024–25, DPC continued to work with First Nations Legal and Research Services (FNLRS) and Traditional Owners to achieve legal recognition and prepare for Treaty negotiations. The agreement gives effect to the commitment of the 2023–24 State Budget initiative — Traditional Owner Formal Recognition Support Services — and enables forward planning by FNLRS in this important work. The agreement focuses FNLRS' support for Traditional Owners in four areas of Victoria without any legal recognition — mid north-west, central north, northeast and far east Gippsland.

[Supported the Minister for Treaty and First Peoples to respond to native title claims made in the Federal Court of Australia](#)

In 2024–25, the State of Victoria was the first respondent to the following native title determination applications in the Federal Court:

- Boonwurrung
- Eastern Maar/Gunditjmara (Area C claim)
- First Peoples' Millewa-Mallee
- Wamba Wemba
- Wadawurrung
- Dhudhuroa, Waywurru and Ngurai Illum.

[Negotiated and implemented agreements between the State and Traditional Owner Groups, under the *Traditional Owner Settlement Act 2010*](#)

In 2024–25, DPC continued work to implement four existing Recognition and Settlement Agreements (RSAs) under the Traditional Owner Settlement Act with Dja Dja Wurrung, Taungurung, Gunaikurnai and the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk People of the Wotjobaluk Traditional Owners.

RSAs seek to formally acknowledge the rights of Traditional Owners and establish a framework for the settlement of land and natural resource claims outside the court system.

In 2024–25, DPC continued negotiations to enhance the RSAs with:

- the Gunaikurnai People
- Dja Dja Wurrung People
- Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk People.

DPC continued negotiations for an RSA with the Eastern Maar People.

Additionally, DPC commenced preparatory work to commence RSA negotiations with the Gunditjmara people.

[Led the implementation of the government's response to the First Principles Review recommendations to deliver on Traditional Owners' aspirations in relation to land, waters and natural resources under the *Traditional Owner Settlement Act*](#)

In 2024–25, DPC led the government's response to the First Principles Review of the Traditional Owner Settlement Act. DPC convened an interdepartmental committee to consider the policy reform, legislative reform, stakeholder engagement and financial impact analysis required to advance implementation of the 29 Review recommendations supported in full or in principle by the Victorian Government.

In 2024, DPC entered into a \$0.374 million funding agreement with the First Peoples' Assembly of Victoria to partner with the Victorian Government on implementation of the Review. The Assembly convened the First Principles Review Implementation Committee, with a membership of Traditional Owners and staff from Traditional Owner Corporations, to advise on key products and provide collective Traditional Owner oversight of the state's implementation of Review recommendations.

[Led the whole-of-government response to the Yoorrook Justice Commission, the nation's first truth-telling inquiry into historic and ongoing systemic injustices committed against Aboriginal Victorians since colonisation](#)

In 2024–25, DPC continued to play a central role in coordinating whole-of-government engagement with, and response to, the Yoorrook Justice Commission (the Commission). The Commission concluded on 24 June 2025 with the delivery of its final report to the Governor and the First Peoples' Assembly of Victoria. DPC supported the state's commitment to genuine, transparent, and proactive engagement with the Commission, including by:

- Leading the development of the *Victorian Government Implementation Progress Report: Yoorrook for Justice*. Released in October 2024, this report outlined the actions the Victorian Government took in response to Yoorrook for Justice, and its 46 recommendations, to address systemic injustice in the criminal justice and child protection systems.
- Provision of information to the Commission between September 2024 and April 2025, including by:
 - supporting the production of 76 documents in response to 13 Notices to Produce issued by the Commission
 - providing secretariat support to coordinate the state's response to the Commission through a whole-of-government working group and interdepartmental committee, including members of all departments and Victoria Police.
- Supporting the development and passage of the *Inquiries Amendment (Yoorrook Justice Commission Records and Other Matters) Act 2025* to empower the Commission to declare records of First Peoples' evidence it received as closed or restricted from public access for 99 years. The legislation enabled the Commission to ensure that First Peoples' choices about access to and use of their personal evidence will continue to be upheld after the end of the Commission. The Act passed the Legislative Assembly on 28 November 2024 and the Legislative Council on 18 February 2025 and received Royal Assent on 25 February 2025.
- Coordinating the State's procedural fairness review of the Commission's third interim report and final report.
- Working closely with the Commission to plan and coordinate arrangements for a Parliamentary Reception to celebrate the work of the Commission and the conclusion of its inquiry.

The Commission delivered its final interim report, *Yoorrook for Transformation*, and its final report, *Truth be Told*, to the Governor and First Peoples' Assembly in June 2025. *Yoorrook for Transformation* contains 100 recommendations for reform relating to land, education, housing, access to records, health, and economic and political life. *Truth be Told* contains an official public record based on First Peoples' experiences of systemic injustice since the start of colonisation in Victoria. DPC will be coordinating a state response to the Commission's final reports.

[Supported First Peoples organisations to build, repair, refurbish or expand community infrastructure](#)

In 2024–25, the Victorian Government made 21 grants to First Nations organisations through the Aboriginal Community Infrastructure Program (ACIP) worth a total of \$11.23 million (excl. GST).

The ACIP supported 15 First Peoples organisations in 2024–25 to complete construction works or planning activities under the 'Repairs and minor works', 'Capital works and upgrades' and 'Project Planning' categories.

Examples of completed capital works and upgrades and repairs and minor works projects in 2024–25 include:

1. Ngwala Willumbong Aboriginal Corporation \$1.6 million

Ngwala Willumbong Aboriginal Corporation constructed a new communal facility at its Yitjawudik Men's Recovery Centre in Toolamba to support the delivery of alcohol and other drug services. The facility includes gathering spaces for clients and families, a commercial kitchen and dining area, administrative and reception areas, and other amenities to support staff and outreach workers in delivering services.

2. Winda-Mara Aboriginal Corporation \$1.5 million

Winda-Mara Aboriginal Corporation's health service redevelopment constructed an integrated health service facility in Heywood to provide culturally safe health services for the local First Nations community. The new facility includes general practice, nurse and treatment stations, and consulting spaces for specialists to provide mental health and wellbeing, optometry and other health services.

3. Bunjilwarra Youth Healing Service \$1.45 million

Bunjilwarra Youth Healing Service refurbished their culturally safe residential facility to better meet the needs of the young people in their care. The refurbishment expanded a creative arts learning space, including new activities rooms, and remodelled the layout of the administration building to create functional, dedicated spaces for staff and case workers. Bunjilwarra is delivered as a partnership between the Victorian Aboriginal Health Service and Youth Support and Advocacy Service.

4. Bendigo and District Aboriginal Cooperative \$0.286 million

Bendigo and District Aboriginal Cooperative's 'Bringing our Spiritual Home Back to Life' project included restoring verandahs and footings, replacement of windows with double glazing, levelling the internal courtyard, installation of new decking and reviving existing garden beds with native plantings. The suite of upgrades has made the facility more appealing and welcoming, and better meets the cultural expectations of the community.

In addition, in 2024–25, seven First Peoples organisations commenced construction on projects and five First Peoples organisations commenced project planning activities. The ACIP team within Local Government Victoria in DGS (which administers ACIP grants on DPC's behalf), conducted 38 site visits to meet with grant recipients and inspect their infrastructure projects at various stages of development.

Delivered the Munarra Centre for Regional Excellence in accordance with self-determined decision-making processes

The Munarra Centre for Regional Excellence was officially opened in August 2024 by the Minister for Treaty and First Peoples and the Parliamentary Secretary. The centre delivers First Peoples-led education, employment, health and wellbeing programs. Located in the Shepparton Sports Precinct and featuring the Aboriginal flag on its roof, the campus celebrates First Nations culture and knowledge, and demonstrates self-determination in action, with Elders and the local community leading every stage of its design and development.

The project was the largest ever awarded by the Victorian Government to a First Peoples-owned and operated company, TVN On-Country. The Victorian Government invested \$30.2 million, alongside a \$6.65 million University of Melbourne contribution. During construction, the project exceeded eight social procurement targets, created 12 new jobs, and provided expanded opportunities for First Peoples.

Since its opening the project has won multiple awards:

- Australian Institute of Architecture, 2025 Victorian Architecture Award for Education
- Australian Institute of Architecture, 2025 Victorian Architecture Regional Prize
- Australian Institute of Landscape Architecture, 2025 Victorian Landscape Architecture Award for Health and Education Landscapes
- Architecture Australia, 2025 Award for Social Impact
- Master Builders Victoria, 2025 Northern Region Commercial Builder of the Year award for commercial projects over \$20 million.

It has also been shortlisted for the 2025 World Architecture Festival and featured in *Architecture Australia*, Australia's most widely read and highly respected architectural magazine, capturing Australian architecture for over 100 years.

Supported self-governance and self-determination at the Lake Tyers and Framlingham Aboriginal Trusts

The *Aboriginal Lands Act 1970* grants freehold title over two former reserves — Framlingham and Lake Tyers Aboriginal Trusts. The Minister for Treaty and First Peoples has administration responsibility for the Act.

In 2024–25, the government invested \$10.2 million (ex GST) to support essential services at the Trusts including:

- Continuing operations and the provision of municipal and essential services. This investment supports the delivery of municipal and essential services to satisfy the basic human rights of the trusts' residents, including access to clean drinking water, maintenance of roads, bushfire management, and routine waste management.
- Commencing work upgrading wastewater infrastructure at the Framlingham Aboriginal Trust and replacing the jetty at Lake Tyers Aboriginal Trust.

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

DPC continued to support the Victorian Aboriginal Heritage Council to fulfil its statutory functions under section 132 of the *Aboriginal Heritage Act*.

In 2024–25 the Council received 16 reports of Ancestral Remains discoveries under section 17 of the Act. The Council prepared 253 Ancestors for return to Registered Aboriginal Parties (RAPs), with 15 reinterred on Country following ceremonial handovers supported by grant funding. Fourteen Ancestors were returned interstate, with the Council attending the Wobulkara repatriation in East Arnhem Land.

The Council has now appointed 12 RAPs covering 77.5 per cent of Victoria; the remainder of Victoria is DPC's responsibility.

In the reporting period, the Council designed and launched a grants program to support access to the Aboriginal Cultural Heritage Fund. The program closed on 20 June 2025 and attracted 22 applications.

The Council's documentary *Returning Our Ancestors* was selected for screening at short film festivals across Australia and internationally, including the 2025 Melbourne Documentary Film Festival.

Progress towards achieving the objective

The objective indicator, associated data sets and descriptions below show how the following outputs contribute to DPC's 'First Peoples are strong and self-determining' departmental objective:

- Self-determination policy and reform advice and programs
- Traditional owner engagement and cultural heritage management programs.

Throughout 2024–25, DPC's policy advice to the Premier, Cabinet, portfolio ministers, and key governing boards and committees continued to shape the government's agenda in the medium- to long-term by:

- Upholding commitments to self-determination and equitable outcomes through work on the *Victorian Aboriginal Affairs Framework 2018–2025* and the *National Agreement on Closing the Gap*.
- Actively engaging with the Yoorrook Justice Commission by developing the *Victorian Government Implementation Progress Report: Yoorrook for Justice* and by supporting the Commission with delivery of its final reports *Yoorrook for Transformation* and *Yoorrook Truth be Told*.
- Reporting on the government's progress against the Victorian Aboriginal Affairs Framework through the Victorian Government Aboriginal Affairs Report.
- Protecting Victoria's significant Aboriginal cultural heritage by managing the regulatory, enforcement and approval processes under the *Aboriginal Heritage Act*.
- Making significant progress towards a Statewide Treaty agreement and opening negotiations for Australia's first Treaty.

DPC’s contribution to this objective indicator is also demonstrated through the following data:

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

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage	number	16	16	16	16



Improved public administration and support for the Victorian Public Service — progress

This objective fosters and promotes a high-performing public service. It ensures effective whole-of-government performance and outcomes and supports the effective administration of government. It protects and promotes the values of good governance, integrity and accountability across the public service to foster and maintain public trust in government. It maintains compliance with government advertising and communication guidelines to support effective financial management, probity and accountability of government advertising.

Key initiatives¹

DPC delivered the following key initiatives in 2024–25, contributing significantly to the achievement of the departmental objective: 'Improved public administration and support for the Victorian Public Service'.

Output: Executive government advice and services

[Provided legal and policy advice to support the Premier, DPC's ministers and the department more broadly](#)

Key achievements of DPC's Office of the General Counsel in 2024–25 included:

- Advised on the drafting and passage of the *Constitution Amendment (SEC) Act 2023*, the *Parliamentary Workplace Standards and Integrity Act 2024*, the *Inquiries Amendment (Yoorrook Justice Commission Records and Other Matters) Act 2025*, the *Aboriginal Land Legislation Amendment Act 2024* and the *Statute Law Repeals Act 2025*, the drafting and introduction to Parliament of the *Statute Law Revision Bill 2025*, as well as supported DPC policy areas on other legislative and regulatory reform projects.
- Advised on corporate and employment law matters including the shared services arrangement between DGS and DPC.
- Advised DPC and the Premier in relation to inquiries under the *Inquiries Act 2014*, such as the establishment of the Formal Review into Victorian Government Bodies' Engagement with Construction Companies and Construction Unions, the Board of Inquiry into the McCrae landslide and the government's engagement with the Yoorrook Justice Commission, the first formal truth-telling process into historical and ongoing systemic

injustices experienced by First Peoples in Victoria.

[Provided clear, timely and practical guidance, expertise and support to our stakeholders in relation to Cabinet, Parliament, legislation, Executive Council and ministerial correspondence-related matters](#)

In 2024–25, DPC provided expert guidance to support Cabinet, Parliament, Executive Council and ministerial correspondence matters. This included providing administrative support to the Cabinet, the Premier and DPC ministers, as well as other departments and the ministry where needed. DPC also provided high-quality administrative support for the Governor in relation to Executive Council matters.

[Led and advised Victorian Government departments and agencies on best practice and setting standards in advertising and research, governance, strategic communications, media strategy and insights](#)

As part of its strategic governance and central advisory role for all government advertising campaigns, in 2024–25 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.

Communications support was provided across the department and to DPC ministers on a number of priorities, with key support provided for:

- the establishment of the *Board of Inquiry into the McCrae landslide*

¹ Key initiatives of the VPSC ('Public sector administration advice and support' output) and the Victorian Electoral Commission are included in their respective annual reports.

- the launch of Victoria's *Anti-Racism Strategy 2024–2029*
- consultation on the Commonwealth Government's proposed changes to social media age limits
- *Victoria's India Strategy: Our Shared Future 2025–30*
- the Housing Statement update and Victoria's Housing Forum — 'More homes for Victorians'
- the launch of priority advertising campaigns for housing and cost of living.

[Provided advice on protocol matters to the public service and delivered events of major state significance](#)

DPC provided strategic advice and oversight of the protocol policies and functions of the Victorian Government, along with the delivery of state significant events.

Events and state services delivered in 2024–25 include:

- Victoria's Australia Day public events as part of the National Australia Day Council program
- opening ceremony of Treaty negotiations in Victoria
- homecoming event for Olympians and Paralympians in partnership with the Australian Olympic Committee, Paralympics Australia and the City of Melbourne
- state services to honour the lives of:
 - Mr Stefan Romaniw OAM
 - The Honourable Barry Pullen
 - The Honourable John Delzoppo OAM
 - Mr Neale Fraser AO MBE
 - The Honourable Dr Race Mathews.
- celebrating multicultural and multifait communities at the:
 - Premier's Diwali State Reception 2024
 - Reception to Celebrate Victoria's Diverse Christian Communities
 - Victorian Iftar Dinner.

DPC provided protocol support to the Victorian Government for:

- the death of His Holiness Pope Francis and the Solemn Pontifical Mass for the repose of the soul of Pope Francis
- His All-Holiness Ecumenical Patriarch Bartholomew's visit to Victoria as a Guest of Government

[Deliver a whole-of-government communications strategy to support Victoria's path to Treaty](#)

DPC provided strategic advice and oversight as part of a centralised whole-of-government communication strategy on Treaty. The strategy sets out how the government will deliver on its objectives by informing and educating the public about Treaty, its purpose and benefits.

[Delivered a whole-of-government communications strategy to improve access to information for people with disability](#)

DPC led a program of work over two years to build accessible communications capability and capacity across the VPS. The accessible communications project, which concluded in 2024–25, included the development of the *Victorian Government Accessible Communications Policy*. DPC will review the policy every two years. Other key initiatives delivered as part of the accessible communications project in 2024–25 included:

- providing plain language training which was attended by 1,200 VPS staff
- developing plain language toolkits and resources which are published on the VPSC's website for VPS staff to access.

[Oversee the government's Regional Press Policy, Regional Advertising Policy and Multicultural Advertising Policy to ensure all Victorians have relevant and timely access to information](#)

DPC oversaw government compliance with a range of advertising policies in 2024–25, to ensure all Victorians have access to relevant and timely information, including supporting local newspapers which continue to play an important role for regional communities across Victoria.

DPC reviewed all Victorian Government advertising campaigns undertaken in 2024–25 to ensure they included a minimum 15 per cent expenditure on regional and rural media and a minimum 15 per cent expenditure on multicultural media, unless specifically exempted by DPC.

[Supported the Governor to carry out the role for the benefit of Victoria](#)

The Office of the Governor continued to support the Governor of Victoria, Her Excellency Professor the Honourable Margaret Gardner AC, across her constitutional, ceremonial, community and international duties.

Activities in 2024–25 included representing Victoria during the official visit to Australia of Their Majesties King Charles III and Queen Camilla, presiding over the swearing-in of the 13th Chief Justice of the Supreme Court of Victoria as well as hosting State Receptions for the Land Forces International Land Defences Exposition, Avalon Airshow and NAIDOC Week. Public access to Government House has further expanded, with the addition of seasonal Twilight Garden Tours and the School Holiday Family Tours program. Two open days were held, including Australia Day, which saw thousands of people taking the opportunity to visit Government House.

Engagement with regional Victoria included official visits to Kilmore, Greater Geelong City and to the Shires of Wellington, East Gippsland, Mitchell, Hindmarsh and West Wimmera.

The Governor's international duties included official visits to France, Belgium, Denmark and the United Kingdom, focusing on key priority sectors such as energy transition, medical research, education, MedTech and Biotech, advanced manufacturing and defence industry. In Denmark the Governor was received in audience by Her Majesty Queen Mary. The Governor visited the Western Front where she undertook commemorative activities honouring the service of Victorian soldiers during WWI and WWII. The Governor also participated in an official visit to Japan and China, reinforcing Victoria's sister-state relationships with the Aichi Prefecture and Sichuan Province.

Official visitors received at Government House included the Governors of the States of Indiana and Michigan, USA; and Anhui Province, Peoples Republic of China; His All-Holiness Ecumenical Patriarch Bartholomew of Constantinople and New Rome; Chief Minister of Punjab, India; the Lord Mayor of the City of London; Her Majesty The Queen Mother of the Kingdom of Bhutan and Their Royal Highnesses Prince Chimi and Princess Kesang; The Right Honourable the Lord Spellar, United Kingdom Trade Envoy to Australia; and Catherine West MP, Parliamentary Under-Secretary of State, Indo Pacific, United Kingdom.

Output: Public sector administration advice and support

Enhanced public sector integrity and governance capability, including through supporting:

- the VPSC to ensure that the public sector operates in accordance with the highest expectations of trust
- the Premier to respond to key integrity agency reports and improve Victoria's parliamentary integrity and standards regime

DPC's Governance Branch unifies the department's efforts to promote good governance and public administration. The branch fosters high-quality decision-making and policy-making, government integrity and accountability, and trust in public institutions.

Key achievements in 2024–25 included:

- administered whole-of-government guidelines, including the *Appointment and Remuneration Guidelines*, to support good governance in non-departmental entities
- commenced a review of the *Appointment and Remuneration Guidelines* to strengthen the integrity of appointments and ensure a fair and consistent approach across non-departmental entities
- supported the passage of the *Parliamentary Workplace Standards and Integrity Act 2024* through Parliament, which established in legislation the Parliamentary Workplace Standards and Integrity Commission, the Parliamentary Integrity Adviser and the Parliamentary Ethics Committee
- supported the Parliamentary Workplace Standards and Integrity Commission to commence operations on 31 December 2024, including appointing two commissioners
- supported ongoing administration of the *Ministerial Code of Conduct*, including quarterly publications of ministerial diaries.

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's Governance Branch provides guidance and advice to ensure consistent and transparent executive employment and remuneration practices across the Victorian Public Service and public entities.

Key achievements in 2024–25 include:

- published an updated *Public Entity Executive Remuneration Policy*, following consultation with stakeholders during 2023–24
- led stakeholder consultation on a review of the standard public sector executive employment contract
- convened the Executive Employment Community of Practice to share information across departments and discuss common issues and emerging trends in executive employment.

Output: Chief Parliamentary Counsel Services

Built capacity in legislative drafting, provided drafting and legislative services to implement the government's legislative program, supported Parliament and provided public access to Victorian legislation

In 2024–25, the Office of the Chief Parliamentary Counsel (OCPC) drafted a variety of legislation to implement major government policy initiatives and reforms. OCPC drafted 52 government bills in the reporting period. These included bail reforms, a statutory insurance scheme for building work, consumer and housing legislation amendments, including significant amendments to the Retirement Villages Act.

In addition, 132 statutory rules were made in the same period.

Throughout 2024–25, 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, non-government parties and independent members of parliament has increased during 2024–25.

OCPC has focussed on building the office's drafting capacity to ensure that it can continue to meet expectations and demands into the future.

Progress towards the objective

The objective indicator, associated data sets and descriptions below show how the following outputs contribute to DPC's 'Improved public administration and support for the Victorian Public Service' departmental objective:

- Executive government advice and services
- Public sector administration advice and support
- Chief Parliamentary Counsel services
- State electoral roll and electoral events.

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

Throughout 2024–25, DPC's policy advice to the Premier, Cabinet and its committees, and Executive Council has supported decision-making through augmenting departmental submissions, identifying risks and their management, and linking related work.

DPC's contribution to this objective indicator is also demonstrated through the following data:

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,430	913	1,149	1,176

Objective indicator: Agency compliance with government advertising and communication guidelines

Throughout 2024–25, DPC’s policy advice to the Premier, Cabinet, portfolio ministers and key governing boards and committees continued to shape the government’s agenda in the medium- to long-term by supporting the efficient development of campaign creative and media buying across government and providing strategic advice on communicating with all Victorians, including diverse and regional audiences.

DPC’s contribution to this objective indicator is also demonstrated through the following data:

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	100	100

Objective indicator: Victoria’s electoral system is supported by an accurate and secure electoral roll, electoral services and conduct of fair and impartial elections

DPC’s contribution to this objective indicator is demonstrated through the following data:

Data set	Unit	2021–22	2022–23	2023–24	2024–25
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	21	26	24	474

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

DPC’s contribution to this objective indicator is demonstrated through the following data:

Data set	Unit	2021–22	2022–23	2023–24	2024–25
Bills and statutory rules drafted or settled that meet the required standard	per cent	97	99	100	99

Objective indicator: Advice contributes to the achievement of government policies and priorities relating to public sector governance

Throughout 2024–25, DPC’s policy advice to the Premier, Cabinet, portfolio ministers, and key governing boards and committees has continued to impact the government’s agenda in the medium- to long-term.

Performance against output performance measures

This section details the outputs delivered by DPC, with the performance measures and associated costs for each output. It presents the actual performance results against output targets over the year ending 30 June 2025.

Explanations about DPC's performance against output performance measures are provided where there are variances of more than 5 per cent between targets and results.

Output changes

DPC did not make any changes to its output structure in 2024–25.

Economic policy advice and support

This output contributes to the delivery of strategic, timely and comprehensive analysis and advice on economic policy to support government decision-making.

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Quality					
Key stakeholder satisfaction with advice and support relating to economic policy	per cent	85	85	0%	✓
Timeliness					
Provision of economic policy briefings within agreed timeframes	per cent	85	91	7.1%	✓
The 2024–25 actual was higher than the target due to the ongoing improvement in monitoring processes.					
Cost					
Total output cost	\$ million	20	23.3	16.5%	■
The 2024–25 actual was higher than the target primarily due to non-recurrent funding provided to implement the Economic Growth Statement initiatives following publication of the 2024–25 Budget.					

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

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

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Whole-of-government emergency management forums, meetings and exercises facilitated	number	20	22	10%	✓
The 2024–25 actual was higher than the target due to the frequency of emergencies.					
Quality					
Key stakeholder satisfaction with advice and support relating to social policy	per cent	85	85	0%	✓
Timeliness					
Provision of social policy briefings within agreed timeframes	per cent	85	81	-4.7%	○
Cost					
Total output cost	\$ million	21.1	26.7	26.5%	■
The 2024–25 actual was higher than the target primarily due to:					
- Supplementation funding provided in 2024–25, which is non-recurrent in nature: - to implement <i>VPS Enterprise Agreement 2024</i> outcomes - for the Victorian Government's donation to the My Room Children's Cancer Charity. - Unapplied appropriations carried over from 2023–24 into 2024–25 to complete pending deliverables for whole-of-government priorities and to complete deliverables related to the Housing Statement.					

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
- Performance target not achieved — within 5 per cent or \$50 million (cost measures only) variance

Multicultural affairs policy and programs

This output provides policy advice on multicultural affairs and social cohesion in Victoria, including settlement coordination for newly arrived migrants and refugees and delivers a range of programs to directly support Victoria's multicultural communities. It also supports Victoria's whole-of-government approach to multiculturalism. The output includes monitoring of government departments' responsiveness to Victorians from culturally, linguistically and religiously diverse backgrounds.

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Community participation in multicultural events (attendance at multicultural affairs events) The 2024–25 actual was higher than the target due to additional funding approved to support events through the Multicultural Festivals and Events and Regional Multicultural Festivals and Events program.	number (millions)	1.3	1.6	23.2%	✓
Consultations with communities on issues relevant to culturally and linguistically diverse (CALD) communities The 2024–25 actual was higher than the target due to additional consultations undertaken as part of the Victorian Multicultural Review (Lekakis Review).	number	75	188	150.7%	✓
Number of people engaged through Cultural Diversity Week events and engagement The 2024–25 actual was higher than the target due to a higher number of activities and engagements delivered as part of Cultural Diversity Week.	number	25,000	59,727	138.9%	✓
Number of projects delivered in partnerships with CALD communities The 2024–25 actual was higher than the target due to a focus on the delivery of state election commitments and their budget phasing. This has required more extensive partnership with communities, including efforts with new and emerging communities to build their capacity in the context of competitive grants programs.	number	30	67	123.3%	✓
Quality					
Proportion of approved grant funding provided to organisations in regional/ rural areas The actual result for 2024–25 exceeded the target due to a strategic portfolio approach aimed at increasing funding uptake across regional Victoria. This approach included prioritising applications through proactive stakeholder outreach, targeted communications, and refined assessment processes.	per cent	20	22	10%	✓
Cost					
Total output cost The 2024–25 actual result was lower than the target primarily due to the rephasing of certain infrastructure deliverables under the 'Delivering commitments to Victoria's multicultural communities' initiative. This adjustment was made following further consultations with multicultural and multifait organisations, who required additional time to meet the requirements and planning approvals necessary to deliver their infrastructure projects.	\$ million	64.6	52.2	-19.2%	■

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

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	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Meetings held to coordinate shared decision making with Aboriginal communities and WOVG implementation of the National Agreement on Closing the Gap priorities to improve outcomes for First Peoples	number	4	3	-25%	■
The 2024–25 actual is lower than the target as the goals of the measure were able to be met with fewer meetings which were more substantial in content and length.					
Meetings with departments to support Minimum Standards and Additional Preparations, and engaging in Treaty negotiations	number	40	174	335%	✓
The 2024–25 actual was higher than the target due to the commencement of Treaty negotiations in November 2024 and the department's collaborative practice with other Victorian Government departments to ensure up-to-date information was shared.					
Minimum Standards and Additional Preparations the State can notify compliance with to the Treaty Authority	number	4	4	0%	✓
Number of Assembly and/or State Assembly meetings held	number	40	55	37.5%	✓
The 2024–25 actual was higher than the target as the State entered formal negotiations on Statewide Treaty with the Assembly during the financial year, increasing the frequency of meetings, as well as other engagements required to support negotiations.					
Quality					
Government stakeholder satisfaction with coordination of Victorian Government's response to the Yoorrook Justice Commission	per cent	80	100	25%	✓
The 2024–25 actual was higher than the target because all survey respondents reported being satisfied or very satisfied with DPC's overall coordination of the Victorian Government response to the Commission.					
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%	✓

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Cost					
Total output cost	\$ million	118.9	109	-8.3%	■
The 2024–25 actual was lower than the target primarily due to the deferral of project deliverables, for the following initiatives, to 2025–26: • 'Meeting the State's legal requirements to enter Treaty negotiations' • 'Self-determination and delivering on Victoria's commitment to Closing the Gap'.					

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

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	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Average weekly hours of case management provided to members of the Stolen Generations	number	85	109	28.2%	✓
The 2024–25 actual was higher than the target due to additional funding provided to Connecting Home in 2024–25, which enabled Connecting Home Limited to expand its case management services to meet increased demand from members of the Stolen Generations.					
Capacity-building activities provided for Traditional Owners to support the management and protection of Aboriginal cultural and intangible heritage	number	16	16	0%	✓
Number of family history investigations conducted by the Victorian Koorie Family History Service on behalf of members of the Stolen Generations	number	375	574	53.1%	✓
The 2024–25 actual was higher than the target due to increased demand for family history investigations provided by the Koorie Family History Service. This demand was partly driven by increased referrals from other services and the implementation of the Stolen Generations Reparations Package.					
Number of Recognition and Settlement Agreements that commence	number	2	0	-100%	■
The 2024–25 actual was lower than the target because no Recognition and Settlement Agreements were reached in 2024–25. Negotiations with six Traditional Owner groups continue.					
Removal of first mortgages on titles of property owned by Aboriginal Community Controlled Organisations	number	3	3	0%	✓

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Quality					
Funding recipients report that the achievement of program objectives is supported by DPC's role in the funding relationship	per cent	80	88	10%	✓
The 2024–25 actual was higher than the target due to a greater response from funding recipients than expected on DPC's positive role in the funding relationship.					
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	89	9%	✓
The 2024–25 actual was higher than the target given the full workforce complement within DPC's Office of the Victorian Aboriginal Heritage Council during the reporting period.					
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	57	-5%	○
Proportion of native title negotiations progressed in accordance with the department's annual work plan and timeframes monitored by the Federal Court	per cent	100	75	-25%	■
The 2024–25 actual was lower than the target because two Recognition and Settlement Agreements expected under the <i>Traditional Owner Settlement Act 2010</i> were not reached. However, all Federal Court timeframes were met.					
Cost					
Total output cost	\$ million	69.3	60.8	-12.3%	■
The 2024–25 actual was lower than the target primarily due to the deferral of project deliverables for the 'Delivering safe and self-governing Aboriginal Trusts' initiative to 2025–26.					

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

Executive government advice and support

This output contributes to the provision of strategic, timely and comprehensive support to Cabinet and Cabinet committees. This output also contributes to the provision of support to the Governor and maintenance of Government House and its collections as a heritage asset of national importance; the delivery of analysis and advice to support evidence based decision making across the public sector; and the provision of whole of government communications strategy and compliance with government advertising and communication guidelines.

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Number of briefs supporting Cabinet and Cabinet committee decision making	number	1,200	1,176	-2.0%	○
Number of projects and advisory support provided to departments facilitated by the Behavioural Insights Unit	number	30	64	113.3%	✓
The 2024–25 actual was higher than the target due to the completion of a number of long-term projects, and priority short-term projects.					
Office of the Governor: Increase in the annual number of guests and visitors to Government House	per cent	5	10	100%	✓
The 2024–25 actual was higher than the target due to decreased guest numbers in 2023–24 following essential capital works projects across the Government House complex, which restricted guest access over a number of months.					
Whole of government forums, meetings and advisory groups chaired.	number	85	86	1.2%	✓
Quality					
Key stakeholder satisfaction with delivery of state events	per cent	80	100	25%	✓
The 2024–25 actual was higher than the target due to excellent stakeholder feedback on the delivery of state events.					
Office of the Governor: Government House accessibility and useability meets standards in asset management strategy	per cent	79	79	0%	✓
Office of the Governor: Government House gardens and grounds meet standards in asset management strategy	per cent	85	85	0%	✓
Relevant communication activity compliant with government advertising and communication guidelines	per cent	100	100	0%	✓
Satisfaction with services provided by the Behavioural Insights Unit to government agencies	per cent	70	100	42.9%	✓
The 2024–25 actual was higher than the target as all clients who responded to the client feedback survey were satisfied with the service provided.					

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
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	87.1	139.6	60.3%	■
The 2024–25 actual was higher than the target primarily due to:					
- Release of funds from central contingency to: - implement government strategic communication opportunities - establish and operate a new Parliamentary Workplace Standards and Integrity Commission. - Supplementation funding provided in 2024–25, which is non-recurrent in nature, mainly to implement VPS and Ministerial enterprise agreement 2024 outcomes, and ministerial staff redundancy payments.					

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

Public sector administration advice and support

This output provides advice and support to relevant stakeholders, including the public service, on issues relevant to public sector administration, Parliament, 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	2024–25 target	2024–25 actual	Variance	Result
Quantity					
VPSC: Number of engagement and promotion activities undertaken by the Jobs and Skills Exchange	number	20	16	-20%	■
The 2024–25 actual was lower than the target due to changes to the way jobs in the VPS were advertised following the release of the government's Economic Growth Statement in December 2024 and the decommissioning of the Jobs and Skills Exchange platform in June 2025.					
VPSC: Percentage of new-to-VPS executives participating in the induction program	per cent	85	94	10.6%	✓
The 2024–25 actual was higher than the target due to increased uptake of the program and fewer participant withdrawals or deferrals.					
Quality					
VPSC: Overall satisfaction with engagement, consultation and responsiveness in relation to VPS graduate program	per cent	85	86	1.2%	✓
VPSC: Percentage of VPS jobs advertised through the Jobs and Skills Exchange	per cent	90	90	0%	✓
VPSC: Satisfaction with responses to user queries on the Jobs and Skills Exchange platform	per cent	80	95	18.8%	✓
The 2024–25 actual was higher than the target due to a strong focus on clear responses to customer queries and improvements to site content.					
Victorian Government agency stakeholder satisfaction with the quality of advice and support relating to public administration and whole of government governance	per cent	90	98	8.9%	✓
The 2024–25 actual was higher than the target, as only one survey respondent indicated that they were dissatisfied with the advice provided (an improvement from three dissatisfied stakeholders in 2023–24).					
Timeliness					
VPSC: Percent of Victorian public sector annual workforce data collected and validated by the end of February each year	per cent	95	100	5.3%	✓
The 2024–25 actual was higher than the target due to the ongoing improvement in processes.					

Performance measure	Unit	2024–25 target	2024–25 actual	Variance	Result
Cost					
Total output cost	\$ million	15.2	19.1	25.7%	■
The 2024–25 actual was higher than the target primarily due to:					
1. Supplementation funding provided in 2024–25, which is non-recurrent in nature, to implement the <i>VPS Enterprise Agreement 2024</i> outcomes. 2. Unapplied appropriations carried over from 2023–24 into 2024–25 to complete deliverables for the Parliamentary Workplace Standards and Integrity Commission.					

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	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Acts and statutory rules published electronically and in hard copy without error	per cent	96	97	1.0%	✓
Formal advice provided on legislation	number	500	698	39.6%	✓
The 2024–25 actual was higher than the target due to a substantial increase in formal advice, specifically Draft Drafting Instructions for a number of large, complex and omnibus Bills, and an increase in House Amendments and Private Member's Bills.					
Number of sets of House Amendments drafted for Members of Parliament	number	75	85	13.3%	■
The 2024–25 actual was higher than the target due to the numbers of House Amendments increasing during the period, including requests for multiple sets.					
Statutory rules made and bills prepared and introduced into Parliament	number	220	195	-11.4%	■
The 2024–25 actual was lower than the target due to Bill numbers introduced decreasing in this period because of changes in priorities and the increased use of omnibus Bills. Statutory Rules decreased due to some not proceeding during the reporting period.					
Quality					
Bills and statutory rules drafted or settled that meet the required standard	per cent	97	99	2.1%	✓
Timeliness					
Bills and statutory rules drafted or settled within the required timeframe	per cent	97	100	3.1%	✓
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	4.2%	✓
Cost					
Total output cost	\$ million	9.4	8.8	-6.4%	■
The 2024–25 actual was lower than the target primarily due to the deferral of activities in relation to a systems enhancement project.					

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	2024–25 target	2024–25 actual	Variance	Result
Quantity					
Election events conducted by the VEC, including state elections and by-elections, local government elections, by-elections and countbacks, and statutory elections or polls	number	525	474	-9.7%	■
The 2024–25 actual was lower than the target because there were fewer election events during the year than expected.					
Quality					
Election events invalidated by a court of disputed returns as a result of a proven claim against the VEC's conduct of that event	number	0	0	0%	✓
Maintain and improve public awareness, confidence and trust in the integrity of Victoria's electoral system	per cent	80	80.6	0.9%	✓
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	99.8	5.1%	✓
The 2024–25 actual was higher than the target due to the VEC's strong and ongoing commitment to ensuring that the Victorian register of electors is accurate.					
Cost					
Total output cost	\$ million	82.2	136.7	66.3%	■
The 2024–25 actual was higher than the target primarily due to:					
1. Larger special appropriations funding allocated to the VEC to conduct the scheduled local government elections under the new Electoral Structure Model.					
2. Supplementation funding provided in 2024–25 to implement <i>VPS Enterprise Agreement 2024</i> outcomes.					

Results legend

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

Section 3: Financial overview and expenditure

Financial overview

DPC's five-year financial summary

The following table summarises DPC's financial results for 2024–25, with comparative results for the preceding four reporting periods. The results are prepared on the same basis as DPC's financial statements in Section 4. A summary of the significant changes in DPC's financial position are noted in the table below.

Department-controlled activities	2024–25 ¹ \$'000	2023–24 ² \$'000	2022–23 ³ \$'000	2021–22 ⁴ \$'000	2020–21 ⁵ \$'000
Income from government	551,677	453,975	704,136	650,501	607,413
Total income from transactions	584,742	482,262	732,602	694,868	642,804
Total expenses from transactions	(583,227)	(482,734)	(730,538)	(675,126)	(632,174)
Net result from transactions	1,515	(472)	2,064	19,742	10,630
Net result for the period	1,635	(359)	2,428	21,986	13,048
Net cash flow from operating activities	(5,138)	3,995	17,062	29,706	35,597
Total assets	385,992	412,004	351,436	1,118,658	881,214
Total liabilities	75,634	112,860	52,688	106,858	95,703

¹ The increase in 2024–25 income and expenditure is due to increased election activities. The assets and liabilities decreased due to the timing of payments associated with operational infrastructure charges payable to DGS and payments associated with the Multicultural Affairs function that transferred from DFFH in the prior year.

² The decrease in 2023–24 income and expenditure is due to a decrease in the overall level of operations. 2022–23 included the first six months of activities from major functions that transferred to DGS as a result of machinery of government changes effective 1 January 2023 along with increased election activities. The assets and liabilities increased due to the timing of payables associated with Multicultural Affairs functions that transferred from DFFH.

³ 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 the transfer of functions from DPC due to machinery of government changes effective from 1 January 2023.

⁴ The increase in 2021–22 income and expenditure is mainly due to new government initiatives delivered during the year, including digital vaccination certification, the 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. Departmental liabilities increased as a result of higher employee leave liabilities and provision for the early retirement packages announced during the year.

⁵ The decrease in 2020–21 income and expenditure is mainly due to machinery of government changes where Fairer Victoria transferred from DPC to DFFH on 1 February 2021, and Bushfire Recovery Victoria transferred to DJCS from 1 July 2020. An increase in assets is driven by asset revaluations. Transfer of employee and supplier liabilities to DFFH contributed to a decrease in liabilities.

Financial performance

Overview and administrative arrangements

This section presents an overview of DPC's financial results, detailing its operational and budgetary objectives. It includes an analysis of DPC's operating results and financial position, highlighting significant factors that affect DPC's financial information.

The results and information have been prepared on the same basis as DPC's financial statements, which are available in Section 4 of this report.

Financial performance — operating statement

DPC recorded a net surplus result from operations of \$1.5 million in 2024–25. The result is primarily due to the timing of trust funds operations, where funds received during 2024–25 will be expended in future years.

The sources of income available to DPC during 2024–25 are demonstrated in the chart below. DPC's main source of income in 2024–25 was from government appropriations, which accounted for 94% of income. The balance was derived from resources received free of charge, government grants, and services.

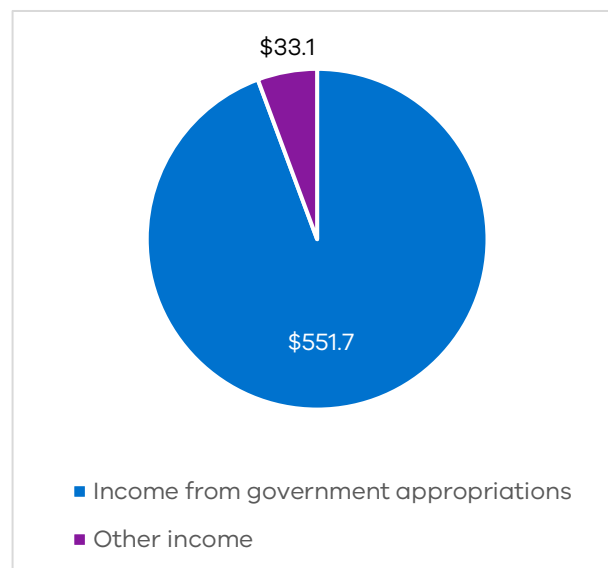


Figure 2. Sources of income (\$ million)

Compared with 2023–24, the increase in DPC's income in 2024–25 is primarily due to additional funding for higher election activity at the VEC, including the conduct of local government elections. This resulted in higher government appropriations.

The chart below shows the distribution of DPC's expenses in delivering the department's services.

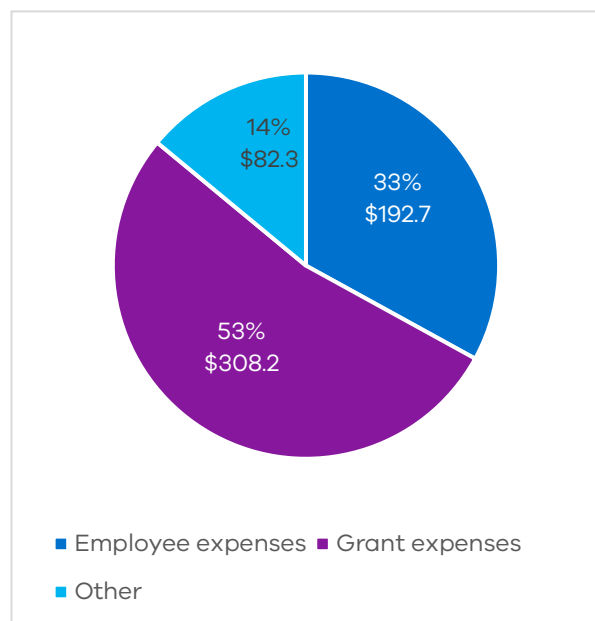


Figure 3. Expenses (\$ million)

DPC's total expenses increased by \$100.5 million in 2024–25 compared with 2023–24. This is mainly due to a full year of operating costs for Multicultural Affairs, compared with only five months in 2023–24 following the transfer of these functions from DFFH on 1 February 2024. Expenses have also risen due to higher election costs associated with local government elections held during the period.

Financial position — balance sheet

DPC's net assets increased in 2024–25 due to a higher valuation of buildings and movements in working capital during the financial year.

Cash flows

DPC has a net cash outflow from operating activities of \$5.1 million in 2024–25, a decrease of \$9.1 million compared with 2023–24. The decrease is mainly due to the timing of trust fund receipts from the Community Support Fund to deliver commitments to Victoria's multicultural communities, and the settlement of outstanding liabilities from the prior year.

Subsequent events

Refer to the section on subsequent events at Note 8.11 in DPC's financial statements.

Capital projects / asset investment programs

During 2024–25, DPC did not have any capital projects, reaching practical or financial completion, that met the disclosure threshold of \$10 million or greater.

Financial management compliance

Attestation for compliance with Ministerial Standing Direction 5.1.4

Department of Premier and Cabinet

I, Jason Loos, the Acting 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.



Jason Loos PSM

Acting Secretary
Department of Premier and Cabinet
Melbourne

24 September 2025

Victorian Multicultural Commission

I, Vivienne Nguyen, the Chairperson of the Victorian Multicultural Commission, certify that the Victorian Multicultural Commission has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Vivienne Nguyen AM

Chairperson
Victorian Multicultural Commission
Melbourne

15 May 2025

Other expenditure and costs

Consultancy expenditure

In 2024–25 there were 10 consultancies engaged with a total approved value at \$10,000 or greater.

The total expenditure incurred during 2024–25 in relation to these consultancies was \$0.46 million (excluding GST).

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

Consultant	Purpose of consultancy	Total approved project fee \$ (excl. GST)	Expenditure 2024–25 \$ (excl. GST)	Future expenditure \$ (excl. GST)
Barengi Gadjin Land Council Aboriginal Corporation	Aboriginal cultural heritage landscape assessment of Barton Station surrounds	\$18,254	\$18,254	\$0
Dr Vincent Clark Archaeology & Heritage Pty Ltd	Conservation Management Plan for Richardson's Lagoon	\$274,181	\$99,097	\$96,933
Eastern Maar Aboriginal Corporation	Aboriginal cultural heritage landscape assessment of Barton Station surrounds	\$32,904	\$32,904	\$0
Extent Heritage Pty Ltd	Aboriginal cultural heritage landscape assessment of Barton Station surrounds	\$95,616	\$66,931	\$28,685
George Lekakis AO Management & Professional Consulting	Undertake Consultancy services for Victoria's Multicultural Review	\$25,000	\$20,000	\$5,000
Intersect Global Partners	Engagement with Commissioners of the Victorian Multicultural Commission on the Charter and their obligations	\$10,900	\$10,900	\$0
Nikki Moodie	2024–25 Ricci Marks Awards program evaluation	\$23,750	\$11,875	\$11,875
Nikki Moodie	2025–26 Victorian Aboriginal Honour Roll program evaluation	\$19,000	\$9,500	\$9,500
RMIT University	Research to support development of the Victorian Government's China Strategy	\$40,648	\$40,648	\$0
SLM Corporate Pty Ltd	Interim data scoping project for implementing the First Principles Review	\$150,000	\$150,000	\$0
Totals	Total number of consultancies: 10	\$690,253	\$460,109	\$151,993

Details of consultancies under \$10,000

In 2024–25 there were no consultancies engaged with a total approved value of less than \$10,000.

Government advertising expenditure

During 2024–25, there were two government advertising campaigns with total media spend of \$100,000 or greater (exclusive of GST). The details of each campaign are outlined below.

Name of campaign	Campaign summary	Start / end date	Advertising (media) expenditures (excl GST)	Creative and campaign development expenditure	Research expenditure	Post campaign evaluation	Print and collateral	Other expenditure	Total
Real Help, Right Now' — Cost of Living campaign 2024–25	Campaign to raise awareness of cost-of-living support available to all Victorians.	04/06/25 to 26/06/25	Approved: \$723,966 Actual: \$596,452	Planned: \$724,285 Actual: \$682,147	Planned: \$0 Actual: \$0	Planned: \$53,592 Actual: \$29,150	Planned: \$0 Actual: \$0	Planned: \$78,440 Actual: \$36,249	Planned / Approved: \$1,580,283 Actual: \$1,343,998
Opening Doors' Housing Reforms Campaign 2024–25	Campaign to increase awareness and understanding of the Victorian Government's housing reforms, and educate Victorians on how these changes directly impact them.	7/05/2025 to 26/06/2025	Approved: \$944,000 Actual: \$669,871	Planned: \$503,570 Actual: \$416,515	Planned: \$0 Actual: \$0	Planned: \$61,000 Actual: \$32,280	Planned: \$0 Actual: \$0	Planned: \$30,000 Actual: \$0	Planned / Approved: \$1,538,570 Actual: \$1,118,666

Grants and transfer payments

DPC has provided assistance through grants and transfer payments during the reporting period. The financial assistance provided in 2024–25 is listed in Section 6, Appendix 4: *Grants and transfer payments*.

Information and communications technology expenditure

For the 2024–25 reporting period, DPC had total information and communications technology (ICT) expenditure of \$12.1 million, with details shown below.

	Expenditure (\$'000)
All operational ICT expenditure	
Business as usual (BAU) ICT expenditure (total)	10,005
ICT expenditure related to projects to create or enhance ICT capabilities	
Operational expenditure	1,086
Capital expenditure	1,026
Non-BAU ICT expenditure (total)	2,112

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.

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 2024–25.

Reviews and studies expenditure

During 2024–25, there were seven reviews and studies undertaken with a total cost of \$0.27 million. Details of individual reviews and studies are outlined below.

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year \$ (excl. GST)	Final cost if completed \$ (excl. GST)	Publicly available (Y/N) and URL
Asialink Business development and delivery of case studies that demonstrate Victoria-India engagement (Portfolio: Premier)	To demonstrate the breadth of Victoria-India engagement for inclusion in the refreshed <i>Victoria's India Strategy: Our Shared Future 2025–30</i> .	The supply of 25 targeted case studies from agreed participants.	Demonstration of the success of Victoria's engagement with Indian stakeholders to inform future opportunities.	\$25,000	\$25,000	Yes https://www.vic.gov.au/victorias-india-strategy-our-shared-future-2025-30
Culturally-responsive review of the Ricci Marks Awards (Portfolio: Treaty and First Peoples)	To ensure the Ricci Marks Awards evaluation process builds capacity among community stakeholders as well as DPC's capacity to manage culturally responsive evaluations.	To provide expert evaluation advice to better evaluate the program's impact in the future.	A more culturally-responsive program delivery, with community engaged in the system design. An outcomes framework with actionable advice that aligns with Aboriginal-defined measures of success and values.	\$11,875	\$23,750	No
Culturally-responsive review of the Victorian Aboriginal Honour Roll (Portfolio: Treaty and First Peoples)	To ensure the Victorian Aboriginal Honour Roll's evaluation process builds capacity among community stakeholders as well as DPC's capacity to manage culturally responsive evaluations.	To provide expert evaluation advice to better evaluate the program's impact in the future.	Culturally-responsive program delivery, with community engaged in the system design. An outcomes framework with actionable advice that aligns with Aboriginal-defined measures of success and values.	\$9,500	\$19,000	No

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year \$ (excl. GST)	Final cost if completed \$ (excl. GST)	Publicly available (Y/N) and URL
Interim Scoping Commission on Compensation Issues (Portfolio: Treaty and First Peoples)	To meet a commitment of the First Principles Review of the <i>Traditional Owner Settlement Act 2010 (Vic)</i> .	To examine data held by the State in respect of public land records.	To inform decision-making regarding future compensation parameters under the Traditional Owner Settlement Act.	\$150,000	\$150,000	No
Research to support development of Victorian Government China Strategy (Portfolio: Premier)	Tailored research and analysis of economic opportunities in China that could enable support Victoria's domestic priorities to inform the development of the China Strategy.	Research and analysis of sectoral capabilities and characteristics in select subnational jurisdictions in China, compared against the Victorian Government's domestic policy priorities.	Research report with recommendations to consider for the Victorian Government China Strategy.	\$40,648	\$40,648	No
Review of the standard public sector executive employment contract. (Portfolio: Premier)	To ensure the contract reflects best practice and supports employers to maintain a high-performing executive workforce. The review also acquits government's public commitment to review the contract as part of its response to the Victorian Ombudsman report: Alleged politicisation of the public sector: Investigation of a matter referred from the Legislative Council on 9 February 2022 – Part 2.	To review the contract to ensure it: - reflects best practice by considering developments in other jurisdictions - is capable of being administered efficiently - is written clearly and in plain English to ensure employment conditions and entitlements are clearly understood.	Updated Victorian Public Service and Public Entity standard executive employment contracts, with accompanying guidance to support stakeholders.	\$16,830	N/A	Contract will be published once review complete in 2025–26.

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year \$ (excl. GST)	Final cost if completed \$ (excl. GST)	Publicly available (Y/N) and URL
Victoria's Multicultural Review (Portfolio: Multicultural Affairs)	The purpose of the Review was to recommend ways the government could strengthen its support to multicultural and multifaith communities. It was announced as part of a suite of measures announced by the Premier in December 2024 to strengthen social cohesion across Victoria.	To review Victoria's multicultural policies, institutions and personnel, to ensure they are equipped to reject division, build bridges and resolve conflicts.	Rapid review of Victoria's multicultural policies and institutions to strengthen support for multicultural and multifaith communities.	\$20,000	\$25,000	Yes www.vic.gov.au/victoria-s-multicultural-review

Section 4: Financial statements



Accountable Officer's and Chief Financial Officer's declaration

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

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of the department at 30 June 2025.

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

We authorise the attached financial statements for issue on 24 September 2025.



Anthony Bale

Chief Financial Officer
Department of Premier and Cabinet

Melbourne
24 September 2025



Jason Loos PSM

Acting Secretary
Department of Premier and Cabinet

Melbourne
24 September 2025

Independent audit report for the year ended 30 June 2025



Independent Auditor's Report

To the Secretary of the Department of Premier and Cabinet

Opinion	I have audited the financial report of the Department of Premier and Cabinet (the department) which comprises the: • balance sheet as at 30 June 2025 • 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 material accounting policy information • accountable officer's and chief financial officer's declaration. In my opinion the financial report presents fairly, in all material respects, the financial position of the the department as at 30 June 2025 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.
Basis for opinion	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. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the 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 (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
The Secretary's responsibilities for the financial report	The Secretary of the 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. In preparing the financial report, the Secretary is responsible for assessing the 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.

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

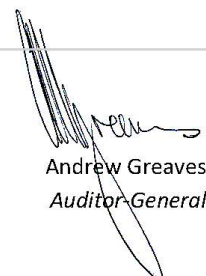
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and 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 the 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 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 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 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
29 September 2025



Andrew Greaves
Auditor-General

Comprehensive operating statement

for the financial year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Continuing operations			
Income from transactions			
Output appropriations	2.1	404,884	374,692
Special appropriations	2.1	146,793	79,282
Grants		12,325	14,937
Resources received free of charge		11,535	11,673
Other income		9,205	1,678
Total income from transactions		584,742	482,262
Expenses from transactions			
Grant expenses	3.1	308,226	213,402
Employee expenses	3.2	192,711	185,332
Depreciation and amortisation	5.3	7,271	4,458
Interest expense		245	77
Other operating expenses	3.3	74,774	79,465
Total expenses from transactions		583,227	482,734
Net result from transactions (net operating balance)		1,515	(472)
Other economic flows included in net result			
Net gain on non-financial assets	8.1	61	112
Other gain on other economic flows	8.1	59	1
Total other economic flows included in net result		120	113
Net result		1,635	(359)
Other economic flows — other comprehensive income			
Changes in physical asset revaluation surplus	5.1.1	9,579	-
Total other economic flows — other comprehensive income		9,579	-
Comprehensive result		11,214	(359)

The accompanying notes form part of these financial statements.

Balance sheet

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Assets			
Financial assets			
Cash and deposits	7.2.1	23,051	31,323
Receivables	6.1	92,559	117,688
Total financial assets		115,610	149,011
Non-financial assets			
Property, plant and equipment	5.1	268,036	260,299
Intangible assets	5.2	2,155	2,552
Other non-financial assets		191	142
Total non-financial assets		270,382	262,993
Total assets		385,992	412,004
Liabilities			
Payables	6.2	32,907	74,753
Borrowings	7.1	4,392	2,857
Employee benefits	6.3	36,042	32,830
Other provisions		2,293	2,420
Total liabilities		75,634	112,860
Net assets		310,358	299,144
Equity			
Accumulated surplus		87,350	85,715
Physical asset revaluation surplus		221,334	211,755
Contributed capital		1,674	1,674
Total equity		310,358	299,144
Net worth		310,358	299,144

The accompanying notes form part of these financial statements.

Cash flow statement

for the financial year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Cash flows from/(used in) operating activities			
Receipts			
Receipts from government		595,431	402,805
Receipts from other entities		3,404	1,246
Goods and services tax recovered from the Australian Taxation Office		11,344	15,093
Interest received		57	70
Total receipts		610,236	419,215
Payments			
Payments to suppliers and employees		(306,382)	(212,068)
Payments of grant expenses		(308,747)	(203,074)
Interest and other costs of finance paid	7.1.2	(245)	(77)
Total payments		(615,374)	(415,220)
Net cash flows (used in)/from operating activities	7.2.2	(5,138)	3,995
Cash flows from/(used in) investing activities			
Purchases of non-financial assets		(2,103)	(1,819)
Capital grants to portfolio agencies		(6,511)	(8,579)
Proceeds from disposal of motor vehicles		589	338
Net cash flows (used in) investing activities		(8,025)	(10,060)
Cash flows from/(used in) financing activities			
Special appropriations for capital expenditure purposes	2.2.2	6,511	8,579
Cash transferred in — machinery of government changes		-	861
Total receipts		6,511	9,440
Cash transferred out — machinery of government changes		-	(104)
Repayment of principal portion of lease liabilities ¹		(1,620)	(1,822)
Total payments		(1,620)	(1,926)
Net cash flows from financing activities		4,891	7,514
Net (decrease) / increase in cash and cash equivalents		(8,272)	1,449
Cash and cash equivalents at the beginning of the financial year		31,323	29,874
Cash and equivalents at the end of the financial year	7.2.1	23,051	31,323

The accompanying notes form part of these financial statements.

¹ The department has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for the interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity

for the financial year ended 30 June 2025

	Notes	Physical asset revaluation surplus \$'000	Contributed capital \$'000	Accumulated surplus \$'000	Total \$'000
Balance at 30 June 2023		211,755	919	86,074	298,748
Net result for the year		-	-	(359)	(359)
Special appropriations — capital	2.2.2	-	8,579	-	8,579
Administrative restructure — net assets transferred in		-	860	-	860
Administrative restructure — net assets transferred out		-	(105)	-	(105)
Capital distributions to portfolio agencies ¹		-	(8,579)	-	(8,579)
Balance at 30 June 2024		211,755	1,674	85,715	299,144
Net result for the year		-	-	1,635	1,635
Special appropriations — capital	2.2.2	-	6,511	-	6,511
Capital distributions to portfolio agencies ¹		-	(6,511)	-	(6,511)
Changes in physical asset revaluation surplus	5.1.1	9,579	-	-	9,579
Balance at 30 June 2025		221,334	1,674	87,350	310,358

The accompanying notes form part of these financial statements.

¹ This comprises of capital funding on-passed to the portfolio agency, Victorian Electoral Commission — 2025: \$6.5 million (2024: \$8.6 million)

Notes to the financial statements

for the financial year ended 30 June 2025

1. About this report

The Department of Premier and Cabinet

(the 'department') is a government department of the State of Victoria (the 'state') 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 that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners 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 5.5 and Note 5.5.1 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 in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards 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 its activities. 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*, 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:

- The **Victorian Independent Remuneration Tribunal** was established on 20 March 2019 under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. It is included in the comparative figures to this report until 1 February 2024, when it was transferred to the Department of Treasury and Finance as part of machinery of government changes.
- **Wage Inspectorate Victoria** was established on 1 July 2021 under the *Wage Theft Act 2020*. It is included in the comparative

figures to this report until 1 February 2024, when it was transferred to the Department of Treasury and Finance as part of machinery of government changes.

- The **Victorian Multicultural Commission** was established under the *Multicultural Victoria Act 2011*. It is included in this report from 1 February 2024, when it was transferred from the Department of Families, Fairness and Housing as part of machinery of government changes.
- The **Parliamentary Workplace Standards and Integrity Commission** was established on 31 December 2024 under the *Parliamentary Workplace Standards and Integrity Act 2024* and is included in this report from that date.

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 line with the *Financial Management Act 1994* and applicable Australian Accounting Standards 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*.

Where appropriate, those Australian Accounting Standards paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring the substance of the underlying transactions or other events is reported.

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.

Rounding of amounts

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated. Figures in the financial statements may not equate due to rounding.

Other accounting policies

Significant accounting policies that summarise recognition and measurement basis 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 lead whole-of-government policy, strategy, and service delivery coordination to support the Premier, Cabinet, and the Victorian Government in achieving its strategic objectives and serving the community.

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 (refer to Note 8.8 *Administered Items*).

2.1. Income that funds the delivery of services

	Notes	2025 \$'000	2024 \$'000
Output appropriations	2.2.1	404,884	374,692
Special appropriations	2.2.2	146,793	79,282
Total appropriations		551,677	453,974

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. final products or goods and services) delivered on behalf of the government, which is recognised when those outputs have been delivered and the relevant minister has certified delivery is in line 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.

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 that are undertaken on behalf of the state over which the department has no control or discretion.

	Appropriations Act			Financial Management Act				
	Annual appropriation \$'000	Net transfers between departments — administrative restructure \$'000	Advance from Treasurer ¹ \$'000	Section 30 ² \$'000	Section 32 ³ \$'000	Total parliamentary authority \$'000	Total appropriations applied \$'000	Variance ⁴ \$'000
2025 controlled								
Output appropriations	387,618	(25,532)	38,927	10,606	6,048	417,667	404,884	12,783
Additions to net assets	10,278	-	-	(10,606)	1,000	672	-	672
2025 total	397,896	(25,532)	38,927	-	7,048	418,339	404,884	13,455
2024 controlled								
Output appropriations	344,537	3,433	45,405	(1,174)	9,468	401,669	374,692	26,977
Additions to net assets	1,000	-	-	1,174	-	2,174	-	2,174
2024 total	345,537	3,433	45,405	-	9,468	403,843	374,692	29,151

¹ The specific purpose of this supplementary funding has been disclosed in the state's Annual Financial Report.

² 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.

³ Section 32 constitutes the approved carryover of unapplied appropriations from the prior year to be applied against outputs in the current year.

⁴ Variances in controlled output appropriations in '2025 controlled' relates to unapplied appropriations rephased, carried over and reinstated from 2024–25 to 2025–26 for delivery next year. This mainly relates to the Self-Determination Policy and Reform Advice and Programs output, and the Traditional Owner Engagement and Cultural Heritage Management Programs output.

2.2.2. Summary of special appropriations

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

Authority	Purpose	Appropriations applied	
		2025 \$'000	2024 \$'000
Controlled			
Constitution Act, No. 8750 of 1975 — Executive Council	Salary for Clerk of the Executive Council	50	50
Constitution Act, No. 8750 of 1975 — Governor's salary	Salary payments to the Governor of Victoria	559	472
Electoral Act, No. 23 of 2002	Operating costs incurred by the Victorian Electoral Commission	124,098	62,560
Section 10 of the Financial Management Act	Appropriation of Commonwealth Grants	3,978	-
Treaty Authority and Other Treaty Elements Act 2022, Section 16	Operating costs incurred by the Treaty Authority	18,109	16,200
Total controlled		146,793	79,282
Administered			
Inquiries Act No. 67 of 2014, Section 58	Expenses And Financial Obligations of Board of Inquiry	2,053	4,813
Electoral Act, No. 23 of 2002	Electoral entitlements	13,360	15,636
Total administered		15,413	20,449
Capital — controlled			
Electoral Act, No 23 of 2002	Capital costs incurred by the Victorian Electoral Commission	6,511	8,579
Total capital — controlled		6,511	8,579

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 the provision of services are recorded.

Structure of this section

- 3.1 Grant expenses
- 3.2 Employee expenses
- 3.3 Other operating expenses

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 and Note 3.2.

3.1. Grant expenses

	2025 \$'000	2024 \$'000
Grants to portfolio agencies ¹	138,616	78,357
Grants to entities outside portfolio	169,610	135,045
Total grant expenses	308,226	213,402

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

Grants can either be operating or capital in nature. Grants can be paid as general-purpose grants, which refers to grants that are not subject to conditions for their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and have conditions attached to their use.

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

¹ Payments to the department's portfolio agencies, the Victorian Public Service Commission and the Victorian Electoral Commission.

3.2. Employee expenses

	2025 \$'000	2024 \$'000
Salaries and wages, annual leave and long service leave	170,339	160,611
Termination benefits	4,955	9,490
Defined contribution superannuation expenses	17,291	15,124
Defined benefit superannuation expense	126	107
Total Employee expenses	192,711	185,332

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.

3.3. Other operating expenses

	2025 \$'000	2024 \$'000
Purchases of services and supplies	62,830	69,364
Information technology expenses	2,264	2,540
Marketing and promotion	5,142	5,266
Short-term lease expenses and low-value assets	54	-
Office accommodation expenses	4,484	2,295
Total other operating expenses	74,774	79,465

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.

4. Output information

Introduction

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

Structure of this section

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

4.1. Departmental outputs

The department supports the ministerial portfolios of Premier, Multicultural Affairs, and Treaty and First Peoples.

A description of the departmental outputs during the financial year ended 30 June 2025 and their objectives are summarised below.

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.

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.

Executive Government advice and services.

This output contributes to: providing strategic, timely and comprehensive support to Cabinet and Cabinet Committees; 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; and providing whole-of-government community engagement and communications activity.

Industrial Relations

This output contributes to promote 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. This output was not delivered during the year as it was transferred out to Department of Treasury and Finance due to machinery of government changes effective from 1 February 2024.

Multicultural affairs policy and programs

This output provides policy advice on multicultural affairs and social cohesion in Victoria, including settlement coordination for newly arrived migrants and refugees and delivers a range of programs to directly support Victoria's multicultural communities. It also supports Victoria's whole-of-government approach to multiculturalism. The output includes monitoring of government departments' responsiveness to Victorians from culturally, linguistically and religiously diverse backgrounds.

Public sector administration advice and support

This output provides advice and support on issues relevant to public sector administration, 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.

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.

Social policy advice and intergovernmental relations

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

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

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.

4.2. Changes in departmental outputs

The 2023–24 output 'Economic Policy Advice and Land Coordination' was renamed to the 'Economic Policy Advice and Support' output in 2024–25 due to the transfer of the Precincts and Land Coordinator General functions to the Department of Transport and Planning on 1 November 2023.

This note and accompanying table below are presented at the output level, compared with the departmental objectives level presentation in prior years.

4.3. Departmental outputs — controlled income and controlled expenses

	Chief Parliamentary Counsel Services		Economic Policy Advice and Support		Executive Government Advice and Services		Industrial Relations		Multicultural Affairs Policy and Programs		Public Sector Administration Advice and Support	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 ¹ \$'000	2025 \$'000	2024 ¹ \$'000	2025 \$'000	2024 \$'000
Income from transactions												
Output appropriations	8,804	7,881	23,335	22,225	151,942	146,510	-	14,174	41,030	19,743	5,356	7,383
Special appropriations	-	-	-	-	124,706	79,282	-	-	-	-	-	-
Grants income	-	-	-	85	1,144	1,655	-	-	11,181	13,197	-	-
Resources received free of charge	-	-	-	-	11,232	11,370	-	-	-	-	-	-
Other income	-	-	5,736	-	438	179	-	-	248	2	-	-
Total income from transactions	8,804	7,881	29,071	22,310	289,462	238,996	-	14,174	52,459	32,943	5,356	7,383
Expenses from transactions												
Grants expenses	-	-	2,778	910	154,662	123,443	-	382	38,634	21,017	-	-
Employee expenses	7,501	6,521	17,640	16,760	95,513	82,995	-	9,412	9,092	3,615	4,546	5,868
Depreciation and amortisation	32	46	32	21	3,629	3,257	-	10	21	7	8	3
Interest expense	-	-	6	1	166	3	-	1	4	1	2	-
Other operating expenses	1,271	1,310	3,690	4,570	38,725	30,012	-	4,369	4,460	8,304	799	1,511
Total expenses from transactions	8,804	7,878	24,145	22,262	292,695	239,710	-	14,174	52,211	32,943	5,355	7,383
Net result from transactions (net operating balance)	-	4	4,926	48	(3,233)	(715)	-	-	248	-	-	-
Other economic flows included in net result												
Net gain/(loss) on non-financial assets	(46)	-	(1)	-	358	97	-	-	30	-	-	6
Other gains on other economic flows	4	2	8	4	24	17	-	(31)	3	2	1	(2)
Total other economic flows included in net result	(42)	2	7	4	382	114	-	(31)	33	2	1	5
Net result	(42)	5	4,933	51	(2,851)	(601)	-	(31)	281	2	2	5
Other economic flows - other comprehensive income												
Changes in physical asset revaluation surplus	-	-	-	-	9,579	-	-	-	-	-	-	-
Total other economic flows - other comprehensive income	-	-	-	-	9,579	-	-	-	-	-	-	-
Comprehensive result	(42)	5	4,933	51	6,728	(601)	-	(31)	281	2	2	5

¹ Comparative figures reflect the transfer out of the Industrial Relations output and the transfer in of the Multicultural Affairs Policy and Programs output due to machinery of government changes effective 1 February 2024.

	Self-Determination Policy and Reform Advice and Programs		Social Policy Advice and Intergovernmental Relations		Traditional Owner Engagement and Cultural Heritage Management Programs		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Income from transactions								
Output appropriations	90,922	79,299	26,674	28,278	56,821	49,199	404,884	374,692
Special appropriations	18,109	-	-	-	3,978	-	146,793	79,282
Grants	-	-	-	-	-	-	12,325	14,937
Resources received free of charge	303	303	-	-	-	-	11,535	11,673
Other income	2,776	1,438	-	-	8	60	9,205	1,678
Total income from transactions	112,111	81,040	26,674	28,278	60,806	49,259	584,742	482,262
Expenses from transactions								
Grants expenses	71,107	40,947	2,190	-	38,855	26,702	308,226	213,402
Employee expenses	22,669	24,206	20,918	22,444	14,832	13,511	192,711	185,332
Depreciation and amortisation	2,860	813	18	21	670	280	7,271	4,458
Interest expense	49	64	4	2	13	6	245	77
Other operating expenses	14,383	13,577	5,018	7,113	6,429	8,701	74,774	79,465
Total expenses from transactions	111,069	79,608	28,149	29,578	60,799	49,199	583,227	482,734
Net result from transactions (net operating balance)	1,042	1,431	(1,476)	(1,300)	7	60	1,515	(472)
Other economic flows included in net result								
Net gain/(loss) on non-financial assets	(341)	-	3	8	57	-	61	112
Other gains on other economic flows	6	3	8	5	6	3	59	1
Total other economic flows included in net result	(335)	3	11	13	63	3	120	113
Net result	707	1,434	(1,465)	(1,287)	70	62	1,635	(359)
Other economic flows - other comprehensive income								
Changes in physical asset revaluation surplus	-	-	-	-	-	-	9,579	-
Total other economic flows - other comprehensive income	-	-	-	-	-	-	9,579	-
Comprehensive result	707	1,434	(1,465)	(1,287)	70	62	11,214	(359)

5. Key assets to support output delivery

Introduction

The department uses 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 these financial statements.

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 and subsequently revalued at fair value less accumulated depreciation and impairment. 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 is capitalised and depreciated over the shorter of the remaining lease term or estimated useful life.

The initial cost of leased motor vehicles is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments determined at the inception of the lease.

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

In reporting periods subsequent to initial recognition, property, plant and equipment are measured at fair value less accumulated depreciation and impairment. Fair value is determined based on the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised by asset category.

Total property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land ¹	170,851	170,851	-	-	170,851	170,851
Buildings (including heritage buildings) ¹	88,905	82,007	(3,805)	(8,681)	85,100	73,326
Building construction in progress	2,300	6,106	-	-	2,300	6,106
Office equipment and computer equipment	5,750	5,670	(5,586)	(5,489)	164	181
Plant and equipment works in progress	-	80	-	-	-	80
Leased motor vehicles	2,180	2,312	(538)	(665)	1,642	1,647
Other heritage assets ¹	8,239	8,282	(260)	(174)	7,979	8,108
Net carrying amount	278,225	275,308	(10,189)	(15,009)	268,036	260,299

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 and some components of Government House are valued using the reproduction cost method.

For more information on valuation techniques, inputs and processes, refer to Note 5.5.

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

Fair value for office equipment and computer equipment that are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the current replacement cost method.

¹ Land, buildings and other heritage assets at Government House were valued by the Valuer-General of Victoria as of 30 June 2022. The department does not hold any other land or buildings. Following the formal valuation, a managerial valuation adjustment for the buildings was made as of 30 June 2025, due to the movement in fair value exceeding 10 per cent but remaining below 40 per cent.

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 departmental fleet managers, who set relevant depreciation rates during the life of the asset to reflect the use of the vehicles.

Other heritage assets

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

For more information on valuation techniques, inputs and processes, refer to Note 5.5.

Right-of-use assets acquired by lessees

The department initially recognises a right-of-use asset and a lease liability at the lease start 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 start date less any lease incentive received
- any initial direct costs incurred
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The department subsequently depreciates the right-of-use assets on a straight-line basis from the lease start 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, 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 5.1.1.1 for reconciliation of movements in carrying amounts of the departments 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) ¹ \$'000	Construction in progress \$'000	Office equipment and computer equipment \$'000	Plant and equipment works in progress \$'000	Leased motor vehicles \$'000	Other heritage assets \$'000	Total \$'000
2025								
Carrying amount at the start of the year	170,851	73,326	6,106	181	80	1,647	8,108	260,299
Additions	-	2,952	2,217	14	-	904	-	6,087
Disposals/write-offs	-	-	(225)	-	-	(565)	(42)	(832)
Transfers between classes	-	5,742	(5,798)	136	(80)	-	-	-
Fair value of assets provided free of charge or for nominal considerations	-	(303)	-	-	-	-	-	(303)
Revaluation	-	9,579	-	-	-	-	-	9,579
Depreciation/ amortisation expense	-	(6,196)	-	(167)	-	(344)	(87)	(6,794)
Carrying amount at the end of 2025	170,851	85,100	2,300	164	-	1,642	7,979	268,036

¹ This includes right-of-use assets relating to accommodation leases of the department (refer to 5.1.1.1 for further details).

	Land at fair value \$'000	Buildings (including heritage buildings) ¹ \$'000	Construction in progress \$'000	Office equipment and computer equipment \$'000	Plant and equipment works in progress \$'000	Leased motor vehicles \$'000	Other heritage assets \$'000	Total \$'000
2024								
Carrying amount at the start of the year	170,851	77,389	3,988	277	80	1,388	8,195	262,168
Additions	-	-	2,129	11	-	1,077	-	3,218
Disposals	-	-	-	-	-	(499)	-	(499)
Transfers between classes	-	-	(11)	11	-	-	-	-
Fair value of assets provided free of charge or for nominal considerations	-	(303)	-	-	-	-	-	(303)
Other administrative arrangements	-	-	-	-	-	7	-	7
Depreciation/ amortisation expense	-	(3,760)	-	(118)	-	(327)	(87)	(4,292)
Carrying amount at the end of 2024	170,851	73,326	6,106	181	80	1,647	8,108	260,299

¹ This includes right-of-use assets relating to accommodation leases of the department (refer to Note 5.1.1.1 for further details).

5.1.1.1. 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 2024	1,055	1,647
Additions	2,894	904
Disposals	-	(565)
Fair value of assets provided free of charge or for nominal considerations	(303)	-
Other administrative arrangements	-	-
Depreciation	(1,021)	(344)
Closing balance — 30 June 2025	2,625	1,642
Opening balance — 1 July 2023	2,167	1,388
Additions	-	1,077
Disposals	-	(499)
Fair value of assets provided free of charge or for nominal considerations	(303)	-
Other administrative arrangements	-	7
Depreciation	(809)	(327)
Closing balance — 30 June 2024	1,055	1,647

5.2. Intangible assets

Key accounting recognition and measurement criteria

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

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

- there is an intention to complete the intangible asset for use or sale
- there is an ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- there is availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- there is an ability to reliably measure 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	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Opening balance of gross carrying amount	6,737	6,737	2,244	1,756	8,981	8,493
Additions	-	-	85	488	85	488
Write-offs	-	-	(5)	-	(5)	-
Transfer between classes	848	-	(848)	-	-	-
Closing balance of gross carrying amount	7,585	6,737	1,476	2,244	9,061	8,981
Opening balance of accumulated amortisation	(6,429)	(6,264)	-	-	(6,429)	(6,264)
Amortisation of intangible assets charged	(477)	(165)	-	-	(477)	(165)
Closing balance of accumulated amortisation	(6,906)	(6,429)	-	-	(6,906)	(6,429)
Net book value at end of financial year	679	308	1,476	2,244	2,155	2,552

5.3. Depreciation and amortisation

	2025 \$'000	2024 \$'000
Buildings (including heritage buildings)	6,196	3,760
Office equipment and computer equipment	167	118
Leased motor vehicles	344	328
Other heritage assets	87	87
Intangible assets	477	165
Total depreciation and amortisation	7,271	4,458

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.

	2025 Useful life (years)	2024 Useful life (years)
Buildings	3–55	5–55 ¹
Office equipment and computer equipment	1–30	1–30
Leased motor vehicles	1–5	2–5 ¹
Other heritage assets	99–100	99–100
Intangible assets	7–10	7–10

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 of intangible assets — 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.

¹ The estimated useful life from the prior year has been adjusted to reflect the range based on assets held as at the balance date.

Impairment of property, plant and equipment — The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued

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 line with the requirements of AASB 13 *Fair Value Measurement* and the relevant Financial Reporting Directions issued by the Department of Treasury and Finance.

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

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

Fair value measurement hierarchy

		Fair value measurement at end of reporting period using:		
	Carrying amount \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2025				
Land at fair value	170,851	-	-	170,851
Buildings at fair value	85,100	-	-	85,100
Other heritage assets at fair value	7,979	-	7,979	-
Office equipment and computer equipment	164	-	-	164
Leased motor vehicles	1,642	-	-	1,642
Total	265,735	-	7,979	257,756
2024				
Land at fair value	170,851	-	-	170,851
Buildings at fair value	73,326	-	-	73,326
Other heritage assets at fair value	8,108	-	8,108	-
Office equipment and computer equipment	181	-	-	181
Leased motor vehicles	1,647	-	-	1,647
Total	254,113	-	8,108	246,005

There have been no transfers between levels during the period.

The department determines whether transfers have occurred between levels in the hierarchy by reassessing the categorisation at the end of each reporting period (based on the lowest level input that is significant to the fair value measurement as a whole).

The Valuer-General Victoria (VGV) is the department's independent valuation agency. The department 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.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities amended AASB 13 by adding Appendix F *Australian implementation guidance for not-for-profit public sector entities*. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatory for annual reporting periods beginning on or after 1 January 2024.

FRD 103 permits the department to apply Appendix F of AASB 13 prospectively in its next scheduled formal revaluation or interim revaluation (whichever is earlier). 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 VGV. Following the assessment and in accordance with FRD 103, a managerial valuation adjustment was done for buildings due to the movement in fair value exceeding 10 per cent but remaining under 40 per cent. In accordance with FRD 103, the department will apply Appendix F of AASB 13 prospectively in its next scheduled formal revaluation in 2027. The department does not expect the impact to be material to the financial statements.

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

5.5. 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 the fair value measurement hierarchy.

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

VGV performed an independent valuation of land and buildings. The effective date of the valuation was 30 June 2022.

Other heritage assets

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

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

5.5.1. Description of significant unobservable inputs to level 3 valuations

2024 and 2025	Valuation technique	Significant unobservable inputs	2025 Range	2024 Range	Sensitivity of fair value measurement to changes in significant unobservable inputs
Land	Market approach	Direct cost per square metre	\$3,500/m ²	\$3,500/m ²	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	Government House — 60% reduction	Government House — 60% reduction	A significant increase or decrease in the CSO adjustment would result in a significantly lower or higher fair value.
Buildings	Current replacement cost	Useful life of specialised buildings	3 to 55 years	5 to 55 years ¹	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–\$3,200,000 per unit	\$4,000–\$3,200,000 per unit ¹	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value.
		Useful life of office equipment and computer equipment	1 to 30 years	1 to 30 years ¹	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–\$115,000 per unit	\$25,000–\$115,000 per unit ¹	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	1 to 5 years	2 to 5 years ¹	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.

¹ The estimated useful life and cost per unit from the prior year have been adjusted to reflect the range based on assets held as at the balance date.

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 Employee benefits

Key accounting recognition and measurement criteria

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

The department currently holds financial instruments where the carrying amounts approximate fair value, either due to their short-term nature or due to an expectation they will be paid in full by the end of the 2025–26 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.

6.1. Receivables

	2025 \$'000	2024 \$'000
Contractual		
Receivables	15,563	24,660
Statutory		
Amounts owing from the Victorian Government ¹	75,649	91,969
GST recoverable	1,347	1,059
Total receivables	92,559	117,688
Represented by:		
Current receivables	88,319	113,833
Non-current receivables	4,240	3,855

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

	2025 \$'000	2024 \$'000
Contractual		
Supplies and services	30,253	71,102
Statutory		
Amounts payable to other government agencies	2,654	3,651
Total payables	32,907	74,753
Represented by:		
Current payables	32,907	74,753

¹ 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.

6.3. 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 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 a conditional 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 '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.

	2025 \$'000	2024 \$'000
Current provisions		
Annual leave		
Unconditional and expected to settle within 12 months	9,103	8,817
Unconditional and expected to settle after 12 months	4,342	4,058
Long service leave		
Unconditional and expected to settle within 12 months	2,899	1,782
Unconditional and expected to settle after 12 months	10,460	9,737
Provision for on-costs		
Unconditional and expected to settle within 12 months	2,231	2,034
Unconditional and expected to settle after 12 months	2,767	2,523
Total current provisions for employee benefits	31,802	28,951
Non-current provisions		
Long service leave	3,572	3,279
Provision for on-costs	668	600
Total non-current provisions for employee benefits	4,240	3,879
Total provisions for employee benefits	36,042	32,830

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

7. Our financing activities

Introduction

This section provides information on the sources of the department's financing activities during the financial year.

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

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 AASB 16 *Leases* are initially measured at the present value of the lease payments unpaid at the start 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 borrowing funds or the notional interest cost in leases recognised under AASB 16 *Leases*. Interest expenses are recognised in the period in which they are incurred.

	2025 \$'000	2024 \$'000
Current borrowings		
Lease liabilities	815	1,123
Total current borrowings	815	1,123
Non-current borrowings		
Lease liabilities	3,577	1,734
Total non-current borrowings	3,577	1,734
Total borrowings	4,392	2,857

The department leases various properties and motor vehicles. The lease contracts are typically made for fixed periods of 1–5 years (2024: 2–5 years) with an option to renew the lease after that date.

7.1.1. Right-of-use assets resulting from leases

Right-of-use assets are presented in Note 5.1.1.1.

7.1.2. Amounts recognised in the comprehensive operating statement relating to leases

The following amounts are recognised in the comprehensive operating statement relating to leases.

	2025 \$'000	2024 \$'000
Interest expense on lease liabilities	245	77
Expenses relating to short term leases and leases of low-value assets	54	-
Total amount recognised in the comprehensive operating statement	299	77

7.1.3. Amounts recognised in the cash flow statement relating to leases

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

	2025 \$'000	2024 \$'000
Total cash outflow for leases	(1,919)	(1,899)

Leases

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

- whether the contract contains an identified asset that is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the department and for which the supplier does not have substantive substitution rights
- whether the department has the right to benefit from substantially 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.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Separation of lease and non-lease components

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

Recognition and measurement of leases as a lessee

Lease payments included in measuring 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 start date
- amounts expected to be payable under a residual value guarantee
- payments arising from purchase and termination options reasonably certain to be exercised.

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

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or in the comprehensive operating statement if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

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

Presentation of right-of-use assets and lease liabilities

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

7.2. Cash balances and cash flow information

7.2.1. Cash balances

	2025 \$'000	2024 \$'000
Cash at bank	23,051	31,323
Balance as per cash flow statement	23,051	31,323

'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

	2025 \$'000	2024 \$'000
Net result for the period	1,635	(359)
Non-cash movements		
Depreciation and amortisation	7,271	4,458
(Gain) on disposal of non-financial assets	(61)	(112)
Net transfers free of charge	(303)	(303)
Total non-cash movements	6,907	4,043
Movements in assets and liabilities (net of restructuring)		
Increase/(decrease) in receivables	25,131	(63,492)
(Decrease)/increase in other non-financial assets	(49)	259
(Decrease)/increase in payables	(41,846)	63,476
Increase in employee benefits provision	3,212	117
(Decrease) in other provisions	(128)	(49)
Total movements in assets and liabilities	(13,680)	311
Net cash flows from operating activities	(5,138)	3,995

7.3. Financial instruments and financial risk management

Key accounting recognition and measurement criteria

Introduction

Financial instruments arise out of contractual agreements between entities, resulting in 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 assets and liabilities arise under statute rather than a contract. Such assets and 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 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 or cancelled, or when it 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:

	Financial assets at amortised cost \$'000	Financial liabilities at amortised cost \$'000	Total \$'000
2025			
Contractual financial assets			
Cash and deposits	23,051	-	23,051
Receivables	15,563	-	15,563
Total contractual financial assets in 2025	38,614	-	38,614
Financial liabilities			
Payables	-	30,253	30,253
Lease liabilities	-	4,392	4,392
Total contractual financial liabilities in 2025	-	34,645	34,645
2024			
Contractual financial assets			
Cash and deposits	31,323	-	31,323
Receivables	24,660	-	24,660
Total contractual financial assets in 2024	55,983	-	55,983
Financial liabilities			
Payables	-	71,102	71,102
Lease liabilities	-	2,857	2,857
Total contractual financial liabilities in 2024	-	73,959	73,959

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 cannot meet its financial obligations as they fall due. The department's exposure to liquidity risk is deemed insignificant based on a current assessment of risk.

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

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

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

Interest rate risk — The department's exposure to interest rate risk is insignificant and arises primarily through the department's lease liabilities. The department manages the risk by undertaking interest-bearing liabilities, which are motor vehicles and accommodation leases under fixed-rate contracts.

7.4. Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded at their nominal value and include GST. Net present values of significant individual projects are stated where it is considered appropriate and provides relevant information to users.

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	Total \$'000
2025			
Capital commitments	186	-	186
Other commitments	7,213	328	7,541
Total commitments (inclusive of GST)	7,399	328	7,727
Less GST recoverable	(673)	(30)	(702)
Total commitments (exclusive of GST) in 2025	6,727	298	7,025
2024			
Capital commitments	1,377	-	1,377
Other commitments	5,586	1,714	7,300
Total commitments (inclusive of GST)	6,963	1,714	8,677
Less GST recoverable	(633)	(156)	(789)
Total commitments (exclusive of GST) in 2024	6,330	1,558	7,888

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

	2025					2024				
Cash and cash equivalents and investments	Opening balance as at 1 July 2024 \$'000	Total receipts \$'000	Total payments \$'000	MoG transfers \$'000	Closing balance as at 30 June 2025 \$'000	Opening balance as at 1 July 2023 \$'000	Total receipts \$'000	Total payments \$'000	MoG transfer ¹ \$'000	Closing balance as at 30 June 2024 \$'000
Australia Day Committee Victoria Trust Established under the <i>Financial Management Act 1994</i> as a specific purpose operating account to record transactions relating to the observance of Australia Day.	242	525	(684)	-	83	511	417	(686)	-	242
Treasury Trust Fund Established under the <i>Financial Management Act 1994</i> to record the receipt and disbursement of unclaimed monies and other funds held in trust.	8,991	594	(708)	-	8,877	8,709	535	(622)	368	8,991
Vehicle Lease Trust Established under the <i>Financial Management Act 1994</i> as a specific purpose operating account to record transactions relating to the government's motor vehicle pool.	2,098	188	(25)	-	2,261	1,987	134	(23)	-	2,098
Information Victoria Working Account Established under the <i>Financial Management Act 1994</i> to record transactions relating to the Information Victoria agency delivering multi-channel informational services to Victorians.	17	-	-	-	17	17	-	-	-	17
Aboriginal Cultural Heritage Fund Operates under Part 10A the <i>Aboriginal Heritage Act 2006</i> to record transactions in support of Traditional Owners to protect and manage Aboriginal cultural heritage across the state.	5,672	1,580	(50)	-	7,202	4,240	1,438	(6)	-	5,672
Intergovernmental Trust Established under section 19 of the <i>Financial Management Act 1994</i> to record interdepartmental fund transfers when no other trust arrangement exists.	14,303	9,612	(19,302)	-	4,613	14,409	8,766	(9,259)	387	14,303
Total controlled trusts	31,323	12,499	(20,770)	-	23,052	29,874	11,290	(10,596)	756	31,323

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 8.7.

¹ This relates to the machinery of government (MoG) transfer in of Multicultural Affairs and the transfer out of Industrial Relations Victoria.

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 Contingent assets and contingent liabilities
- 8.7 Ex gratia expenses
- 8.8 Administered items
- 8.9 Other accounting policies
- 8.10 Australian Accounting Standards issued but not yet effective
- 8.11 Subsequent events

8.1. Other economic flows

Other economic flows are changes in the volume or 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 annual leave liability due to changes in the bond interest rate.

Other economic flows	2025 \$'000	2024 \$'000
Net gain on non-financial assets		
Gain on disposal of leased motor vehicles	61	112
Total net gain on non-financial assets	61	112
Other gain/(loss) on other economic flows		
Gain on revaluation of annual leave liability	4	11
Gain/(loss) on revaluation of long service leave liability	55	(10)
Total other gain on other economic flows	59	1

8.2. Responsible persons

In keeping with the Ministerial Directions issued by the Minister for Finance under the Financial Management Act, the following disclosures are made regarding responsible persons for the reporting period.

Names

The people who held the position of Minister and Accountable Officer in the department (from 1 July 2024 to 30 June 2025 unless otherwise stated) are:

Name of Minister or Accountable Officer	Relevant title
Hon Jacinta Allan MP	Premier
The Hon Ben Carroll MP	Deputy Premier
The Hon Natalie Hutchins MP	Minister for Treaty and First Peoples
Ingrid Stitt MP	Minister for Multicultural Affairs
Jeremi Moule	Secretary

The people who acted in positions of Minister and Accountable Officer in the department (from 1 July 2024 to 30 June 2025) are:

Name of Minister or Accountable Officer	Relevant office	Persons who acted in the positions
Hon Jacinta Allan MP	Office of the Premier	The Hon Ben Carroll MP Tim Pallas MP
The Hon Natalie Hutchins MP	Office of the Minister for Treaty and First Peoples	Hon Harriet Shing MP Gabrielle Williams MP Hon Jacinta Allan MP
Ingrid Stitt MP	Office of the Minister for Multicultural Affairs	Hon Mary-Anne Thomas MP
Jeremi Moule	Office of the Secretary	Jenny Atta PSM Joshua Puls MVO Brigid Sunderland

Remuneration

Remuneration received or receivable by the Accountable Officer in connection with managing the department during the reporting period was in the range of \$760,000 to \$769,999 (2024: \$740,000 to \$749,999).

8.3. Executive remuneration

The number of senior executive service members, 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 (as defined by AASB 119 *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.

Remuneration of senior executive service (including Key Management Personnel disclosed in Note 8.4) ¹	2025 \$'000	2024 \$'000
Short-term employee benefits	17,137	16,268
Post-employment benefits	1,934	1,741
Other long-term benefits	318	299
Termination benefits	799	188
Total remuneration	20,188	18,496
Total number of executives¹	85	99
Total annualised employee equivalents²	75.0	71.1

¹ 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).

² Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.4. Related parties

The department is a wholly owned and controlled entity of the State of Victoria.

The following agencies have been consolidated into the department's financial statements pursuant to the determination made by the Minister for Finance under section 53(1)(b) of the *Financial Management Act 1994* (FMA):

- Victorian Independent Remuneration Tribunal — comparative year until 1 February 2024
- Wage Inspectorate Victoria — comparative year until 1 February 2024
- Victorian Multicultural Commission — from 1 February 2024.

The related parties of the department and these agencies 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.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

The department received funding from the Consolidated Fund totalling \$551.7 million (2024: \$454.0 million). Refer to Note 2.1 for details.

Key management personnel

The department's key management personnel from 1 July 2024 to 30 June 2025 included:

The Premier

- Hon Jacinta Allan MP

Portfolio Ministers

- The Hon Ben Carroll MP
- The Hon Natalie Hutchins MP
- Ingrid Stitt MP

Secretary

- Jeremi Moule

Deputy Secretaries

- Brigid Sunderland
- Terry Garwood PSM
- Jason Loos PSM
- Joshua Puls MVO
- Jeroen Weimar (1 July 2024 to 24 January 2025)
- Emma Cassar PSM (11 March 2025 onwards)
- Dannii de Kretser (16 October 2024 to 10 March 2025)

Administrative offices

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

- Jonathan Burke — Official Secretary for the Office of the Governor.

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, administrative offices and section 53 entities	
Compensation of key management personnel	2025 \$'000	2024 \$'000
Short-term employee benefits	3,315	2,953
Post-employment benefits	237	201
Other long-term benefits	75	63
Termination benefits	-	207
Total	3,627	3,424

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*, *Code of Conduct* and standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

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

	2025 \$'000	2024 \$'000
Victorian Auditor-General's Office		
Audit of the annual financial statements	195	184
Total remuneration of auditors	195	184

8.6. Contingent assets and contingent liabilities

Key accounting recognition and measurement criteria

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST.

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Contingent assets

Quantifiable contingent assets

Contingent assets	2025 \$'000	2024 \$'000
Termination of contractual arrangement	1,760	-
Total	1,760	-

Contingent liabilities

Non-quantifiable contingent liabilities — 2025 and 2024

First Peoples' Assembly of Victoria

The state and the First People's Assembly of Victoria ('the 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, 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. The outcomes of these claims and their financial impact cannot be reliably determined and measured at the balance date.

8.7. Ex gratia expenses

Ex gratia expenses are voluntary payments of money or other non-monetary benefits (e.g. write-offs) that are not made to acquire goods, services or other benefits for the entity, nor to meet a legal liability, or to settle or resolve a possible legal liability or claims against the entity.

DPC had no ex gratia expenses for the period ending 30 June 2025 (2024: 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 transactions and balances below relate to administered items and are not included elsewhere in these financial statements because the department does not control these activities. However, the department remains accountable to the state for the transactions involving these administered resources even though it does not have the discretion to deploy these resources for its own benefit or to achieve its objectives.

The most significant transactions in this category include appropriations received and on-passed to the Victorian Electoral Commission for electoral entitlements, disposal of vehicles under leases, the Public Service Commuter Club and other Treasury and departmental trusts.

Administered (non-controlled) items	2025 \$'000	2024 \$'000
Administered income from transactions		
Special appropriations	15,413	20,449
Other income	3	254
Total administered income from transactions	15,416	20,703
Administered expenses from transactions		
Grants and other transfers	13,360	15,636
Supplies and services	1,751	3,277
Employee expenses	302	1,541
Payments into the Consolidated Fund	3	249
Total administered expenses from transactions	15,416	20,703
Total administered comprehensive result	-	-
Administered financial assets¹		
Cash ²	11,251	9,770
Other receivables	573	146
Total administered financial assets	11,824	9,916
Total assets	11,824	9,916
Administered liabilities		
Amounts payable to other government agencies ²	11,490	10,023
Payables	419	-
Employee Benefits	22	-
Total liabilities	11,931	10,023
Administered net assets	(107)	(107)

¹ The state's investment in all its controlled entities is disclosed in the administered note of the Department of Treasury and Finance's financial statements. This includes the investment in the department's portfolio entities.

² 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.

	2025						2024		
Cash and cash equivalents and investments	Opening balance as at 1 July 2024 \$'000	Total receipts \$'000	Total payments \$'000	Closing balance as at 30 June 2025 \$'000	Opening balance as at 1 July 2023 \$'000	Total receipts \$'000	Total payments \$'000	MoG transfers ¹	Closing balance as at 30 June 2024 \$'000
Vehicle Lease Trust Established under the <i>Financial Management Act 1994</i> as a specific purpose operating account to record transactions relating to the government's motor vehicle pool.	18	5	-	24	18	-	-	-	18
Public Service Commuter Club Established under the <i>Financial Management Act 1994</i> to record the receipt of amounts associated with the scheme and deductions from club members salaries.	(229)	82	(69)	(215)	(208)	91	(112)	-	(229)
Intergovernmental Trust — Victorian Public Sector Commission Established under section 19 of the <i>Financial Management Act 1994</i> to record interdepartmental fund transfers when no other trust arrangement exists.	9,981	19,306	(17,844)	11,443	10,964	16,899	(17,882)	-	9,981
Labour Hire Authority Trust Operates under <i>Labour Hire Licensing Act 2018</i> (Vic) (the Act) to record the receipts and disbursements associated with the Labour Hire Licensing Authority.	-	-	-	-	35,001	4,063	(3,444)	(35,620)	-
Total administered trusts	9,770	19,394	(17,913)	11,251	45,776	21,053	(21,438)	(35,620)	9,770

¹ This relates to Labour Hire Authority trusts transferred to the Department of Treasury and Finance due to administrative restructures that took effect on 1 February 2024.

8.9. 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.

Other non-financial assets

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 made in advance.

Other provisions

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.

Grants

The department has determined that the operating grant income 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 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.

Resources received free of charge

Resources received free of charge or for nominal consideration are recognised under AASB 1058 at fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use. The exception is when the resource is received from another government department (or agency) because of a restructuring of administrative arrangements. In this case the transfer will be recognised as a capital contribution transfer, in the transferring department or agency, and recorded at its carrying value.

The department's resources received free of charge relates to corporate shared services received from the Department of Government Services.

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.

8.10. Australian Accounting Standards issued but not yet effective

AASB 2024-2 Amendments to Australian Accounting Standards — Classification and Measurement of Financial Instruments

AASB 2024-2 amends AASB 7 Financial Instruments: Disclosures and AASB 9 Financial Instruments.

AASB 2024-2 amends requirements relating to:

- settling financial liabilities using an electronic payment system
- assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance and similar features
- disclosure requirements for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

This amendment applies to annual reporting periods beginning on or after 1 January 2026.

AASB 18 Presentation and Disclosure of Financial Statements

AASB 18 replaces AASB 101 *Presentation of Financial Statements* to improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss.

The key presentation and disclosure requirements established by AASB 18 is the presentation of newly defined subtotals in the statement of profit or loss.

AASB 18 applies to annual reporting periods beginning on or after 1 January 2027 for for-profit entities and applies to annual reporting periods beginning on or after 1 January 2028 for not-for-profit entities. The delayed date of one year will allow the AASB to consult with stakeholders and consider potential modifications for application by not-for-profit public sector entities.

8.11. Subsequent events

No significant events have occurred since 30 June 2025 that will have a material impact on the information disclosed in the financial statements.

Section 5: Other disclosures



Compliance with the Aboriginal Heritage Act

Under section 192 of the *Aboriginal Heritage Act 2006* (the Act), 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.

As of 30 June 2025:

- 29 authorised officers, all DPC employees, are appointed under the Act
- 14 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 was one complaint made about an authorised officer during this period, however the claim was unsubstantiated and no action taken.

In 2024–25 authorised officers exercised their powers, functions and duties as set out on the following page.

Information on the exercise and performance by authorised officers of their powers, functions and duties under the Aboriginal Heritage Act

Section	Function/power	Exercised
83	Cultural heritage audit must be conducted under the direction of an authorised officer	No cultural heritage audits were conducted
84	Give a written report of the findings of a cultural heritage audit to the minister	No written reports were provided to the minister
159(a)	Monitor compliance with the Act	51 inspections were carried out by authorised officers to monitor compliance with the Act
159(b)	Investigate suspected offences against the Act	101 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	One Stop order was issued or delivered
159(e)	Report to the Secretary	No reports were required
165	Authorised Officer to produce identity card for inspection	Identification cards were presented by authorised officers for inspection on 43 occasions
166	Enter land or premises with the consent of the occupier	General powers to enter land or premises were used 51 times
167	Obtain consent to enter land or premises	Consent of the occupier to enter land was obtained by authorised officers 32 times
168	Enter land or premises open to the public	Land or premises open to the public were entered 19 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 51 times
171	Seizure powers on entry without search warrant	Seizure powers by consent were exercised on one occasion
172	Seizure powers without consent	Seizure powers without consent were exercised on three occasions
173	Search warrants	Three search warrants were obtained
176	Receipts for seized things	Three receipts for seized things were issued
177	Security of seized things	Security of seized things (records) were entered in the chain of custody log on three occasions
178(4)	Return of seized objects	Seized things were required to be returned on one occasion
180	Require the giving of name and address	No one was required to give their name and address

Section	Function/power	Exercised
181	Require the giving of assistance and information	No one was required to provide assistance or information
182	Take affidavits	Affidavits were taken on five occasions
184	Report to be given about entry	Reports about entry were required on one occasion

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.

Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete, with the private sector, any net advantage arising from government ownership is accounted for if it is not in the public interest.

Government businesses are required to set a competitively neutral price, which accounts for any net advantage that comes from public ownership. 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 the provision of service.

DPC continues to ensure Victoria fulfils its requirements on competitive neutrality reporting as required under the *Competition Principles Agreement* and *Competition and Infrastructure Reform Agreement*.

Compliance with the Building Act

DPC complied with the building and maintenance provisions of the *Building Act 1993* during the reporting period.

DPC, through the Office of the Governor, 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
- biennial site risk surveys by the Victorian Managed Insurance Authority
- onsite facilities managers addressing and prioritising maintenance issues and managing breakdown, preventative and cyclical maintenance contracts.

In 2024–25, DPC completed the following major work projects:

Major works projects (greater than \$50,000)

Office of the Governor	Ongoing conservation, restoration and security building works at Government House
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For the 2024–25 reporting period, no buildings were required to be brought into conformity with building standards. Across the period, for buildings DPC owns or manages, none of the following were issued:

- building permits
- occupancy or certificates of final inspection
- emergency orders and building orders.

Compliance with the DataVic Access Policy

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, in 2024–25, DPC and its portfolio entities made 38 data sets available on the DataVic website. Information included in this annual report will also be available at www.data.vic.gov.au in electronic readable format.

Compliance with the Freedom of Information Act

The *Freedom of Information Act 1982* gives the public a right to access documents held by DPC and DPC portfolio ministers. 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 documents held by a department, 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. Applicants may also request access to the official documents of a DPC portfolio minister.

The Act allows a department 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.

Under the Act, the Freedom of Information (FOI) processing time for requests received is 30 calendar days. However, when external consultation is required under sections 29, 29A, 31, 31A, 33, 34 or 35 of the Act, a 15-day automatic extension applies. Processing time may also be extended by periods of up to 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied with an FOI decision, 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.

FOI statistics

In 2024–25, DPC received 68 FOI requests for DPC documents, 16 requests for documents from the Office of the Premier, and four requests for documents from the Office of the Minister for Treaty and First Peoples. No requests were received for any other DPC portfolio ministers during the period

Of the total requests to DPC, the Office of the Premier and the Office of the Minister for Treaty and First Peoples, 45 were from members of parliament, seven from the media, and the remainder from the general public.

DPC made 71 access decisions on FOI requests to DPC in 2024–25. Of these, 49 per cent were made within the statutory period, 30 per cent were between 1 and 45 days overdue, 13 per cent were between 46 and 99 days overdue, and 8 per cent were 100 days or more overdue. DPC also made 16 access decisions on requests for the Office of the Premier and four access decisions on requests for the Office of the Minister for Treaty and First Peoples.

During the year, 13 DPC matters were referred to the Information Commissioner for review, and three complaints about DPC matters were made to the Commissioner. One Office of the Premier matter was referred for review, and five complaints about Office of the Premier matters were made to the 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 must:

- 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 must 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 FOI 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 Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

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

The MPSG applies to all construction projects valued at \$20 million or more.

Projects commenced — Local Jobs First Standard

DPC did not commence any new Local Jobs First projects in 2024–25.

Projects completed — Local Jobs First Standard

During 2024–25, DPC completed one Local Jobs First Standard project, which was held statewide, totalling \$1.78 million. The MPSG did not apply to this project.

The commitments made for the project were:

- an average of 97 per cent local content commitment
- a commitment to support a total of 10 jobs (annualised employee equivalent (AEE)) was made, including the creation of five new jobs and the retention of five existing jobs (AEE)
- one post-contract review has been submitted and is under review for this standard project.

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:

- the Secretary of the department
- a public interest disclosure coordinator
- a director, indirect manager or supervisor of the discloser
- a person acting in any of the above roles.

Alternatively, a disclosure may be made directly to the Independent Broad-based Anti-corruption Commission (IBAC) at www.ibac.vic.gov.au/report.

If you require assistance in submitting your complaint, please call IBAC on 1300 735 135.

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: <https://www.vic.gov.au/dpc-public-interest-disclosures>.

Disclosures under the Public Interest Disclosures Act

In 2024–25, one assessable disclosure was made to DPC and notified to IBAC. This is consistent with the one assessable disclosure made to DPC and notified to IBAC in 2023–24.

Environmental performance

Introduction

DPC recognises its role in contributing to Victoria's climate action targets and is committed to reducing its environmental impact through sustainable practices. This report is guided by Financial Reporting Direction (FRD) 24.

DPC's commitment to sustainability in its operations is demonstrated through several key initiatives, including:

- integrating environmental considerations into tender specifications to promote responsible procurement practices
- utilising a tri-stream waste disposal system (landfill, commingled and organics) to encourage waste reduction and recycling
- prioritising energy efficiency through the use of energy-saving appliances and sensor lighting
- sourcing sustainable and locally produced furniture, with an emphasis on certifications like Global GreenTag
- adopting responsible relocation practices with a focus on sustainable waste management
- recycling usable furniture and equipment during refurbishments or relocations to minimise waste
- adopting digital solutions to reduce paper usage and shift towards more sustainable practices.

DPC aims to support the Victorian public sector in adopting technologies and practices that lower emissions and enhance environmental sustainability, contributing to a greener and more environmentally responsible future.

DPC's environmental management system

DPC's commitment to fostering a culture of sustainability is reflected in the department's dedication to realising a greener future.

DPC has sought to mitigate the environmental impacts of its operations during 2024–25 through office-based initiatives that integrate environmental considerations across the department.

DPC is continuing to mature its Environmental Management System (EMS) to further guide the department's environmental management and follow standards set out in AS/NZS ISO 14001:2016. This includes targeted sustainability initiatives in the central agency emissions reduction plan currently under development.

Reporting boundary for environmental data

This report outlines DPC's environmental performance from 1 July 2024 to 30 June 2025, with data captured through consumption reports and audits. Data encompasses all sites where DPC conducts its operations, and relevant activities of departmental staff (e.g. travel). This report includes chauffeur fleet emissions data whilst the associated vehicles are captured in the DGS's annual report.

Where DPC staff are located within another Victorian Government entity's facility, the entity who is the owner or primary lessee is responsible for FRD 24 reporting for all staff in the building.

In some instances, consolidated environmental data includes contributions from other DPC entities co-located at reporting sites.

For comparative analysis, certain data indicators have been normalised using Full-Time Equivalent (FTE) to represent employees. This normalisation provides a clearer view of performance and facilitates trend analysis.

During 2024–25, a reporting platform of the State Government Environmental Sustainability service provider transitioned from the Canopy system to IBM Envizi. Historic data was migrated to Envizi, which offers enhanced functionality, and more comprehensive dashboards and data views. Envizi is now a primary source for electricity, gas, and site-based environmental data used in this report.

Certain environmental metrics such as water, gas and waste were not available for all sites due to factors such as different metering systems and data measurement methods.

DPC will continue to see further refinement of reporting outcomes by engaging with both internal and external data sources aligning with FRD 24 requirements.

Climate-related risk disclosure statement

The DPC Board of Management recognises its responsibility for managing climate-related risks and the potential for climate change to impact the department's service delivery. DPC provides advice to the government on whole-of-government climate risk activities and supports the governance arrangements for the Victorian Government's 2026–2030 pledge through engagement with DEECA and other agencies. DPC also participates in cross-government climate action groups and works with other departments on coordinated actions to address climate-related risks to government operations.

Climate-related risk governance

The DPC Board of Management is responsible for the department's Risk Management Framework and regularly reviews changes to the risk environment and the effectiveness of risk mitigation activities. DPC is committed to comprehensive risk governance, strategy development and effective risk management practices. Guided by the *Victorian Government Risk Management Framework* and the AS ISO 31000:2018 standard, DPC promotes proactive identification and management of risks, including climate-related risks. The framework provides structured processes for designing, implementing, monitoring, reviewing and continually improving risk management across DPC, ensuring climate-related risks and opportunities are considered within the department's operating context.

Climate-related risk strategy

DPC receives accommodation and vehicle services from its shared services provider, DGS, which applies relevant policies to improve the environmental performance of government buildings and the vehicle fleet, in line with *Victoria's Climate Change Strategy*. While DPC's physical assets are not greatly exposed to climate risks or hazards, DPC continues to strengthen its understanding of potential climate-related impacts on operations, workforce and financial planning. Key areas of focus include:

- reducing greenhouse gas emissions from DPC operations in line with Victorian Government commitments
- improving monitoring, evaluation and reporting of environmental performance

- supporting the uptake of renewable energy and low-emissions technologies across Victoria
- monitoring the impact of increased temperatures and extreme heat on operations, including the health and safety of staff attending outdoor events.

DPC will also complete portfolio emissions reduction plans to identify actions to reduce direct carbon emissions.

Climate-related metrics and targets

DPC reports climate-related metrics in line with government reporting requirements set out in FRD 24.

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 to support achievement of the whole-of-government targets established under *Victoria's Climate Change Strategy* including:

- Legislated interim targets to reduce emissions by 28–33 per cent below 2005 levels by 2025; 45–50 per cent by 2030; 75–80 per cent by 2035; and a net zero emissions target by 2045.
- Emission reduction pledge which includes sourcing 100 per cent of electricity used in government operations from renewable sources by 2025.
- From 2021, a requirement for all new Victorian Government buildings having embedded environmentally sustainable design. A minimum five-star energy performance rating applies to new office buildings and tenancy fit-outs. This will be increased to six-star (the highest rating for office buildings) in 2025.
- Participating in planning to consolidate its workforce to a smaller office footprint, in line with whole of Victorian government strategy, which will contribute to emissions reductions.
- Prioritising high NABERS (National Australian Built Environment Rating System) rated leased premises in line with the Victorian Government Green Lease Schedule.

Greenhouse gas emissions

DPC reports its 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 the department's use of electricity from the grid, which still includes coal and gas-fired power generation.
- Scope 3 emissions are indirect emissions from sources DPC does not control but can influence. DPC's scope 3 reporting includes corporate air travel and waste disposal.
- Scope 1 emissions increased in 2024–25 due to higher greenhouse gas emissions from the vehicle fleet resulting from an amended reporting methodology that now includes additional data attributed to the department.
- Scope 2 emissions remain stable compared to the previous reporting period.
- Total Scope 3 emissions have increased, primarily due to an increase in air travel emissions.

SEC and green power transition

Emissions are forecast to decrease in 2025–26 following the commencement of the State Electricity Commission (SEC) on 1 July 2025. The SEC will transfer the electricity accounts of Victorian Government operations to green power, providing a shift to higher renewable energy sources and reducing Scope 2 emissions.

Air travel offsets

Until February 2025, greenhouse gas emissions from corporate air travel were offset through the CTM Climate+ program. This program was replaced by a new offset approach that allows DPC to select offset providers that align with its business objectives. This approach enables carbon offsets to be applied retrospectively for travel undertaken between March and June 2025.

For the reporting period, commercial air travel increased, driven by two primary factors:

- Business requirements: the distance travelled by air is comparable to 2018–19 levels.
- Victorian Government entities: entities previously under DPC, continue to be captured by DPC's reporting systems.

Fleet operations

In 2024–25, DPC operated a fleet of 35 vehicles through VicFleet to meet operational requirements.

The table below shows that:

Indicator	2024–25	2023–24	2022–23
Total scope 1 greenhouse gas emissions (tonnes CO ₂ -e) [Indicator G1]	446	236	122
Total scope 2 greenhouse gas emissions (tonnes CO ₂ -e) [Indicator G2]	1,029	1,050	1,500
Total scope 3 greenhouse gas emissions from commercial air travel and waste disposal (tonnes CO ₂ -e) [Indicator G3]	330	296	203

Electricity production and consumption

DPC's electricity consumption reporting covers tenancies at the following sites:

- 121 Exhibition Street, Melbourne
- 1 Macarthur Street, East Melbourne
- 1 Treasury Place, East Melbourne
- 3 Treasury Place, East Melbourne
- 35 Collins Street, Melbourne
- 300–304 Mair Street, Ballarat
- 189–229 Lyttleton Terrace, Bendigo.

The total electricity consumption for DPC over the 2024–25 reporting period remains stable at 1,558 megawatt hours (MWh).

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

Indicator	2024–25 ^{1, 2}	2023–24	2022–23
Total electricity consumption (MWh) [Indicator EL1]	1,558	1,600	1,930
Purchased electricity — consolidated	1,558	1,600	1,930
Department offices	1,558	1,600	1,930
On-site electricity generated (MWh) [Indicator EL2]	0	0	0
On-site installed generation capacity (MW) [Indicator EL3]	0	0	0
Total electricity offsets (MWh) [Indicator EL4]	0	0	0

¹ Electricity and gas usage data was provided by outsourced service providers through retailers operating under the State's energy purchase contracts.

² The 2024–25 figures contain accrued values for electricity consumption.

Stationary fuel use

DPC's stationary fuel consumption reporting covers tenancies at the following sites:

- 121 Exhibition Street, Melbourne
- 1 Macarthur Street, East Melbourne
- 1 Treasury Place, East Melbourne
- 35 Collins Street, Melbourne
- 300–304 Mair Street, Ballarat
- 189–229 Lyttleton Terrace, Bendigo.

Total fuel use in buildings for 2024–25 was 2,800,885 megajoules (MJ), an increase on the previous reporting period. This increase represents consumption captured from 35 Collins Street, 121 Exhibition Street and 198–229 Lyttleton Terrace. Data at these sites was not available for previous reporting periods. Consumption at 1 Macarthur Street and 1 Treasury Place decreased compared to the 2024–25 period.

Correspondingly, greenhouse gas emissions from stationary fuel consumption increased, totalling 144 tonnes CO₂-e.

Indicator	2024–25 ^{1, 2}	2023–24	2022–23
Total fuels used in buildings and machinery (MJ) [Indicator F1]	2,800,885	2,265,563	2,247,123
Buildings	2,800,885	2,265,563	2,247,123
Natural gas	2,800,885	2,265,563	2,247,123
Greenhouse gas emissions from stationary fuel consumption (Tonnes CO₂-e) [Indicator F2]	144	117	116

¹ Electricity and gas usage data was provided by outsourced service providers through retailers operating under the state's energy purchase contracts.

² The 2024–25 figures contain accrued values for stationary fuel consumption.

Transportation

DPC uses vehicles from both VicFleet, DGS Accommodation, Carpool and Library Services (ACLS) Carpool Services for operational car travel, and Chauffeur services.

The DPC Travel Policy and Procedure stipulates that government business travel should only be undertaken if it is expected to deliver a return on investment; otherwise, alternatives methods (e.g. conference calls, video calls) should be pursued. Such alternatives support the state's

environmental policy objectives by promoting resource-efficient technology.

The reported Increase In energy used In transport fuels and greenhouse gas emissions from the vehicle fleet is due to an amended reporting methodology that now includes additional data attributed to the department.

For the reporting period, total distance travelled by commercial air decreased by 6 per cent.

Indicator	2024–25	2023–24	2022–23 ¹
Total energy used in transportation (MJ) [Indicator T1]	4,377,543²	1,749,515	97,998
Road vehicles	4,377,543		
Passenger vehicles	4,377,543	1,749,515	97,998
Petrol	2,380,765	1,313,564	86,859
Diesel	1,996,778	435,951	11,138
Electricity (MWh) ³	0	0	NC
Greenhouse gas emissions from vehicle fleet (tonnes CO₂ -e) [Indicator T3]	302	120	7
Road vehicles			
Passenger vehicles	302	120	7
Petrol	161	89	6
Diesel	141	31	1
Electricity ³	0	0	0
Total distance travelled by commercial air travel (passenger km) [Indicator T4]	852,626	908,771	733,540

¹ NC' denotes 'not collected' in instances where data from previous reporting periods is not available. This is due to the changing key reporting indicators that came into effect in the 2022–23 reporting period.

² Reported emissions include those from both long-term VicFleet vehicles, short-term hire vehicles from ACLS Carpool Services and Chauffeur fleet.

³ Electricity used to charge vehicles at DPC sites is not metered separately and is included in the total electricity consumption.

Indicator	2024–25	%	2023–24	%	2022–23	%
Number and proportion of vehicles [Indicator T2]	35	100	81	100	188	100
Road vehicles	35	100	81	100	188	100
Passenger vehicles	35	100	63	78	188	100
Internal combustion engines	24	69	39	48	106	56
Petrol	10	29	12	15	93	49
Diesel/biodiesel	14	40	27	33	13	7
Hybrid	5	14	22	27	80	43
Plug-in hybrid electric vehicle (PHEV)	5	14	0	0	80	43
Range-extended electric vehicle	0	0	22	27	0	0
Electric propulsion	6	17	2	2	2	1
Battery electric vehicle	6	17	2	2	2	1
Goods Vehicles	0	0	18	22	0	0
Internal combustion engines	0	0	18	22	0	0
Petrol	0	0	12	15	0	0
Diesel/biodiesel	0	0	6	7	0	0

Total energy use

DPC's energy consumption covers tenancies at the following sites:

- 121 Exhibition Street, Melbourne
- 1 Macarthur Street, East Melbourne
- 1 Treasury Place, East Melbourne
- 3 Treasury Place, East Melbourne
- 35 Collins Street, Melbourne
- 300–304 Mair Street, Ballarat
- 189–229 Lyttleton Terrace, Bendigo.

During the 2024–25 reporting period, DPC's total energy use was 10,311,750 MJ.

This total includes energy from both fuel and electricity; details on these contributors are outlined in the relevant sections of the report. The total energy use is further broken down by source, with renewable energy decreasing by 5 per cent and non-renewable energy increasing by 7 per cent.

Indicator	2024–25 ¹	2023–24	2022–23
Total energy usage from fuels (stationary and transportation) (MJ) [Indicator E1]	4,703,257	4,015,078	2,345,121
Total energy used from electricity (MJ) [Indicator E2]	5,608,493	5,759,918	6,949,220
Total energy used segmented into renewable and non-renewable sources (MJ) [Indicator E3]	10,311,750	9,774,995	9,294,341
Renewable	1,036,450	1,092,080	1,295,335
Non-renewable	9,275,301	8,682,915	7,999,006
Units of energy used normalised by full-time equivalent (FTE) employees [Indicator E4]	17,039	18,484	9,802

Sustainable buildings and infrastructure

Relevant DPC leases, negotiated and managed by ACLS with support from its outsourced service provider, incorporate a Green Lease Schedule within the Standard Government Lease. The schedule outlines obligations for both landlords and tenants to maintain properties at a minimum NABERS rating for energy, water, waste, and indoor environment. It is proposed to landlords or managing agents during each new lease negotiation.

Where premises are not subject to Commonwealth mandatory disclosure laws, or landlords are unwilling to include these obligations, ACLS and its outsourced service provider work with landlords to implement measures that improve energy efficiency, reduce emissions, and cost savings. The Green Lease

Schedule also mandates a NABERS energy rating for all leases, with additional performance requirements for larger tenures. It requires efficient lighting systems to be installed and energy data to be shared to support emissions reporting.

DPC discloses a summary of NABERS ratings for its occupied premises using data from the NABERS public portal. In 2024–25, three office buildings received an environmental performance rating, as detailed in the table below. No new buildings were commissioned in this reporting period, and no NABERS ratings were undertaken for owned buildings or tenancy fit-out works. There were also no newly completed DPC-owned non-office building or infrastructure projects or upgrades valued over \$1 million.

¹ The 2024–25 figures contain accrued values for electricity and stationary fuel consumption.

Name of building	Building type	Rating Scheme	Rating
121 Exhibition Street, Melbourne	Office building	NABERS	5
35 Collins Street, Melbourne	Office building	NABERS	3.5
300-304 Mair Street, Ballarat	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 the following sites:

- 121 Exhibition Street, Melbourne

- 1 Macarthur Street, East Melbourne
- 1 Treasury Place, East Melbourne
- 3 Treasury Place, East Melbourne
- 300-304 Mair Street, Ballarat
- 189-229 Lyttleton Terrace, Bendigo.

Total water consumption for DPC during the 2024-25 reporting period was 3,162 kilolitres (kL), noting water consumption for 35 Collins Street is represented in the 2023-24 data but was unavailable for this reporting period. Water consumption decreased at all DPC locations recorded, except for 189-229 Lyttleton Terrace and 121 Exhibition Street, which were not captured in previous reporting periods.

Indicator	2024-25 ¹	2023-24	2022-23
Total water consumption by an entity (kL) [Indicator W1]	3,162	4,705	2,970
Potable water consumption	3,162	4,705	2,970
Units of metered water consumed normalised by FTE [Indicator W2]	11	9	3

Waste and recycling

DPC's waste reporting covers tenancies at the following sites:

- 121 Exhibition Street, Melbourne
- 1 Macarthur Street, East Melbourne
- 1 Treasury Place, East Melbourne
- 3 Treasury Place, East Melbourne
- 35 Collins Street, Melbourne
- 300-304 Mair Street, Ballarat
- 189-229 Lyttleton Terrace, Bendigo.

During the 2024-25 reporting period, DPC generated a total of 35,458 kilograms of waste, reflecting an increase from the previous year.

¹ The 2024-25 figures contain accrued values for water consumption.

The update to environmental reporting systems and processes has allowed additional data sources to be captured. This additional source has increased the quantity of paper and cardboard recycling from the previous year.

Reporting of secure document destruction was previously included in co-mingled recycling waste, has been separated for the 2024-25 reporting period.

Greenhouse gas emissions related to waste disposal decreased in 2024–25. DPC continues to maintain dedicated processes for the disposal of e-waste and printer cartridges across all key office sites.

Indicator	2024–25	%	2023–24 ¹	%	2022–23	%
Total units of waste disposed (kg and %) [Indicator WR1]	35,458.0	100	24,674.2	100	32,901.2	100
Landfill (disposal)	11,754.4	33.2	18,580.7	75.3	20,071.7	61.0
Recycling/recovery (disposal)						
Commingle	4,242.1	12.0	1,493.9	6.0	2,706.6	8.2
Cardboard	13,280.2	37.5	3,382.4	13.7	3,734.6	11.4
Secure Document Destruction	4,917.8	13.9	NC	NC	NC	NC
Other						
Food and garden organics (FOGO)	1,263.6	3.6	1,217.2	4.9	6,388.4	19.4
Percentage of office sites that are covered by dedicated collection services for: [Indicator WR2]					5.0	100.0
Printer cartridges	-	100	-	100	NC	NC
Batteries	-	0	-	0	NC	NC
E-waste	-	100	-	100	NC	NC
Soft plastics	-	0	-	0	NC	NC
Total units of waste disposed of normalised by FTE (kg/FTE) [Indicator WR3]	58.6	-	46.6	-	34.7	NC
Recycling rate (%) [Indicator WR4]	66.9%	-	19.8%	-	39.0%	NC
Greenhouse gas emissions associated with waste disposal (tonnes CO₂-e) [Indicator WR5]	15.3	-	24.1	-	26.09	NC
Landfill	15.3	-	24.1	NC	26.1	NC
Other	0	-	0	NC	0	NC

¹ NC' denotes 'not collected' in instances where data from previous reporting periods is not available. This is due to the changing key reporting indicators that came into effect in the 2022–23 reporting period.

Procurement

Social Procurement Framework

The Victorian Government is committed to social procurement and has established the *Social Procurement Framework*, which leverages the government's buying power to deliver social, economic and environmental outcomes that benefit the Victorian community.

DPC introduced its social procurement strategy in early 2019 to guide implementation of the framework. In 2024–25, DPC continued to prioritise the following performance objectives:

1. Opportunities for Victorian Aboriginal people
2. Opportunities for Victorians with disability and priority jobseekers
3. Supporting safe and fair workplaces
4. Opportunities for Victorian social enterprises.

Education and advice for procuring teams was provided during 2024–25 through DGS Corporate Shared Services, enabling key decision-makers to apply the principles and requirements of the framework. As a result, social procurement priorities were embedded in supplier selection and contract awarding processes, strengthening supplier commitment to these objectives across both direct and indirect procurement.

Purchases from social suppliers in 2024–25

Social procurement opportunity	Metric	Number of businesses engaged	Actual spend \$ (excl. GST)
Opportunities for Victorian Aboriginal people	Total expenditure with Victorian Aboriginal businesses		13,116,831
	Number of Victorian Aboriginal businesses engaged	26	
Opportunities for Victorians with a disability	Total expenditure with Victorian social enterprises led by a mission for people with a disability and Australian disability enterprises		1,142
	Number of Victorian social enterprises led by a mission for people with a disability and Australian disability enterprises engaged	2	
Opportunities for Victorian priority jobseekers	Total expenditure with Victorian social enterprises led by a mission for priority jobseekers		-
	Number of Victorian social enterprises led by a mission for priority jobseekers engaged	-	
Sustainable Victorian social enterprises and Aboriginal business sectors	Total expenditure with Victorian social enterprises		193,727
	Number of Victorian social enterprises engaged	12	

Social procurement outcomes 2024–25

During 2024–25, DPC achieved the following outcomes under the DGS Social Procurement Strategy:

- Engaged 38 social benefit suppliers, with a total spend of \$13.31 million, including certified social enterprises, Aboriginal businesses and disability enterprises.
- Engaged 26 Victorian Aboriginal businesses, with a total spend of \$13.12 million.
- Engaged 12 Victorian social enterprises, with a total spend of \$193,727.
- Established five contracts with Victorian Government suppliers that included social procurement commitments.

In addition, DPC implemented several initiatives to strengthen its social procurement approach, including:

- Incorporating social and sustainable evaluation criteria into procurement documentation (e.g. requests for tender) to ensure alignment with the Social Procurement Strategy.
- Providing education and training to buyers to increase awareness of social procurement.
- Raising awareness of the Procurement Knowledge Hub and encouraging buyers to access and complete training modules related to the Social Procurement Framework.
- Promoting webinars and events hosted by Kinaway to departmental buyers.

Emergency procurement

DPC developed and implemented its Emergency Procurement Plan in December 2022, in line with the Victorian Government Purchasing Board's policy — *Governance: Goods and services policy*. The plan sets out requirements for procuring goods and services in response to an emergency.

In 2024–25, DPC did not need to activate its Emergency Procurement Plan.

Procurement complaints

Under the Victorian Government Purchasing Board's governance policy, departments must disclose any formal complaints relating to the procurement of goods and services received through its procurement complaints management system.

DPC did not receive any formal complaints through its procurement complaints management system in 2024–25.

Additional information available on request

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

- a statement that declarations of pecuniary interests have been duly completed by all relevant DPC officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by DPC about itself and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by DPC
- details of any major external reviews carried out on DPC
- details of major research and development activities undertaken by DPC
- details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by DPC to develop community awareness of DPC and its services
- details of assessments and measures undertaken to improve the OHS of employees
- a general statement on industrial relations within DPC and details of time lost through industrial accidents and disputes

- a list of major committees sponsored by DPC, the purposes of each committee and the extent to which the purposes have been achieved
- 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:

Executive Director, People and Governance
Department of Government Services
35 Collins Street Melbourne VIC 3000

Email: governance@dgs.vic.gov.au

Section 6: Appendices



Appendix 1: Budget portfolio outcomes

The budget portfolio outcomes statements provide a comparison between the actual financial information of all general government entities within DPC's portfolio and the forecast financial information published in the State Budget Papers.

These statements include:

- Comprehensive operating statement
- Balance sheet
- Cash flow statement
- Statement of changes in equity
- Administered items statement.

Prepared on a consolidating basis, the budget portfolio outcomes statements include all general government entities within DPC's portfolio. In alignment with the budget papers, financial transactions and balances are classified as either 'controlled' or 'administered'.

It is important to note that the budget portfolio outcomes statements are not subject to audit by the Victorian Auditor-General's Office. Additionally, they are not prepared on the same basis as DPC's financial statements, as they also include the consolidated financial information of the following entities:

- VEC
- VPSC.

Comprehensive operating statement

For the year ended 30 June 2025

DPC portfolio's net operating balance, which reflects the change in net worth due to transactions directly attributed to government policies, is a deficit of \$10.9 million. This is mainly driven by timing differences between revenue and expenses recognition for the VEC.

The comprehensive result, which incorporates non-transactional movements, is a deficit of \$1.3 million. Footnotes provide further explanation of the major variances between the 2024–25 comprehensive result and the budgeted result.

Controlled	2024–25 actual \$m	2024–25 budget \$m	Variation \$m
Income from transactions			
Output appropriations ¹	404.9	387.6	17.3
Special appropriations ²	146.8	103.7	43.1
Sale of goods and services	7.3	11.0	(3.7)
Grants ³	16.4	24.7	(8.3)
Resources received free of charge	11.5	9.6	1.9
Other income	6.3	0.7	5.6
Total income from transactions	593.2	537.3	55.9
Expenses from transactions			
Employee benefits ⁴	278.0	236.9	(41.1)
Depreciation	12.6	7.2	(5.4)
Grants expenses	172.8	174.5	1.7
Other expenses ⁵	140.7	120.6	(20.1)
Total expenses from transactions	604.1	539.4	(64.7)
Net result from transactions	(10.9)	(2.1)	(8.8)

¹ Variance is predominantly due to supplementation funding received, including releases from contingency and Treasurer's Advance, to meet urgent and unforeseen needs since publication of the budget. This covered initiatives such as:

- implementation of the VPS Enterprise Agreement 2024 and ministerial enterprise bargaining agreement, and to cover ministerial staff redundancy payments
- government strategic communication opportunities
- establishment and operation of the Parliamentary Workplace Standards and Integrity Commission.

² Variance is primarily due to additional special appropriations funding allocated to the VEC after publication of the 2024–25 Budget to:

- conduct scheduled local government elections under the new Electoral Structure Model
- implement the VPS Enterprise Agreement 2024.

³ Variance is mainly due to the deferral of deliverables for the 'Delivering commitments to Victoria's multicultural communities' initiative to 2025–26.

⁴ Variance is primarily due to the 2024 local government elections under the new Electoral Structure Model, and also reflects the impact of one-off lump sum Enterprise Bargaining Agreement payments.

⁵ Variance is primarily due to the 2024 local government elections under the new Electoral Structure Model.

Controlled	2024–25 actual \$m	2024–25 budget \$m	Variation \$m
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	(0.1)	-	(0.1)
Other gains/(losses) from other economic flows	0.1	-	0.1
Total other economic flows included in net result	-	-	-
Net result	(10.9)	(2.1)	(8.8)
Other economic flows — other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation reserve ⁶	9.6	-	9.6
Other			
Total other economic flows — other comprehensive income	9.6	2.8	(6.8)
Comprehensive result	(1.3)	0.7	(2.0)

⁶ Variance is due to an increase in the valuation of buildings, which is not reflected in the published budget

Balance sheet

As at 30 June 2025

Net assets for the DPC portfolio as at 30 June 2025 is \$23.6 million lower compared with the 2024–25 State Budget.

Controlled	2025 actual \$m	2025 budget \$m	Variation \$m
Financial assets			
Cash and deposits	38.8	36.1	2.7
Receivables	72.8	74.2	(1.5)
Other receivables ¹	17.9	6.8	11.1
Other-financial assets	–	0.8	(0.8)
Total financial assets	129.4	117.9	11.5
Non-financial assets			
Inventories	3.3	4.1	(0.8)
Property, plant and equipment ²	273.8	283.1	(9.3)
Intangible assets ³	29.8	20.8	9.0
Other non-financial assets	2.4	2.8	(0.4)
Total non-financial assets	309.3	310.8	(1.5)
Total assets	438.7	428.7	10.0
Liabilities			
Payables ⁴	40.5	16.3	(24.2)
Borrowings	4.7	2.7	(2.0)
Provisions	51.4	44.0	(7.4)
Total liabilities	96.6	63.0	(33.6)
Net assets	342.1	365.7	(23.6)
Equity			
Contributed capital	86.8	95.3	(8.5)
Reserves	221.3	211.8	9.5
Accumulated surplus ⁵	34.0	58.5	(24.5)
Total equity	342.1	365.7	(23.6)

¹ Variance is primarily due to 2024–25 Multicultural Affairs grant payments and associated program management and delivery costs recoverable from DTF, which were not reflected in the published budget.

² Variance is largely attributable to the 'Delivering safe and self-governing Aboriginal Trusts' initiative being reclassified as operating in nature rather than capital in line with accounting standards requirements, post-publication of the budget.

³ Variance is predominantly the result of additional asset investment by the VEC to streamline election delivery, which was not reflected in the published budget.

⁴ Variance is due to higher year-end accruals raised than originally estimated, including costs associated with the Munarra Centre for Regional Excellence project.

⁵ Variance is mainly due to the VEC's deficit result, attributed to timing differences between revenue and expense recognition.

Cash flow statement

For the year ended 30 June 2025

The net cash position (primarily the Trust State Administration Unit balances) for the DPC portfolio as at 30 June 2025 is \$38.8 million. This is \$2.7 million higher than the original budgeted balance of \$36.1 million.

Controlled	2024–25 actual \$m	2024–25 budget \$m	Variation \$m
Cash flows from operating activities			
Receipts from government ¹	570.5	479.2	91.3
Receipts from other entities	19.4	31.8	(12.4)
Other receipts	20.8	10.2	10.6
Total receipts	610.7	521.2	89.5
Payments of grants ²	(172.8)	(174.5)	1.7
Payments to suppliers and employees ²	(436.6)	(349.2)	(87.4)
Total payments	(609.4)	(523.7)	(85.7)
Net cash flows from operating activities	1.2	(2.5)	3.7
Cash flow from investing activities			
Net investment	-	(0.8)	0.8
Payments for non-financial assets	(11.3)	(14.7)	3.4
Proceeds from the sale of non-financial assets	0.6	-	0.6
Net cash flows used in investing activities	(10.7)	(15.5)	4.8
Cash flows from financing activities			
Owner contributions by the State government ³	6.5	18.6	(12.1)
Net borrowings	(1.3)	(2.3)	1.0
Repayment of right of use leases	(1.3)	-	(1.3)
Net cash flows from financing activities	3.9	16.3	(12.4)
Net increase/(decrease) in cash held	(5.5)	(1.7)	(3.8)
Cash at the beginning of the financial year	44.3	37.8	6.5
Cash at the end of the financial year	38.8	36.1	2.7

¹ Variance is due to:

- Output supplementation funding received, including releases from contingency and Treasurer's Advance, to meet urgent and unforeseen needs since publication of the original budget.
- Additional special appropriations funding was provided to the VEC, primarily to conduct scheduled local government elections under the new Electoral Structure Model.

² Variance is primarily attributed to conduct of the 2024 Local Government Elections under the new Electoral Structure Model, as well as impact of once off lumpsum payments.

³ Variance is largely due to a project reclassified as operating instead of capital in nature in line with accounting standards post publication of the budget.

Statement of changes in equity

For the year ended 30 June 2025

Total equity for the DPC portfolio is \$23.6 million lower when compared with the published budget, with key drivers contributing to the decrease articulated as part of balance sheet movements.

Controlled	2024–25 actual \$m	2024–25 budget \$m	Variation \$m
Contributed capital			
Opening balance	80.3	80.3	-
Contribution from owners	6.5	15.0	(8.5)
Closing balance	86.8	95.3	(8.5)
Reserves			
Opening balance	211.8	211.8	-
Comprehensive result ¹	9.5	-	9.5
Closing balance	221.3	211.8	9.5
Accumulated surplus			
Opening balance	44.8	44.8	-
Comprehensive result	(10.8)	13.6	(24.5)
Closing balance	34.0	58.5	(24.5)
Total equity	342.1	365.7	(23.6)

¹ Variance is due to an increase in the valuation of buildings, which is not reflected in the published budget.

Administered items statement

For the year ended 30 June 2025

Administered items for the DPC portfolio primarily relate to administering revenue on behalf of the State by the VEC, which mainly relates to the recoupment of costs from local councils for the conduct of elections and associated activities, compulsory voting fines, and electoral entitlements.

Controlled	2024–25 actual \$m	2024–25 budget \$m	Variation \$m
Administered income			
Special appropriations	15.4	12.8	2.6
Sales of goods and services	36.7	38.0	(1.3)
Other income	1.8	0.3	1.5
Total administered income	53.9	51.1	2.8
Administered expenses			
Expenses of behalf of the State	9.4	6.4	(3.0)
Payments into the Consolidated Fund	38.4	38.3	(0.1)
Total administered expenses	47.8	44.7	(3.1)
Income less expenses	6.1	6.4	(0.3)
Administered assets			
Cash and deposits	3.7	2.0	1.7
Receivables	37.3	28.5	8.8
Total administered assets	41.0	30.5	10.5
Administered liabilities			
Payables ¹	12.8	2.3	(10.5)
Provisions	0.3	-	(0.3)
Total administered liabilities	13.1	2.3	(10.8)
Net assets	27.9	28.2	(0.3)

¹ Variance is mainly due to the recognition of funds required to be repaid to the State's Consolidated Fund by the VEC, for the cost recoveries collected from councils for conducting the 2024 local government elections.

Appendix 2: Workforce data

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

- For DPC, an executive officer and member of the Senior Executive Service (SES) is defined as a person employed as an executive under Part 3 of the Public Administration Act.
- 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 executive officer does not include a statutory office holder or an accountable officer, unless otherwise stated.
- Accountable officers include the DPC Secretary and administrative office heads.

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 Parliamentary Workplace Standards and Integrity Commission, and DPC staff supporting the Yoorrook Justice Commission.

Staff supporting the Yoorrook Justice Commission are employed by DPC. For reporting purposes Yoorrook Justice Commission staff are disclosed in a separate comparative workforce data table. In all other disclosures Yoorrook Justice Commission staff and executives are included in DPC data tables, noting that the Yoorrook Justice Commission ceased operations at the end of 2024–25.

All figures in the tables reflect employment levels in the last full pay period of June 2025 and June 2024. Employees have been correctly classified in workforce data collections by the VPSC, which have been used to prepare this workforce data disclosure.

The following portfolio entities sit within DPC's portfolio. The heads of these entities are public service body heads who employ public service employees independent of DPC's Secretary. These entities are required to produce their own annual reports; therefore employee numbers are published in their annual reports:

- VEC
- VPSC
- VITS LanguageLoop.

Comparative workforce data

Details of DPC employment levels in 2025 and 2024

June 2025								June 2024						
	All employees			Ongoing		Fixed-term and casual		All employees			Ongoing		Fixed-term and casual	
	Number (headcount)	FTE	Fulltime (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Gender														
Male	200	197	155	9	161	36	35	195	190	137	13	147	45	43
Female	390	368	244	67	294	79	74	418	399	250	65	299	103	100
Self-described	2	2	1	1	2	-	-	3	3	1	1	2	1	1
Age														
15–24	21	21	18	1	19	2	2	23	22	18	1	18	4	4
25–34	222	218	149	12	158	61	60	237	232	155	17	168	65	64
35–44	194	182	123	39	152	32	30	207	198	123	35	151	49	47
45–54	113	108	84	17	97	12	11	109	104	73	16	84	20	20
55–64	37	34	23	6	27	8	7	32	29	16	6	20	10	9
65+	5	5	3	2	5	-	-	8	6	3	4	6	1	0
VPS1–6	521	498	352	66	400	103	98	544	521	333	72	386	139	135
Grades														
VPS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VPS 2	7	7	7	-	7	-	-	13	13	13	-	13	-	-
VPS 3	44	42	36	5	39	3	3	41	40	33	3	35	5	5
VPS 4	156	153	101	13	111	42	41	171	167	98	14	109	59	58
VPS 5	201	192	135	27	155	39	37	197	187	118	32	141	47	46
VPS 6	113	105	73	21	88	19	17	122	115	71	23	88	28	26
Senior employees	71	68	48	11	57	12	11	72	71	55	7	61	10	9
STS	13	13	9	1	10	3	3	12	12	9	1	10	2	2
Executives	57	54	38	10	46	9	8	59	58	45	6	50	8	7
Secretary	1	1	1	-	1	-	-	1	1	1	-	1	-	-
Total employees	592	567	400	77	457	115	110	616	592	388	79	447	149	144

Legend: FTE: full-time equivalent; STS: senior technical specialists. Some FTE totals may not add due to rounding.

Notes:

- During 2024–25 DPC's fixed-term employment levels decreased due to ongoing conversions and fixed-term staff departures. This includes:
 - Ongoing conversion of fixed-term staff supporting administration of the *Aboriginal Heritage Act 2006*, ensuring continuity of this legislated function.
 - Departures of fixed-term staff engaged to support coordination of the Victorian Government's response to the Yoorrook Justice Commission. These roles were planned to conclude during the reporting period as the Commission prepared to table its final reports in the Victorian Parliament at the conclusion of its inquiry.
- At the end of June 2025, five VPS Grade 6 employees were acting as an Executive under long-term acting arrangements. At the end of June 2024, one VPS Grade 6 employee was acting as an Executive under long-term acting arrangements.

The following table discloses the annualised total salary for senior employees of DPC, categorised by classification. The salary amount is reported as the full-time annualised salary. This table includes staff from the Yoorrook Justice Commission and Parliamentary Workplace Standards and Integrity Commission. Equivalent tables are provided separately for DPC's administrative offices.

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

Income band (salary)	Executives	STS	PS	SMA	SRA	Other
< \$160,000						
\$160,000–\$179,999						
\$180,000–\$199,999	7	3				
\$200,000–\$219,999	25	5				
\$220,000–\$239,999	6	5				
\$240,000–\$259,999	4	1				
\$260,000–\$279,999	9					
\$280,000–\$299,999	3					
\$300,000–\$319,999	2					
\$320,000–\$339,999	1					
\$340,000–\$359,999	1					
\$360,000–\$379,999						
\$380,000–\$399,999						
\$400,000–\$419,999						
\$420,000–\$439,999	2					
\$440,000–\$459,999	1					
\$460,000–\$479,999	2					
\$480,000–\$499,999						
> \$500,000	1					
Total	64	14				

Legend: STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Notes:

- The salaries reported above are for the full financial year, at a 1-FTE rate, and are reported on base remuneration only, excluding superannuation. The Secretary has been reported in the 'Executives' column for this table.
- One executive from the Parliamentary Workplace Standards and Integrity Commission is included in this table.
- Five executives and one STS supporting the Yoorrook Justice Commission are included in this table.
- There are 16 executive and STS employees employed on a part-time basis, including one at a 0.4 FTE rate, one at a 0.6 FTE rate, eight at a 0.8 FTE rate, one at a 0.89 FTE rate, three at a 0.9 FTE rate, one at a 0.94 FTE rate and one at a 0.95 FTE rate.

Details of the Office of the Chief Parliamentary Counsel employment levels in 2025 and 2024

	June 2025							June 2024						
	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														
Male	12	12	9	2	11	1	1	12	12	9	2	11	1	1
Female	32	27	15	16	27	1	1	31	26	16	14	26	1	1
Self-described	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age														
15–24	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25–34	9	8	5	3	7	1	1	10	10	8	1	9	1	1
35–44	13	12	8	5	12	-	-	15	13	7	8	13	-	-
45–54	13	12	7	6	12	-	-	11	10	7	4	10	-	-
55–64	7	6	4	3	6	-	-	5	4	3	2	4	-	-
65+	2	1	-	1	1	1	1	2	1	-	1	1	1	1
VPS1–6 Grades	18	16	11	6	15	1	1	24	21	13	10	20	1	1
VPS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VPS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VPS 3	6	6	3	2	5	1	1	6	6	3	2	5	1	1
VPS 4	4	3	2	2	3	-	-	6	4	2	4	4	-	-
VPS 5	5	5	5	-	5	-	-	6	6	6	-	6	-	-
VPS 6	3	3	1	2	3	-	-	6	5	2	4	5	-	-
Senior employees	8	7	6	1	7	1	1	7	6	5	1	6	1	1
STS	4	3	2	1	3	1	1	3	2	1	1	2	1	1
Executives	3	3	3	-	3	-	-	3	3	3	-	3	-	-
AO Head	1	1	1	-	1	-	-	1	1	1	-	1	-	-
Other	18	16	7	11	16	-	-	12	11	7	5	11	-	-
Legal officers	18	16	7	11	16	-	-	12	11	7	5	11	-	-
Total employees	44	39	24	18	37	2	2	43	38	25	16	36	2	2

Legend: FTE: full-time equivalent; STS: senior technical specialists. Some FTE totals may not add due to rounding.

**Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff —
Office of the Chief Parliamentary Counsel**

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

Legend: STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Notes:

- The salaries reported above are for the full financial year, at a 1-FTE rate, and are reported on base remuneration only, excluding superannuation.
- The administrative office head has been reported in the 'Executives' column for this table.
- There is one employee employed on a part-time basis at a 0.5 FTE rate.

Details of the Office of the Governor employment levels in 2025 and 2024

	June 2025							June 2024						
	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														
Male	27	25	20	2	21	27	25	30	27	23	1	24	6	3
Female	23	22	14	5	18	23	22	23	20	12	7	16	4	4
Self-described	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age														
15–24	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25–34	11	11	5	-	5	6	6	11	11	5	-	5	6	6
35–44	12	11	8	3	10	1	0	11	10	7	2	9	2	1
45–54	10	10	9	-	9	1	1	13	12	12	-	12	1	0
55–64	14	12	9	4	12	1	0	15	12	9	5	12	1	0
65+	3	3	3	-	3	-	-	3	2	2	1	2	-	-
VPS1–6 Grades	47	44	31	7	36	9	8	50	44	32	8	37	10	7
VPS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VPS 2	14	12	9	3	11	2	1	16	12	10	3	12	3	1
VPS 3	9	9	7	2	9	-	-	13	12	9	3	11	1	1
VPS 4	17	16	9	2	10	6	6	14	13	8	2	9	4	4
VPS 5	7	7	6	-	6	1	1	7	7	5	-	5	2	2
VPS 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior employees	3	3	3	-	3	-	-	3	3	3	-	3	-	-
STS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Executives	2	2	2	-	2	-	-	2	2	2	-	2	-	-
AO Head	1	1	1	-	1	-	-	1	1	1	-	1	-	-
Total employees	50	47	34	7	39	9	8	53	47	35	8	40	10	7

Legend: FTE: full-time equivalent; STS: senior technical specialists. Some FTE totals may not add due to rounding.

**Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff —
Office of the Governor**

Income band (salary)	Executives	STS	PS	SMA	SRA	Other
< \$160,000						
\$160,000–\$179,999						
\$180,000–\$199,999	1					
\$200,000–\$219,999						
\$220,000–\$239,999						
\$240,000–\$259,999	1					
\$260,000–\$279,999						
\$280,000–\$299,999						
\$300,000–\$319,999						
\$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						
\$440,000–\$459,999						
\$460,000–\$479,999						
\$480,000–\$499,999						
> \$500,000						
Total	3					

Legend: STS: senior technical specialists; PS: principal scientists; SMA: senior medical advisers; SRA: senior regulatory analysts.

Notes:

- The salaries reported above are for the full financial year, at a 1-FTE rate, and are reported on base remuneration only, excluding superannuation.
- The administrative office head has been reported in the 'Executives' column for this table.
- There were no senior employees employed on a part-time basis.

Details of the Parliamentary Workplace Standards and Integrity Commission employment levels in 2025 and 2024

	June 2025							June 2024 ¹						
	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														
Male	1	1	1	-	1	-	-							
Female	5	5	3	2	5	-	-							
Self-described	-	-	-	-	-	-	-							
Age														
15–24	-	-	-	-	-	-	-							
25–34	1	1	1	-	1	-	-							
35–44	3	3	2	1	3	-	-							
45–54	2	2	1	1	2	-	-							
55–64	-	-	-	-	-	-	-							
65+	-	-	-	-	-	-	-							
VPS1–6 Grades	5	5	4	1	5	-	-							
VPS 1	-	-	-	-	-	-	-							
VPS 2	-	-	-	-	-	-	-							
VPS 3	-	-	-	-	-	-	-							
VPS 4	1	1	1	-	1	-	-							
VPS 5	2	2	2	-	2	-	-							
VPS 6	2	2	1	1	2	-	-							
Senior employees	1	1	-	1	1	-	-							
STS	-	-	-	-	-	-	-							
Executives	1	1	-	1	1	-	-							
Total employees	6	6	4	2	6	-	-							

Legend: FTE: full-time equivalent; STS: senior technical specialists. Some FTE totals may not add due to rounding.

¹ The Parliamentary Workplace Standards and Integrity Commission was established on 31 December 2024. There are therefore no reportable staff for the Commission in June 2024.

Details of the Yoorrook Justice Commission employment levels in 2025 and 2024

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 2025 ¹							June 2024								
	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																
Male	3	3	-	-	-		3	3	11	11	-	-	-	11	11	
Female	10	9	-	-	-		10	9	23	21	-	-	-	23	21	
Self-described	-	-	-	-	-		-	-	1	1	-	-	-	1	1	
Age																
15–24	-	-	-	-	-		-	-	1	0	-	-	-	1	0	
25–34	2	2	-	-	-		2	2	9	8	-	-	-	9	8	
35–44	6	6	-	-	-		6	6	16	16	-	-	-	16	16	
45–54	4	4	-	-	-		4	4	5	5	-	-	-	5	5	
55–64	-	-	-	-	-		-	-	2	2	-	-	-	2	2	
65+	1	1	-	-	-		1	1	2	2	-	-	-	2	2	
VPS1–6 Grades	7	6	-	-	-		7	6	29	27	-	-	-	29	27	
VPS 1	-	-	-	-	-		-	-	-	-	-	-	-	-	-	
VPS 2	-	-	-	-	-		-	-	-	-	-	-	-	-	-	
VPS 3	1	1	-	-	-		1	1	5	3	-	-	-	5	3	
VPS 4	3	3	-	-	-		3	3	10	10	-	-	-	10	10	
VPS 5	-	-	-	-	-		-	-	8	8	-	-	-	8	8	
VPS 6	3	3	-	-	-		3	3	6	6	-	-	-	6	6	
Senior employees	6	6	-	-	-		6	6	6	6	-	-	-	6	6	
STS	1	1	-	-	-		1	1	-	-	-	-	-	-	-	
Executives	5	5	-	-	-		5	5	6	6	-	-	-	6	6	
Total employees	13	12	-	-	-		13	12	35	33	-	-	-	35	33	

Legend: FTE: full-time equivalent; STS: senior technical specialists. Some FTE totals may not add due to rounding.

¹ The Yoorrook Justice Commission tabled its final report to the Victorian Parliament on 1 July 2025. Before the end of June, the Commission reduced its staffing levels as fixed-term contracts concluded in line with the Commission's final report timelines. The remaining FTE staffing levels reported for June 2025 are required to finalise the Commission's operations in early 2025–26.

Executive officer data

Accountable officers, including the DPC Secretary, and administrative office heads are excluded from the definition of an executive officer in the following tables.

The tables below disclose the variations in SES, broken down by gender, between the current and previous reporting periods for DPC, the Yoorrook Justice Commission and public entities in DPC's portfolio.

DPC Senior Executive Service numbers for 2025 and 2024¹

Class	Men			Women			Self-described			Total		
	2025	2024	Var	2025	2024	Var	2025	2024	Var	2025	2024	Var
SES 3	3	4	(1)	2	1	1	-	-	-	5	5	-
SES 2	5	8	(3)	11	7	4	-	-	-	16	15	1
SES 1	17	18	(1)	24	27	(3)	-	-	-	41	45	(4)
Total	25	30	(5)	37	35	2	-	-	-	62	65	(3)

DPC portfolio entity Senior Executive Service numbers for 2025 and 2024²

The table below lists the total number of active executive officers for DPC's portfolio entities as at the end of June 2025 and 2024, by gender. Accountable officers are excluded from this table.

Public entity	Men			Women			Self-described			Total		
	2025	2024	Var	2025	2024	Var	2025	2024	Var	2025	2024	Var
Victorian Electoral Commission	5	4	1	3	2	1	-	-	-	8	6	2
Victorian Public Sector Commission	2	1	1	3	7	(4)	-	-	-	5	8	(3)
VITS Language Loop	1	1	-	1	1	-	-	-	-	2	2	-
Total	8	6	2	7	10	(3)	-	-	-	15	16	(1)

¹ Table includes five DPC executives supporting the Yoorrook Justice Commission.

² Table has been provided by the VPSC. Due to the VPSC's ongoing validation of the Executive Officer data collection at the time of this annual report's publication, figures provided in this table are provisional and may be subject to change.

Reconciliation of DPC Senior Executive Service numbers

The number of executives shown in the report of operations is based on the number of active executives at the end of the financial year. An active executive is defined as an SES officer who attends work and is paid, or who is on paid leave during the last full pay period in June of the relevant year.

Note 8.3 in the financial statements lists the actual number of SES staff and the total remuneration paid to SES staff over the course of the reporting period. Note 8.3 in the financial statements includes SES staff who have separated from the department and SES staff who are inactive as at the end of June 2024.

To assist readers, note 8.3 and the executive headcount reported in the report of operations are reconciled below.

		2025	2024
	Executives (Financial Note 0)	85	99
less	Separations ¹	11	25
	Portfolio agency executives ²	5	5
	Inactive DPC executives ³	7	4
	Total DPC executive numbers including Yoorrook Justice Commission staff⁴	62	65
less	Less Yoorrook Justice Commission executives	5	6
	Total DPC executive numbers	57	59

¹ Separations for 2024 include executives who transferred to other departments during the financial year as a result of a machinery of government changes.

² Portfolio agency executives in both years include DPC's two administrative offices, the Office of the Chief Parliamentary Counsel and the Office of the Governor.

³ Inactive employees in 2025 include six DPC executives who are on unpaid absences and one DPC executive paid by another department while on secondment to DPC.

⁴ Two reconciled totals are provided, one including DPC executives supporting the Yoorrook Justice Commission and one excluding these executives. These separate totals are provided so readers can distinguish between the DPC executive headcounts provided in the 'Executive office data' section of the annual report in the DPC Senior Executive Service numbers for 2025 and 2024 table above and the 'Comparative workforce data' section of the annual report where a separate table is provided for DPC and the Yoorrook Justice Commission.

Appendix 3: Occupational health and safety data

DPC's performance against occupational health and safety management measures is provided in the table below:

Measure	Key performance indicator	2022–23	2023–24	2024–25
Incidents	Number of incidents ¹	18	30	4
	Rate per 100 FTE	3.40	5.11	0.69
	Number of incidents requiring first aid or further medical treatment	5	6	0
Claims	Number of standard claims	5	6	1
	Rate per 100 FTE	0.93	1.01 ²	0.18
	Number of lost time claims	3	5	0
	Rate per 100 FTE	0.56	0.85	0
	Number of claims exceeding 13 weeks	2	3	0
	Rate per 100 FTE	0.37	0.05	0
Fatalities	Fatality claims	0	0	0
Claim costs	Average cost per standard claim	n/a	\$240,820	\$86,018.03
Return to work	Percentage of claims with return-to-work plan <30 days	25%	50%	0%
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans	Completed	Completed	Completed
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)	Completed	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated work groups, health and safety representatives (HSRs) and issue resolution procedures	Completed	Completed	Completed
	Compliance with agreed structure on designated workgroups, HSRs and issue resolution procedures	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings	2	0	1

¹ Incidents exclude hazards and data from DPC's portfolio entities.

² The 2023–24 rate previously published in DPC's 2023–24 Annual Report was incorrect. The correct rate is reported here

Measure	Key performance indicator	2022–23	2023–24	2024–25
Risk management	Percentage of internal audits and inspections conducted as planned	32%	0%	0%
	Percentage of reported incidents investigated	100%	100%	100%
	Number of Improvement Notices issued across DPC by a WorkSafe inspector	0	1	0
	Percentage of issues identified and actioned arising from			
	Internal audits	n/a	n/a	n/a
	HSR provisional improvement notices	n/a	n/a	n/a
	WorkSafe notices	n/a	1	n/a
Training	Percentage of managers and staff who have received OHS training			
	Induction	94%	90%	73%
	Management training	96%	90%	73%
	Contractors and temps	n/a	n/a	n/a
	Percentage of HSRs trained			
	Upon acceptance of the role (initial training)	33%	0%	0%
	Retraining (annual refresher)	33%	0%	0%

Appendix 4: Grants and transfer payments

DPC provides assistance to companies and organisations through grants and transfer payments. In 2024–25, assistance was provided under the grants outlined below, which include details of their purpose and nature.

Output: Economic Policy Advice and Support

Driving Victoria's International Agenda

Grant programs 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	462,000
University of Melbourne	135,000

Delivering Victoria's international agenda

Grant programs to deliver activities aligning with Victoria's international bilateral agreements that promote Victoria's policy aims and maximise the relationships with priority international partners.

Organisation	Payment \$
Department of Jobs, Skills, Industry and Regions	90,000

India Strategy

Grant programs to deliver on the objectives of *Victoria's India Strategy: Our Shared Future 2025–30*.

Organisation	Payment \$
Visit Victoria Limited	22,000
National Gallery of Victoria	18,821

Yes to International Students

Grant program to support public Victorian universities and TAFEs (including dual-sector providers) to deliver more offshore education by providing funding to develop and grow innovative international partnerships.

Organisation	Payment \$
Department of Jobs, Skills, Industry and Regions	2,000,000

Big Issue Digitisation

Victorian Government one-off donation to fund for the Big Issue's digital transformation strategy and secure its long-term future.

Organisation	Payment \$
Homes Victoria	100,000

Output: Executive Government Advice and Services

Donation to the Rabbinical Council of Victoria

Victorian Government contribution to build organisational capacity and cover increased costs for the Rabbinical Council of Victoria for 2024–25.

Organisation	Payment \$
Rabbinical Council of Victoria	150,000
Department Of Families, Fairness and Housing (to pass on to the Council)	70,000

Donation to Avoca Mine Search

Victorian Government contribution to support Mr Floyd to complete his search for the remains of his brother, Terry Floyd at Morning Star Mine in Avoca.

Organisation	Payment \$
Avoca Mine Search	1,377

Premier's Apology to past care leavers

Victorian Government contribution to support multiple state-wide events for Victorian historical care leavers on the day of the Premier's apology in Parliament (Wednesday 29 November 2023) and key actions related to the apology.

Organisation	Payment \$
Department of Premier and Cabinet	386

Donation to Islamic Council of Victoria

Victorian Government contribution to support delivery of a trauma-informed psychological response plan in the context of increased demand for their support during the Israel-Gaza conflict.

Organisation	Payment \$
Islamic Council of Victoria	70,100

Donation to VCOSS

Victorian Government contribution to support VCOSS to continue its Energy Assistance Program (EAP) operations in 2024–25. VCOSS has served as the peak organisation of the social and community services sector for 70 years, raising awareness of poverty and inequality and advocating for the development of a sustainable, fair and equitable society.

Organisation	Payment \$
Victorian Council of Social Services	150,000

Donation to Public Record Office Victoria

Victorian Government contribution to support to Local History Grants Program and Victorian Community History Awards for 2024–25.

Organisation	Payment \$
Public Record Office Victoria	150,000

Donation to Australian Assyrian Arts & Literature Foundation

Victorian Government contribution to support activities for the Assyrian New Year Festival from 2024–27 for \$10,000 each year and \$40,000 in total for four years.

Organisation	Payment \$
Australian Assyrian Arts & Literature Foundation	10,000

Donation to Emir Sultan Harm Prevention Control Society

Victorian Government contribution to strengthen engagement with multicultural young people, build community resilience and counter anti-social behaviour across Victoria.

Organisation	Payment \$
Emir Sultan Harm Prevention Control Society	40,000

Donation to Shane Warne Legacy Boxing Day Test Match 2024

Victorian Government contribution to support the Boxing Day Test Match 2024, to honour Shane Warne by raising awareness of cardiometabolic disease through a digital health check platform.

Organisation	Payment \$
Shane Warne Legacy Ltd	400,000

Donation to Welcome Home Event for Olympians and Paralympians

Victorian Government contribution to support delivering the Welcome home event for Olympians and Paralympians which are jointly funded by CAF (DPC), MEF (DTF), and City of Melbourne.

Organisation	Payment \$
Department of Premier and Cabinet	143,587

Donation to social media reforms to help parents and protect kids

Victorian Government contribution to support work with South Australia and the Commonwealth to introduce age limits for social media to protect children from harm and help parents.

Organisation	Payment \$
Department of Premier and Cabinet	31,893

Donation to FIGHTMND

Victorian Government contribution to support the ninth Daniher's Drive Event.

Organisation	Payment \$
FIGHTMND	50,000

Donation to Kmart Wishing Tree Appeal

Victorian Government contribution to the annual appeal, assisting families and individuals in need over the Christmas period.

Organisation	Payment \$
Kmart Australia	20,000

Donation to Steps of Hope

Victorian Government contribution to support the humanitarian aid relief efforts for the Lebanese community.

Organisation	Payment \$
Steps Of Hope	25,000

Donation to UNICEF

Victorian Government contribution to support the humanitarian aid relief efforts for the Lebanese community.

Organisation	Payment \$
UNICEF	25,000

Donation to Yom Ha'atzmaut Celebrations

Victorian Government contribution to Zionism Vic for Yom Ha'atzmaut Celebrations.

Organisation	Payment \$
Zionist Council	20,000

Donation to Good Friday Appeal 2025

Victorian Government contribution to the Good Friday Appeal 2025 to allow the Royal Children's Hospital to continue delivering care to Victorian families.

Organisation	Payment \$
Royal Children's Hospital	1,000,000

Donation to Melbourne Holocaust Museum

Contribution honouring Holocaust Survivors at the Melbourne Holocaust Museum's 80th anniversary commemorative lunch.

Organisation	Payment \$
Melbourne Holocaust Museum	11,000

Donation to Beth Weizmann Jewish Community Centre

Victorian Government contribution to support the 'Habayit' program which delivers a range of tailored wellbeing, connection and community resilience supports for Victorian's Jewish and Israeli communities.

Organisation	Payment \$
Beth Weizmann Jewish Community Centre	147,290

Donation to La Trobe University

Victorian Government contribution to La Trobe University to support implementation of the Baggarrook Yurrongi Program at Bendigo Health, which is an evidence-based program providing culturally safe and responsive maternity care for First Nations families.

Organisation	Payment \$
La Trobe University	250,000

Donation to support the public funerals of Holly Bowles and Bianca Jones

Victorian Government contribution to support public funerals for Holly Bowles and Bianca Jones, which will provide direct benefit to the community and support the grieving and healing process.

Organisation	Payment \$
Mentone Girl's Grammar and Beaumaris Secondary College	41,952

Donation to support Ukrainian Community Organisations Support Programme

Victorian Government contribution to fund a Ukrainian Community Organisations Support Programme.

Organisation	Payment \$
Association of Ukrainians Victoria	100,000

Donation to The Big Issue via DFFH

Victorian Government one-off donation to fund The Big Issue's digital transformation strategy and secure its long-term future.

Organisation	Payment \$
Department of Families, Fairness and Housing	150,000

Output: Self-determination policy and reform advice and programs

First Peoples' Assembly of Victoria funding

Funding for the First Peoples' Assembly of Victoria to perform its functions as the Aboriginal Representative Body under the *Advancing the Treaty Process with Aboriginal Victorians Act 2016* and First Peoples' Representative Body under Part C or Schedule 1 of the *Treaty Negotiation Framework*.

Organisation	Payment \$
First Peoples' Assembly of Victoria Limited	28,683,600

Treaty negotiations and strategy, self-determination

Grant to support First Peoples to achieve political, economic, social and cultural self-determination.

Organisation	Payment \$
Trustee of the Self-Determination Fund	15,000,000

Treaty Authority Funding 2024–25

Grant to the Treaty Authority to undertake its statutory functions.

Organisation	Payment \$
Treaty Authority	18,108,865

Aboriginal Community Strengthening Program

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.	310,000

Building the capacity of Aboriginal Community Controlled Organisations (ACCOs) to deliver a full range of disability services

The program will deliver resources, supports and a service model to improve and grow the scope of the National Disability Insurance Scheme within the ACCO sector.

Organisation	Payment \$
Rumbalara Aboriginal Co-operative Limited	324,000

Closing the Gap Partnership Forum - Funding Round 2

Grants for the secretariat and sectoral engagement for the Partnership Forum on Closing the Gap.

Organisation	Payment \$
Aboriginal and Torres Strait Islander Corporation Family Violence Prevention and Legal Service (Victoria)	208,450
Aboriginal Community Elders Services Inc.	131,450
Aboriginal Housing Victoria	131,450
Federation of Victorian Traditional Owner Corporations Limited	262,900
Rumbalara Aboriginal Co-Operative Limited	181,500
South East Australian Aboriginal Justice Services Limited	910,241
The Victorian Aboriginal Health Service Co-Operative Limited	1,986,635
Victorian Aboriginal Child and Community Agency Co-Operative Limited	50,050
Victorian Aboriginal Child Care Agency Co-Operative Limited	81,400
Victorian Aboriginal Community Controlled Health Organisation Inc.	181,500
Victorian Aboriginal Corporation for Languages	81,400
Victorian Aboriginal Education Association Inc.	150,150
Bubup Wilam for Early Learning Inc.	131,450

Delivering Safe and Self-Governing Aboriginal Trusts 2024–25

To continue Lake Tyers Trust operations and the provision of municipal and essential services for residents at Lake Tyers Aboriginal Trust to satisfy basic human rights of the trusts' residents, including access to clean drinking water, maintenance of roads, bushfire management, and routine waste management.

Organisation	Payment \$
East Gippsland Shire Council	152,100
The Trustee for the Lake Tyers Aboriginal Trust	1,198,589

Developing a sector strengthening blueprint for Aboriginal children

The project will look at the workforce and sector strengthening needs of each touchpoint a child and their family face along the child protection and family violence service spectrum. The project will deliver a sector strengthening blueprint for Aboriginal children and families across Metropolitan Melbourne and Victoria.

Organisation	Payment \$
Victorian Aboriginal Child and Community Agency Co Op Limited	221,400

Developing Aboriginal Housing and Homelessness Five-year Regional Growth Plans

The project will develop Aboriginal Housing and Homelessness Five-year Regional Growth Plans that aim to capture key activities to implement Mana-na woorn-tyeen maar-takoort: Every Aboriginal Person Has A Home, the Victorian Aboriginal Housing and Homelessness Framework.

Organisation	Payment \$
Aboriginal Housing Victoria	324,000

Development of a state-wide Traditional Owner Corporation Workforce Development Strategy

The project will develop a workforce development strategy for the Traditional Owner sector in Victoria, providing a framework for building capacity and capability to support cultural healing and strengthening, language use and learning, and creating self-determined initiatives to meet current and future demand and pursue broader workforce development opportunities.

Organisation	Payment \$
Federation of Victorian Traditional Owner Corporations Limited	84,000

Early Years Summit

Build understanding and consensus of an Aboriginal Early Years model, framework and/or sector in Victoria that is grounded in culture and language for adequate, ongoing resourcing.

Organisation	Payment \$
Bubup Wilam Aboriginal Child and Family Centre Inc.	87,500
Victorian Aboriginal Corporation for Languages	47,500

Eastern Maar Aboriginal Corporation Negotiation Funding 2023–2025

To provide support for the Traditional Owners Corporation, assisting them in their negotiations with the state regarding new or revised agreements under the Traditional Owners Settlement Act.

Organisation	Payment \$
Eastern Maar Aboriginal Corporation Registered Native Title Bodies Corporate (RNTBC)	577,500

Empowering Victorian Aboriginal Communities Through Organisational Sustainability,

To empower Victorian Aboriginal Communities through funding and support for projects and programs focussed on infrastructure, innovation, and organisational sustainability. This includes continuing funding for two Aboriginal peak organisations (Koorie Youth Council and Koorie Heritage Trust).

Organisation	Payment \$
Koorie Heritage Trust Inc.	641,000
South East Australian Aboriginal Justice Services Limited (as auspice for the Koorie Youth Council)	617,000

First Principles Review Implementation — First Peoples' Assembly

The funding supports the First Peoples' Assembly of Victoria, as the independent representative body for Traditional Owners and First Peoples living in Victoria, to partner with the State on implementing the Traditional Owners Settlement Act Review.

Organisation	Payment \$
First Peoples' Assembly of Victoria Limited	411,400

Gunaikurnai Land & Waters Aboriginal Corporation Recognition and Settlement Agreement Funding 2023–2025

Funding for Gunaikurnai Land & Waters Aboriginal Corporation to participate in negotiations with the State for variations to their Recognition and Settlement Agreement Funding (RSA).

Organisation	Payment \$
Gunaikurnai Land & Waters Aboriginal Corporation RNTBC	1,167,100

Gunditj Mirring Traditional Owners Aboriginal Corporation Negotiation Funding 2024-2025

Funding for Gunditj Mirring Traditional Owners Aboriginal Corporation to participate in negotiations with the State for variations to their RSA.

Organisation	Payment \$
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	577,500

Healing the Stolen Generations

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 Limited	1,250,000

Independent Legal and Research Services for Traditional Owners

The Victorian Common Funding Agreement resources First Nations Legal & Research Services Ltd to support Traditional Owners without formal recognition to collate historical and anthropological research and complete the legal requirements necessary to achieve formal recognition under State legislation.

Organisation	Payment \$
First Nations Legal & Research Services Limited	1,072,500

Lake Condah Estate Management Program

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	50,000

Major Aboriginal Community Events and Awards

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

Organisation	Payment \$
Songlines Music Aboriginal Corporation (as auspice for the Victorian NAIDOC Committee's 2024 events)	126,487
First Peoples' Assembly of Victoria (of auspice for the Victorian NAIDOC Committee's 2025 events)	70,000

Munarra Centre for Regional Excellence

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

Organisation	Payment \$
Munarra Limited	1,572,656

Natural Resource Agreement Funding for Taungurung 2024

This ongoing funding is provided in annual instalments (indexed) to enable the Taungurung Land and Waters Council Aboriginal Corporation to implement the 2018 Natural Resource Agreement (NRA) and to facilitate the access and use of natural resources by members of the Taungurung Traditional Owner Group in accordance with the NRA.

Organisation	Payment \$
Taungurung Land and Waters Council (Aboriginal Corporation)	439,935

Payment of Victorian Traditional Owner Funds Limited operational funding

Grant to support the operation of Victorian Traditional Owner Funds Limited on behalf of the Victorian Traditional Owners Trusts.

Organisation	Payment \$
Victorian Traditional Owners Funds Limited	503,291

Place-based Partnership and Community Data Project Scoping Exercise

The proposed Closing the Gap Place-based Partnership in Gippsland will focus on addressing Target 12: By 2031, reduce the rate of over-representation of First Peoples children in out-of-home care by 45 per cent, and its accompanying Community Data Project.

Organisation	Payment \$
Victorian Aboriginal Child and Community Agency Co-Op Limited	108,701

Registered Aboriginal Party (RAP) Operations Program

Grants to support RAPs to perform functions under the *Aboriginal Heritage Act 2006* (Vic).

Organisation	Payment \$
Barengi Gadjin Land Council Aboriginal Corporation RNTBC	723,724
Bunurong Land Council Aboriginal Corporation	590,788
Dja Dja Wurrung Clans Aboriginal Corporation	680,214
Eastern Maar Aboriginal Corporation RNTBC	700,402
First People of the Millewa-Mallee Aboriginal Corporation	757,148
Gunaikurnai Land & Waters Aboriginal Corporation RNTBC	676,427
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	731,353
Taungurung Land and Waters Council (Aboriginal Corporation)	699,280
Wadawurrung Traditional Owners Aboriginal Corporation	631,424
Wamba Wemba Aboriginal Corporation	732,884
Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation	535,836

Organisation	Payment \$
Yorta Yorta Nation Aboriginal Corporation	718,220

Regional Oral Health Feasibility Study for the WDAC

This project will deliver an oral health feasibility study, undertake knowledge translation and share findings with relevant stakeholders.

Organisation	Payment \$
Ballarat and District Aboriginal Co-operative Limited	175,890

Strategic Aboriginal Heritage Assessments

To support mapping of cultural heritage values on Country to improve upfront information and build consideration of Aboriginal cultural heritage into strategic planning.

Organisation	Payment \$
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	200,000

Output: Traditional Owner engagement and cultural heritage management programs

Strengthening Aboriginal Cultural Heritage and Communities

To support the delivery of the Victorian Aboriginal Community Services Association Limited's cultural, community and sports programs.

Organisation	Payment \$
Victorian Aboriginal Community Services Association Limited	100,000

Strategy to Close the Gap on Social and Emotional Wellbeing for First Peoples

The project will deliver a Victorian Aboriginal Community-Controlled Organisation-led strategy to close the gap on social and emotional wellbeing for First Peoples across their lifespan. The strategy will be developed through a collective of Blak Knowledge Holders and include a contextualised model of care.

Organisation	Payment \$
Victorian Aboriginal Community Controlled Health Organisation Inc.	162,275

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	187,000
The Trustee for the Lake Tyers Aboriginal Trust	187,000

Strengthening VACL for revitalisation of Aboriginal languages in Victoria

The project will deliver a strategic development plan to embed language revitalisation and reclamation practices specifically tailored to Victoria.

Organisation	Payment \$
Victorian Aboriginal Corporation for Languages	101,430

Commonwealth Housing Support Program (HSP) - Priority Works Stream to deliver First Nations housing outcomes

To enable works to be undertaken on approved HSP sites to support social housing development and design for traditional owners.

Organisation	Payment \$
Department of Transport and Planning (DTP)	3,978,000

Funding under 2022 RSA agreed with Dja Dja Wurrung Clans Aboriginal Corporation

Funding payable for corporate funding and implementing the Natural Resource Agreement (RSA Clauses 5.1(f)(ii) and 5.1(g)(ii)).

Organisation	Payment \$
Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC)	12,732,500

Gunaikurnai Aboriginal Title Plans

To enable surveying services for Land Use Victoria, DTP, to survey, plan and provide other related services to enable the return of four national parks to the Gunaikurnai people of Aboriginal title through legislation.

Organisation	Payment \$
Department of Transport and Planning (DTP)	556,000

Taungurung RSA implementation

Funding for Taungurung Land and Waters Council Aboriginal Corporation to participate in dispute resolution process under RSA Clause 14.

Organisation	Payment \$
Taungurung Land and Waters Council Aboriginal Corporation	21,743

Aboriginal Cultural Heritage Fund

Funding for Eastern Maar Kooyang Ceremonial Ground Conservation Plan — Aboriginal Cultural Heritage Fund.

Organisation	Payment \$
Eastern Maar Aboriginal Corporation RNTBC	55,046

Aboriginal Cultural Heritage Management Training Program

The program funds the management and delivery of the Certificate IV in Aboriginal Cultural Heritage Management (ACHM) 2020–23 (ending date February 2024) in accordance with the terms, conditions and governing rules of the Certificate IV in ACHM. Funds are used for four accredited Certificate IV in ACHM courses consisting of nine residential one-week learning blocks per year.

Organisation	Payment \$
La Trobe University	672,202

Aboriginal Lands Trusts

Grants for 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 \$
The Trustee for the Framlingham Aboriginal Trust	904,750

Aboriginal Community Infrastructure Program (ACIP)

Funding for ACIP grants and for the Department of Government Services to administer ACIP grants on behalf of the Department of Premier and Cabinet.

Organisation	Payment \$
Department of Government Services (VIC)	5,454,750

Community Support Fund

To support the Aborigines Advancement League to replace the hearse used by its Victorian Aboriginal Funeral Service.

Organisation	Payment \$
Aborigines Advancement League Inc.	11,000

Barengi Gadjin Land Council - Victorian Traditional Owner Trust

Supporting the operation of Victorian Traditional Owner Funds Limited on behalf of the Victorian Traditional Owners Trusts.

Organisation	Payment \$
Victorian Traditional Owners Funds Limited	18,001,500

Budj Bim World Heritage Program

Grant to employ two World Heritage rangers 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	252,750

VAHC Ancestral Remains Repatriation Fund

Supports eligible Registered Aboriginal Parties with all costs associated with the repatriation of their Ancestral Remains from the Victorian Aboriginal Heritage Council to the RAP.

Organisation	Payment \$
Dja Dja Wurrung Clans Aboriginal Corporation	33,000

First Mortgage and Community Infrastructure Program

To support Njernda Aboriginal Corporation to develop a feasibility study in support of its application to have first mortgages held by the Minister for Treaty and First Peoples removed from three of its properties.

Organisation	Payment \$
Njernda Aboriginal Corporation	5,268

Output: Social Policy and Intergovernmental Relations

2022 Election Commitments Multicultural Affairs: Anti-Vilification Campaigns

Grants to deliver initiatives to address and prevent antisemitism and Islamophobia under the government's 2022 election commitment to deliver anti-vilification campaigns.

Organisation	Payment \$
Australian Muslim Women's Centre for Human Rights Inc.	110,000
Board of Imams of Victoria Inc.	120,233
Islamic Council of Victoria Inc.	275,000
Jewish Community Council of Victoria	387,981
Melbourne Holocaust Museum Inc.	275,766
The Trustee for the Foundation for the Islamic Museum of Australia	385,000
Werribee Islamic Centre Inc.	120,233
Zionism Victoria	330,000

2022 Election Commitments Multicultural Affairs: Bachar Houli Foundation

Funding to deliver programs including the Bachar Houli Girls Leadership Program, sports activities and Cultural Awareness training.

Organisation	Payment \$
Bachar Houli Foundation Limited	275,000

2022 Election Commitments Multicultural Affairs: Ethnic Communities Council of Victoria Inc.

Core funding to support engagement with multicultural communities, to build the capacity of the multicultural sector, to strengthen multicultural communities' participation and to embed intersectional approaches to service delivery.

Organisation	Payment \$
Ethnic Communities Council of Victoria Inc.	962,500

2022 Election Commitments Multicultural Affairs: Festivals and Events

Funding is provided to support the delivery of state significant festivals and events which celebrate the culture and traditions of Victoria's multicultural communities with the broader Victorian community.

Organisation	Payment \$
African Music and Cultural Festival	220,000
Alevi Community Council of Australia Inc.	30,000
Anatolia Cultural Centre Inc.	30,000
Asian Business Association of Whitehorse Inc.	110,000
Auburn Road Centre Inc.	110,000
Bachar Houli Foundation Limited	110,000
Ballarat Sikh Community	11,000
Board of Imams of Victoria Inc.	59,400
Casey Tamil Manram Inc.	200,000
CO.AS.IT. - Italian Assistance Association	165,000
Debre Genet Saint Michael Ethiopian Orthodox Tewahedo Church in Melbourne Australia Inc.	5,500
Football Victoria Inc.	220,000
Hispanic Latin American Festival and Cultural Association	100,000

Organisation	Payment \$
Islamic Council of Victoria Inc.	110,000
Itiki Sporting Club of Glenroy	5,000
Khalsa Education Society Inc.	10,000
Khalsa Shaouni Inc.	66,000
Kurdish Democratic Community Centre of Victoria Inc.	50,000
Macedonian Australian Community Organisation	10,000
Melbourne Bangladeshi Community Foundation	5,000
Melbourne Chinatown Business Association	110,000
Mildura Sikh Association Inc.	66,000
Multicultural Community Services Geelong Inc.	440,000
Pakistan Welfare Organisation in Australia Inc.	5,500
Polish Festival Inc.	220,000
Sikh Community Connections Inc.	10,000
Sikh Community of Greater Geelong	11,000
Sikh Interfaith Council of Victoria Inc.	54,000
Sikh Naujawan Melbourne	9,000
Sikh Volunteers Australia Inc.	59,400
Siri Guru Nanak Darbar	66,000
Springvale Asian Business Association Inc.	110,000
The Australian Chaldean Federation of Victoria/Australia	10,000
The Greek Orthodox Community of Melbourne and Victoria	352,000
The Trustee for Sri Guru Granth Sahib Charitable Trust	59,400
Tigrian Community Assoc. in Victoria	11,000
Turbans 4 Australia	59,400
United Sikhs Inc.	60,000
Victoria Street Business Association Inc.	110,000

Organisation	Payment \$
Victorian Sikh Association Inc.	10,000
Victorian Sikh Gurdwaras Council Inc.	59,400
Vietnamese Community in Australia - Victoria Chapter Inc.	110,000

2022 Election Commitments

Multicultural Affairs: Infrastructure

Multicultural Community Infrastructure funding provides support to multicultural communities to build, upgrade, and renovate their community facilities to provide safe spaces to celebrate and share their history and traditions, build connections, and thrive.

Organisation	Payment \$
Afghan Islamic Centre and Omar-Farooq Mosque Inc.	55,000
Al Iman College Ltd	330,000
Albanian Islamic Society of Dandenong	330,000
Albanian Moslem Society Shepparton Inc.	125,546
Armenian Community Centre Inc.	133,000
Asian Business Association of Wyndham	16,500
Association of Eratyra Inc.	36,340
Association of Ukrainians in Victoria	220,000
Australia Buddhism Promotion Association	29,187
Australian Islamic Mission Inc.	198,000
Australian Multicultural Foundation Limited	110,000
Avalokitesvara Yuan Tong Monastery Inc.	462,000
Ballarat Hebrew Congregation Inc.	3,910
Ballarat Hindu Temple & Cultural Centre	495,000
Bhaddeka Vihari Padanama Ltd	156,800
Bright Moon Buddhist Society Inc.	220,000

Organisation	Payment \$
Chabad Jewish Community Centre	64,400
Chabad On Carlisle (Free) Inc.	188,201
Chinese Association of Victoria Inc.	88,209
Chinese Christian Church of Victoria	110,000
Club Italia Geelong Inc.	17,820
Community Security Group (Vic) Limited	495,000
Congregation Adass Israel	110,000
Darusalam Society Incorporation	87,450
Druze Community Charity of Victoria Inc.	184,831
East Melbourne Hebrew Congregation Inc. - The City of Melbourne Synagogue	88,000
Ethnic Council of Shepparton and District Inc.	63,087
Etz Chayim Progressive Synagogue Inc.	81,164
Greek Orthodox Archdiocese of Australia Consolidated Trust	142,251
Heavenly Queen Temple Society Inc.	264,000
Hellenic Community of the City of Moorabbin Limited	30,000
Hindu Council of Australia Limited	418,000
International Buddhist College of Victoria Inc.	99,000
Islamic Council of Victoria Inc.	154,000
Islamic Society of Geelong Inc.	55,000
Italian Social Club (Swan Hill) Inc.	174,607
Jewish Labour Bund Inc.	80,168
Jewish Library of Australia Limited	7,700
Leo Baeck Centre for Progressive Judaism Inc.	112,214
Maccabi Victoria Inc.	61,232

Organisation	Payment \$
Macedonian Orthodox Community of Geelong Victoria Inc.	113,944
Melbourne Croatia Soccer Club Inc.	605,000
Melbourne Hebrew Congregation	111,262
Mildura Sikh Association Inc.	360,000
Moorabbin Hebrew Congregation Inc.	72,880
Multicultural Community Services Geelong Inc.	8,515
Museum of Chinese Australian History	282,954
National Chinese Museum of Australia Limited	272,470
Nikola Tesla Serbian Cultural Centre Republic of Serbian Krajina	30,000
Pammessinian Brotherhood "Papaflessas" Limited	89,430
Quang Minh Temple	82,500
Salamfest Inc.	154,000
See Yup Society	48,510
Selimiye Foundation Limited	198,000
Shree Swaminarayan Agnya Upasna Satsang Mandal Limited	140,000
Sikh Community of Greater Geelong	220,000
Sikh Community Welfare & Gurmat Centre Inc.	355,685
South Caulfield Hebrew Congregation	45,430
Sri Durga Arts Cultural / Educational Centre Inc.	198,000
Sri Krishna Brundavana Ltd	141,570
St Kilda Hebrew Congregation Inc.	65,629
Taha Humanity Association of Victoria Ltd	149,380
The Croatian Community Centre of Geelong Inc.	5,795

Organisation	Payment \$
The Diocese of the Armenian Church of Australia & New Zealand (Properties) Ltd	146,300
The Fiji Islamic & Cultural Society of Victoria	15,840
The Hindu Society of Victoria (Australia) Inc.	225,500
The Holy Saviour Ethiopian Orthodox Tewahedo Church of Melbourne Australia	136,868
The Sephardi Association of Victoria Inc.	41,745
The Trustee for Mata Chintapurni Arts/Culture & Education Trust	180,000
The Trustee for the Australian Indian Community Charitable Trust	36,143
The Trustee for the Foundation for the Islamic Museum of Australia	18,270
The Turkish Islamic Society Mildura Inc.	5,500
The United Vietnamese Buddhist Congregation of South Eastern Melbourne	275,000
The Victorian Maronite Community Inc.	50,000
The Yeshivah Shule Inc.	72,600
We Support You Ltd	81,881
Williamstown Italian Social Club Inc.	17,000
Yeshivah Centre Limited	82,412

2022 Election Commitments

Multicultural Affairs: Partnerships

The Multicultural Media Grants program funds multicultural media outlets to better reach and serve their communities through print, radio, broadcasting and digital media platforms.

Organisation	Payment \$
88.9 Wyn FM Community Radio Inc.	25,000

Organisation	Payment \$
Aoya Marketing & Consulting Pty Ltd	27,500
Auspicious Arts Projects Inc.	24,405
Back Cover Media Pty Ltd	24,750
Cald Community Voices Australia Inc.	25,000
Creative Every Day Pty Ltd	14,564
Digital Media & Co Pty Ltd	27,500
Emerge Media Group Pty Ltd	27,500
Ethioli Pty Ltd	27,500
Ethnic Community Broadcasting Association of Victoria Limited	44,000
Ethnic Publications Pty. Limited	27,500
Finemarks Australia Pty Ltd	27,500
GCTV Inc.	22,938
Greek Broadcasters Pty. Limited	27,500
Haanji Pty Ltd	27,500
Jewish Community Radio Vic Inc.	27,500
Made in India Media Pty. Limited	27,500
Niche Radio Network Pty Ltd	27,500
Qessa Media Pty Ltd	27,458
Russian Cultural and Tv Association Inc.	22,300
S.E.I. (Vic) Pty Ltd	25,004
Selimiye Foundation Limited	27,500
Tamil Australian Pty Ltd	20,196
VietNews Weekly Pty Ltd	27,500

2024 social cohesion initiatives

This is a one-off grant to deliver a Youth and Future Leaders program for young Muslims in Melbourne's south-eastern suburbs.

Organisation	Payment \$
Emir Sultan Harm Prevention and Control Society Inc.	40,000

Asylum Seeker Resource Centre Community Support Fund 2024-25

This funding supports the Asylum Seeker Resource Centre with essential building repairs and security upgrades so it can continue its delivery of vital services to asylum seeker and refugee communities in Victoria.

Organisation	Payment \$
Asylum Seeker Resource Centre Inc.	44,000

Capacity Building and Participation Program 2016–17 (incl. Strategic Partnerships)

The Strategic Partnerships Program supports improved settlement outcomes for new, emerging and established multicultural communities. The funding supports seven regional partnerships to deliver place-based solutions that address issues facing new, emerging and established multicultural communities across regional Victoria.

Organisation	Payment \$
Ballarat Regional Multicultural Council Inc.	251,350
Ethnic Council of Shepparton and District Inc.	251,350
Greater Bendigo City Council	228,500
Latrobe Community Health Service Limited	251,350
Multicultural Community Services Geelong Inc.	251,350
Sunraysia Mallee Ethnic Communities Council Inc.	251,350
Wangaratta Rural City Council	228,500

Community Hubs

This funding supported 41 statewide community hubs across Victoria to improve settlement outcomes and build social cohesion within communities. Operated by Community Hubs Australia, the program ran community hubs in priority locations for newly arrived families to help them engage with support services for early childhood development, English language and vocational pathways.

Organisation	Payment \$
Community Hubs Australia	452,485

Community Infrastructure Funding

This funding supported the building, upgrading and delivery of new facilities and community infrastructure to help culturally diverse communities feel connected to their traditional culture and identities.

Organisation	Payment \$
Association Islamic Dakwah in Australia (Victoria) Inc.	16,500
Australia Light Foundation Inc.	88,000
Eritrean Orthodox Association in Australia Inc.	17,269
North Cyprus Turkish Association of Victoria	25,000

Legal Assistance for Asylum Seekers

This funding provided assistance to asylum seekers in Victoria due to their Commonwealth refugee protection claims. It also provided legal advice and assistance to people impacted by the humanitarian crisis in Afghanistan including assistance with visa applications for family members and legal assistance for people at imminent risk overseas.

Organisation	Payment \$
Refugee & Immigration Legal Centre Inc.	1,035,595

Local Anti-Racism Initiatives Grants Program 2024–26

This program funds First Peoples, multicultural and multifaith community organisations and groups to deliver community-led responses to racism.

Organisation	Payment \$
Africare Community Services Inc.	51,184
Australia Palestine Advocacy Network Inc.	47,270
Australian Multicultural Community Centre Limited	42,973

Organisation	Payment \$
Ballarat and District Aboriginal Co-Operative Limited	56,112
Bendigo and District Aboriginal Co-Operative Ltd	65,757
Centre For Muslim Wellbeing Limited	41,009
Centre of Jewish Artists Ltd	51,968
Chin Myanmar Community Care Inc.	46,707
Chinese Health Foundation of Australia	44,658
Communities' Council on Ethnic Issues (Eastern Region) Inc.	47,270
Didgeridoo Australia Pty Ltd	62,797
East African Women's Foundation	47,270
Hararian Organization of Victoria Inc.	30,812
Indiancare Inc.	46,569
Intertwine Pty Ltd	47,262
Islamic Society of Victoria	31,313
Kinaway Chamber of Commerce Victoria Limited	65,757
Malak Foundation Inc.	42,973
Maribyrnong and Moonee Valley Local Learning and Employment Network Inc.	51,968
Micare Ltd	56,790
Multicultural Centre for Women's Health Inc.	47,270
Munarra Limited	93,938
Rumbalara Aboriginal Co-Operative Limited	65,757
Spectrum Migrant Resource Centre Ltd	44,462
Tawasul Foundation	47,270
Underdog Academy Pty Ltd	66,059
Weenthunga Health Network Inc.	65,757
Women of Colour Melbourne Inc.	41,550

Organisation	Payment \$
Worn Gundidj Aboriginal Co-Operative Ltd	65,772

Multicultural Affairs and Social Cohesion – Communication, Corporate and Community Grants Election Commitments 2018

This grant funding supports the development and construction of a Vietnamese community museum and cultural centre.

Organisation	Payment \$
Vietnamese Museum Australia Ltd	1,870,000

Migrant Workers Centre 2021–25

This funding supported the reduction of the exploitation of migrant workers and international students in Victorian employment settings by improving their access to information and services regarding their workplace rights and safety.

Organisation	Payment \$
Migrant Workers Centre Inc.	1,405,800

Multicultural Access Program

Funding provided for scholarships and bursaries to support students to undertake the Diploma of Interpreting, the Advanced Diploma of Interpreting and the Interpreters Skills Set Program.

Organisation	Payment \$
Royal Melbourne Institute of Technology	374,000

Multicultural Festivals & Events

The Multicultural Festival and Events program offers grants of up to \$50,000 to support activities that promote and foster social inclusion.

Organisation	Payment \$
Abiem Community in Victoria Inc.	5,001
Abu Talib Community Centre Inc.	19,800

Organisation	Payment \$
Actomania inc.	4,400
Afghan Australian Association of Victoria Inc.	5,000
Afri-Aus Care inc.	3,850
Africa Day Australia Inc.	9,750
African Australian Women & Youth Community Service Inc.	5,001
African Music and Cultural Festival	2,200
African Youth Alliance Inc.	21,935
Al Hussein Cultural Association Inc.	5,500
Al Madina Islamic Foundation and Community Services Inc.	13,501
Al-Hussein Arabic School	9,750
Al-Itqan Academy	15,001
Artlight Artists Inc.	5,000
Arts Pie Australia Inc.	4,755
Asian Australian Volunteers Inc.	5,000
Asian Business Association of Wyndham	2,112
Asian Multicultural Organisation Inc.	3,500
Association Islamic Dakwah in Australia (Victoria) Inc.	3,850
Association of Australian Rajasthani Inc.	4,000
Association of Former Inmates of Nazi Concentration Camps & Ghettos from the Former Soviet Union	5,000
Association of The Alliance Francaise of Victoria	6,050
Association of Ukrainians in Victoria	5,467
Associazione Giovanile Pugliese D'Australia Inc.	5,000
Astha Nepali Hindu Society of Victoria Shree Pashupatinath Temple Inc.	7,475
Aurora (Vic) Association Inc.	5,000

Organisation	Payment \$
Aussie Chinoiserie Senior Group Inc.	3,000
Australasian Taiwan Studies Association Inc.	5,001
Australia Buddhism Promotion Association	3,155
Australia Hindu Maha Sabha Inc.	19,251
Australia India Community Organisation Inc.	5,000
Australia Mission of Sai (Aumsai) Inc.	25,000
Australia Multicultural Arts Association Inc.	4,800
Australia Palestine Advocacy Network Inc.	27,500
Australia Revitalization of Cantonese Opera Art Cultural Association Seniors Club Inc.	3,000
Australia Women & Children Protection and Development Inc.	11,001
Australia Yoga and Meditation Community Inc.	5,000
Australia-Bangladesh Islamic Council Inc.	4,950
Australian Assyrian Arts and Literature Foundation Inc.	4,500
Australian Chaldean Family Welfare Inc.	5,000
Australian Coptic Families Social Club Inc.	6,000
Australian Forum of Russian Jewry Inc.	5,000
Australian Indian Seniors Association Inc.	3,500
Australian Integrated Fijian Association of Victoria Inc.	4,800
Australian Islamic Mission Inc.	5,501
Australian Multicultural Community Center Limited	5,000
Australian Nepalese Multicultural Centre Inc.	16,501

Organisation	Payment \$
Australian Oriental Martial Arts Tai Chi Inc.	4,650
Australian Somali Women Healthcare Community Foundation Inc.	13,501
Australian-Filipino Community Services Inc.	5,225
Australian-Iranian Society of Victoria Inc.	24,844
Ava Boroondara Senior Citizens Group Inc.	4,000
Avalokitesvara Yuan Tong Monastery Inc.	5,500
Bakhtar Community Organisation	8,250
Bangla Art Centre Inc.	5,680
Bangladeshi Senior Citizens Club Victoria Inc.	4,650
Barakah Programs Inc.	5,000
Beis Menachem Community Centre	5,500
Belgium Avenue Neighbourhood House Inc.	3,995
Bengali Association of Victoria	5,000
Bengali Society of Melbourne Inc.	22,020
Bhartiya Seniors Melbourne Inc.	3,600
Bhuminanda Dhaulidevi Foundation Inc.	5,000
Bhutanese Organisation in Australia Inc.	12,500
Bnei Akiva Victoria Inc.	5,501
Bodhi Buddhist Temple Association Inc.	4,500
Botswana Australia Victoria Association Inc.	5,001
Box Hill Chinese Senior Art Group Inc.	4,200
Brahmin Sabha Australia Inc.	5,501
Brazilian Educational & Cultural Capoeira Association Victoria Inc.	3,400

Organisation	Payment \$
Brothers & Sisters Foundation Inc.	4,850
Brunswick Neighbourhood House Co Operative Limited	5,280
Buddha's Light International Association of Victoria, Australia Inc.	17,601
Building Cultural Connections Australia Inc.	4,700
Bulgari in Melbourne	5,000
Butterflies Arts and Cultural Association Inc.	5,001
Cald Community Voices Australia Inc.	5,000
Camp Gan Welfare Association Inc.	5,500
Cantonese Art Association Inc.	5,001
Cardinia Shire Council	6,160
Carlton Neighbourhood Learning Centre Inc.	10,725
Casa Cultura Inc.	5,000
Casey Friendship Association	5,000
Casey Malayalee Inc.	5,000
Casey Seniors Club Inc.	4,400
Caulfield Hebrew Congregation Inc.	5,501
Celebrate Diversity Inc.	4,700
Celebrating and Conserving Cultures Ltd	9,900
Central Pontian Association of Melbourne & Victoria "Pontiaki Estia"	5,500
Centre For Migrant and Refugee Health, Inc.	5,501
Ceres Earth Limited	5,445
Chabad House of Caulfield Pty Ltd	22,000
Chabad House of Dingley Village Inc.	5,500
Chabad Youth Limited	19,251

Organisation	Payment \$
Changepreneurs	5,001
Chin Community Victoria Inc.	11,360
Chinese Alliance of Australia	8,000
Chinese Arts Association of Melbourne Inc.	3,500
Chinese Health Foundation of Australia	5,500
Chinese Professionals Club of Australia	16,200
Chinese Senior's Education & Skills Development Association Inc.	3,200
Club of Chinese Seniors in Monash	5,000
Colocal Pty Ltd	5,500
Comunidades De Lingua Portuguesa Inc.	5,001
Cordillera Victoria Igorot Organisation Inc.	4,900
Craigieburn Nepalese Community	7,500
Cranbourne Gyanjyoti Pathsala	5,000
Creative Asia Foundation Inc.	5,000
Cretan Brotherhood of Melbourne and Victoria	5,501
CTG Pampa Austral Ltd	4,950
Cyprus Turkish Islamic Community of Victoria Inc.	14,851
Dan Feng Chao Yang Dance Group Inc.	2,013
Dandenong Alevi Cultural Centre Inc.	4,000
DARUSALAM SOCIETY Incorporation	8,250
Deshan Chinese Seniors Community Groups Inc.	9,000
Diamond Valley Learning Centre Inc.	5,500
Didi Bahini Samaj Victoria (DBSV)	15,001
Diwali & Holi in West Inc.	5,001

Organisation	Payment \$
Doreen Mernda Nepalese Community Inc.	5,000
Dorset Lifelong Learning Inc.	3,950
East African Women's Foundation	16,501
Edo Club of Australia Inc.	5,000
Endeavour United Soccer Club Inc.	13,501
Ente Keralam Cultural Forum Inc.	15,001
Estrela Do Mar Inc.	5,000
Ethiopian Community Association of Victoria	15,001
Far Western Nepalese Society of Victoria Inc.	5,001
Fed of Indian Music and Dance Victoria	10,000
Federation of Chinese Associations Senior Citizen Social Club Inc.	3,500
Fiji Indian Senior Citizens Association Inc.	5,000
Fiji Sangam Association of Victoria (FSAV) Inc.	5,500
Fijian Community Association Victoria	6,000
Filipino Australian Seniors Association Inc.	4,650
Filipino Elderly Get Together Association Inc.	3,000
Filipino-Australian Student Council of Victoria Inc.	5,000
Fitzroy Learning Network Inc.	5,500
Frankston Greek Senior Club of Frankston and The Peninsula	2,500
Future Foundation for Kids	18,000
Gamelan Dananda Australia Inc.	5,000
Gapper Aus Inc.	20,000
Glen Eira Chinese Senior Citizens Club Inc.	4,600
Golden Flower Chinese Friendship Association Inc.	5,000

Organisation	Payment \$
Grassroots Gatherings Inc.	5,000
Greek Orthodox Archdiocese of Australia Consolidated Trust	5,501
Greek-Australian Cultural League of Melbourne Inc.	4,050
Hamerkaz Shelanu Inc.	5,500
Hamro Community Inc.	5,000
Hamro Nepali Pathshala Inc.	3,250
Hamro Parampara Foundation	5,000
Happy Seniors Club Inc.	1,700
Hararian Organization of Victoria Inc.	4,345
Heichal Hatorah Inc.	5,500
Hellenic Women's Federation of Victoria	3,700
Help-Himalayan Youth Foundations Inc.	1,650
Henan Province Hometown Association of Australia Inc.	4,500
Hindi Niketan Inc.	4,300
Hindi Shiksha Sangh Inc. Australia	4,900
Hindu Community Foundation Australia Inc.	16,501
Holi Festival Australia Community Inc.	21,600
Holy Trinity Serbian Orthodox Church East Brunswick	5,500
Holy Trinity Serbian Orthodox School	5,000
Horizontes Projects With the Community Pty Ltd	4,917
Hum Tum Task Force Inc.	5,500
Humanity Focus Foundation Inc.	4,000
Indian Cultural Association of Australia Inc.	5,500
Indian Women in Australia Inc.	7,500
Indochinese Elderly Refugees Association Victoria Inc.	4,730

Organisation	Payment \$
Indonesian Diaspora Network National Chapter Australia Inc.	6,000
International Society for Krishna Consciousness Melbourne Limited	22,000
International Swaminarayan Satsang Organisation (Vic) Inc.	3,928
Iraqi Australian Solidarity Association Inc.	5,000
Islamic Community and Support Association Inc.	5,000
Islamic Society of Victoria	16,501
Japura Alumni Australia Inc.	5,000
Jiao Tong University Alumni Association Australia Inc.	5,000
Kaneezan E Zehra Inc.	5,000
Karaval Konkans Australia Inc.	2,600
Kathok Dewachen Buddhist Centre Inc.	5,000
Kensington Neighbourhood House Inc.	5,500
Kenya Community Victoria Inc.	18,000
Kitty Rescue Squad Aus Inc.	6,529
Ladies Club 60 Tarneit Inc.	5,000
Latin Stories Australia Inc.	5,000
Liberty Unity Organization Life Global Foundation Australia (Luolgfa) Inc.	15,001
Lions Club of Melbourne Ausina	4,895
Lions Club of Melbourne Chinese Inc.	8,250
Little Star Children's Choir Inc.	5,000
Madheshi Community in Victoria Inc.	5,001
Mahamevnawa Buddhist Monastery of Melbourne	5,335
Maharashtra Businesses and Professionals Council Australia Inc.	14,851
Malak Foundation Inc.	4,800

Organisation	Payment \$
Malay Council of Victoria Inc.	5,000
Malayalee Association of Victoria Inc.	13,501
Mazu Culture Association Inc.	5,000
Melbourne Alumni Association of Zju Inc.	2,000
Melbourne Badminton Association of Daxue Xiaoyou Inc.	5,000
Melbourne Bengali Association Inc.	5,001
Melbourne Chinatown Association Inc.	5,500
Melbourne Chinese Opera Inc.	4,600
Melbourne Committee of Chinese Literature, Inc.	5,000
Melbourne KMCC Inc.	9,501
Melbourne Konkani Community Inc.	5,000
Melbourne Line Dancing Group Inc.	3,500
Melbourne Nepalese Community West	5,000
Melbourne Oldpink Dancing Club Inc.	3,000
Melbourne Somali Community Inc.	6,000
Melbourne Storm Rugby League Club Limited	17,171
Melbourne Telangana Forum Inc.	15,001
Melbourne Yarra Yue Opera Troupe Inc.	3,000
Melton Chinese Friendship Association Inc.	9,150
Mifgash Benevolent Inc.	5,500
Migrant Information Centre (Eastern Melbourne) Limited	5,500
Mihindu Children's Foundation and Cultural Centre Inc.	3,400
Mission Smile Inc.	22,000
MMG Concert Band of Victoria Inc.	5,000

Organisation	Payment \$
Mon Community Melbourne Australia Inc.	3,400
Monash Student Association (Clayton) Inc.	6,600
Moreland Turkish Association Inc.	6,600
Multi Art and Culture Association Inc.	5,000
Multicultural Festival Group Inc.	4,100
Multicultural Women's Sewing Group	1,750
Multicultural Mailer Inc.	5,501
Murga Madre Inc.	4,925
Nafsika Stamoulis Hellenic Museum Limited	5,500
Nauru Community Australia Inc.	5,000
Navyana Buddhist Charitable Organisation Limited	5,000
Nepalese Association of South East Melbourne Inc.	5,000
Nepalese Neighbourhood Community Inc.	7,200
Nepali Association of Victoria	5,501
Newgens Community Education Inc.	5,001
Niue Community Council of Victoria Inc.	4,700
Nongkrong Arts Inc.	9,000
North and West Melbourne Neighbourhood Centre Inc.	19,370
North Cyprus Turkish Association of Victoria	5,000
North Melbourne Chinese Association Inc.	5,000
North Richmond Elderly Chinese Friendship Association Melbourne Inc.	6,500
North Victorian Buddhist Association	6,600
Northern Melbourne Marathi Mandal Inc.	2,104

Organisation	Payment \$
Northern Melbourne Vietnamese Elderly Association Inc.	2,000
Northern Turkish Family Association Inc.	2,000
Notting Hill Community Association Inc.	4,990
Nourish Nation Foundation Inc.	10,501
Oakleigh Chinese Seniors' Club Inc.	3,000
Old Nalandians Association of Australia Inc.	7,150
Olympic Neighbourhood House Inc.	5,501
Ondru Limited	9,000
Oorja Foundation	5,500
Orioz Inc.	5,000
Oromo Resource Centre Inc.	4,600
Pakistan Seniors Association Inc.	4,500
Pakistani Students Association of Australia	18,000
Panarcadian Association of Melbourne and Victoria Limited	11,000
Pedia Greek School Ltd	5,478
Perwira Perhimpunan Warga Indonesia Di Victoria Inc.	7,500
Philippine Fiesta of Victoria Inc.	8,234
Planetary Healing Artists Association of Australia Inc.	5,352
Point Cook Cultural Community Inc.	1,500
Preston Lions Football Club	8,250
Rajput Kshatriya Association of Melbourne Australia Inc.	4,000
Rambam Jewish Benevolent Inc.	5,500
Ray of Hope Church Australia Inc.	5,000
Regnum Marianum Hungarian School Inc.	5,000
Rotary Club of Diamond Creek Inc.	4,620
Royal Westerns Inc.	5,001

Organisation	Payment \$
Russian Ethnic Representative Council of Victoria Inc.	49,500
Rustalk Inc.	5,001
Salamfest Inc.	35,750
Sarbojanin Puja Utsav of Victoria Inc.	5,500
Senior Wellness Groups	5,000
Seniors Happy Life Club Inc.	5,500
Settlement Services International Limited	5,500
Seu Alumni Association in Melbourne Inc.	5,000
Shalom Trinity Church Incorporation	4,125
Shamama Association of Australia Inc.	9,750
Shanghai Chinese Overseas Friendship Association (Australia) Inc.	5,000
Shanghai Overseas Exchange Association (Australia) Inc.	2,500
Shnei-Ohr Chabad Learning Centre Inc.	5,225
Shugoofa Inc.	4,300
Sisterworks Inc.	6,600
Skylark Foundation (Australia) Inc.	4,750
Slovenian Association Melbourne Inc.	3,650
Smart Health Global Australia Inc.	6,325
Somali Community Inc.	7,500
Somali Elders Group in Victoria Inc.	5,000
South Caulfield Hebrew Congregation	5,198
South East Community Links	5,500
South Eastern Melbourne Vietnamese Associations Council	19,800
Space2b Social Design Inc.	6,000

Organisation	Payment \$
Springvale Chinese Ethnic School Parents Committee Inc.	5,500
Sri Durga Arts Cultural / Educational Centre Inc.	19,914
Sri Lanka Community Services Association	2,000
Sri Lankan Cultural Foundation of Werribee Inc.	3,800
Sri Sai Siva Vishnu Temple Arts Educational and Cultural Association Inc.	6,133
Srimithuru Association Inc.	5,000
SSK Hindu Cultural and Educational Association Australia	4,300
St. Albans Indochinese Elderly Refugees Association Branch	4,300
St. George Serbian Orthodox Church Community St Albans Inc.	5,500
St. George Tellskuf Association Inc.	3,500
St. Kilda, St Patrick's Fest Inc.	2,000
St. Nicholas Antiochian Orthodox Church	4,400
St. Basil of Ostrog Mission Dandenong-Langwarrin Association Inc.	5,000
St. Mary's Jacobite Syrian Orthodox Church Inc.	5,501
Sudanese Community Association of Victoria Inc.	4,000
Sudanese Harmony Community Association	5,001
Sufi Festival Inc.	6,250
Sunshine Business Association Inc.	29,700
Tamil Senior Citizens Fellowship (Inc.)	5,000
Tamil Vizhudhugal Inc.	5,000
Tamusamaj Victoria	4,850
Telugu Association of Australia Inc.	6,000

Organisation	Payment \$
The Association of Hazaras in Victoria Inc.	5,501
The Bell Street Mall Traders	9,900
The Bright Events Australia	6,000
The Duldig Gallery Inc.	4,323
The Federation of Chinese Associations (Vic) Inc.	5,500
The Girls Who Decide Inc.	4,700
The Jordanian Australian Community in Victoria Inc.	9,750
The Korean Society of Victoria Australia Inc.	5,501
The Lankan Seniors Club of Melbourne Inc.	4,000
The Melbourne Comhaltas Inc.	1,000
The Melbourne Irish Festival Committee Inc.	5,000
The Melbourne Vinayagar Hindu Sangam Inc.	1,650
The Panmacedonian Association of Melbourne and Vic Inc.	2,688
The Pingju Opera Association of Australia Inc.	3,500
The Sephardi Association of Victoria Inc.	5,500
The Spiritual Assembly of The Baha'is of Whitehorse Limited	5,390
The Trustee For 63 Miller Street Epping Temple Charitable Trust	3,960
The Trustee for the Foundation for the Islamic Museum of Australia	9,075
Tongji University Alumni Association of Melbourne Inc.	5,000
Tose Australian Macedonian Dance Ensemble Inc.	5,000
Triple M Solution (Australia) Pty Ltd	5,500
Triumph of Good Inc.	6,000
Twilight Performing Arts Association	6,000

Organisation	Payment \$
Udaya Sports & Arts Club Inc.	5,001
Ukrainian School Council of Victoria Inc.	6,875
United Cultural Support Inc.	5,501
United Seniors Club Inc.	8,251
United Sri Lankan Muslim Association of Australia	5,000
United Through Football Inc.	15,001
Uniting (Victoria and Tasmania) Limited	18,151
Unity of Families & Friends - Melbourne Inc.	5,000
Universal Multicultural Advancement Inc.	4,500
University of The Philippines Alumni in Victoria Inc.	5,000
Upfield Soccer Club Inc.	5,000
Utsav Melbourne Association Inc.	6,000
Uttar Pradesh Association of Australia (UPAA) Inc.	4,800
Van Duc Vietnamese Buddhist Association Inc.	5,500
Vedanta Centre of Sydney	10,780
Vedanta Society of Australia Inc.	5,000
Vic Assam	1,800
Victoria Australia Samoa Seniors Association Inc.	5,000
Victoria Bengali Language Learning Inc.	4,500
Victoria Chinese Culture & Arts Association	9,000
Victorian Afghan Associations Network	16,501
Victorian Afghan Students Association	15,001
Victorian Afghan Youth Association	5,001
Victorian Bangladeshi Community Foundation (VBCF)	3,800

Organisation	Payment \$
Victorian Chinese Memorial Foundation Inc.	13,501
Victorian Chinese Seniors Inc.	3,200
Victorian Cultural Association Inc.	24,750
Victorian Elderly Chinese Welfare Society	5,500
Victorian Islamic Centre Inc.	5,501
Victorian Mandali Inc.	5,000
Victorian Tamil Association Inc.	5,500
Victorian United Nations Day of Vesak Inc.	3,025
Vietnamese Museum Australia Ltd	8,250
Vietnamese Senior Cultural Association Inc.	3,000
VietSpeak	5,001
Vishva Hindu Parishad of Australia Inc.	5,920
Waterways Residents Association Inc.	5,500
We Are One Club Inc.	5,000
West Seniors Asso. Inc.	2,800
West Sunshine Turkish Senior Citizens Group	3,000
Western (Vic) Tamil Seniors Club Inc.	3,100
Western Sudan Community Association of Victoria Inc.	5,000
Whitehorse Chinese Senior 'You Yi' Friendship Association	5,000
Whittlesea Community Connections Inc.	5,500
Whittlesea Interfaith Network	4,500
Wingate Avenue Community Centre Inc.	4,378
Wollert Community Pathshala Inc.	5,000
Women's Empowerment and Leadership Community Inc.	3,800

Organisation	Payment \$
Wyndham Bright Young Leaders Inc.	5,000
Wyndham Community & Education Centre Inc.	10,725
Wyndham Kannada Balaga Inc.	5,001
Wyndham Park Community Centre Inc.	6,380
Wyndham Volunteers Association Inc.	5,000
Yarra Ethnic Arts Exchange Association Inc.	3,000
Yarra Foundation for Disadvantaged Children's Education Inc.	16,092
Yarra Valley Ecosystem Inc.	9,900
Yemeni Australian Community Victoria Inc.	3,961
Yeti Soccer Club Inc.	5,001
Young Guard Inc.	5,000
Young Yeshivah Victoria Inc.	4,925
Zee Cheng Khor Moral Uplifting Society Inc.	5,170
Zenobia Association Inc.	4,750
Zotung Community in Australia	5,000

Multicultural Seniors Support 2021–25 (Part 1 of 2)

Funding was provided to 981 multicultural seniors' organisations to support their members and build stronger community connections. Each of the organisations listed below received \$2,000 from the Multicultural Senior Support 2021 – 25 grant program.

"Golden Sun" Disabled and Senior Citizens Association Inc.	Arabic Speaking Women Group	Associazione Arma Aeronautica sezione Di Melbourne Gen Pil F De Pinedo
"Sevdalinka" Choir Inc.	Arabic Welfare Inc.	Associazione Laziali Pensionati Di Geelong Inc.
Afar Community Association Inc. in Victoria	Arabic Women Seniors Group Inc.	Associazione Laziali Victoria Australia Inc.
Afghan Australian Philanthropic Association Inc.	Arch Angel Michael Senior Social Club of Oakleigh (AMSSCOO) Inc.	Associazione Nazionale Artiglieri D'Italia Inc.
Afghan Women's Organisation in Victoria Inc.	Armada Senior Indonesia Klub Melbourne Inc.	Associazione Nazionale Bersaglieri D'Italia (Sezione Di Melbourne) Vic. Inc.
African Community Elderly Association	Armenian Relief Society Inc.	Associazione Nazionale Combattenti E R Educatori Italiani (Werribee)
Africare Community Services Inc.	Armenoro Senior Citizens Group	Associazione Nazionale Combattenti E Reduci Italiani Sezione Di Melbourne Inc.
Agbu Armenian General Benevolent Union Victorian Inc.	Asklipios Greek Women's Group	Associazione Nazionale Compattenti Forze Armate Regolare Guerra Di Liberazione C-Y
Agia Trias Society Inc.	Associated Netherlands Societies in Victoria Inc.	Associazione Nazionale Degli Emigrati Del Victoria (ANFE) Inc.
Albanian Senior Women's Group	Association of Filipino Australian Families of Melbourne Social Club Inc.	Associazione Nazionale Marinai D'Italia "M.O.C. Borsini" Australia
Al-Emaan Women Organisation	Association of Filipinos in Gippsland (Samahan Ng Mga Pilipino Sa Gippsland) – SPAG	Associazione Padovani Nel Mondo Inc.
Alevi Community Council of Australia Inc.	Association of Former Inmates of Nazi Concentration Camps & Ghettos From The Former Soviet Union	Associazione Trevisani Nel Mondo Inc. (Melbourne Section)
Alexandrians Friendship (AAHA) Social Club Inc.	Association of Greek Elderly Citizens Clubs of Melb. & Vic. Inc.	Associazione Trevisani Nel Mondo Myrtleford & District Inc.
Ambitious Sisterhood Society Inc.	Association of New Elderly Inc.	Associazione Veronesi Nel Mondo Inc.
Anellino Circolo Pensioners of Springvale Inc.	Association of Ukrainians in Victoria (A.U.V.)	Associazione Pensionati Laziali Di Monash
Anglo-Indian Australasian Association of Victoria Inc.	Association of Ukrainians in Victoria (St Albans)	
Antiochian Community Support Association Inc.	Association of Victorian Trikalinians	
Anzano Di Puglia Social Club Limited		
Arabic Senior Citizens Group		

Australian Nepalese Senior Citizen Society Inc.	Australian Croatian Senior Citizen's Club of Clifton Hill Inc.	Australian Macedonian Disability Pensioner Group Varoar
Australia Ceylon Fellowship Inc.	Australian Croatian Senior Citizens Club Vila Velebita Broadmeadows	Australian Macedonian Seniors Group Nostalgia of Brimbank Inc.
Australia Eight-One Comrade Association Inc.	Australian Croatian Seniors Citizen Club-Sunshine Inc.	Australian Romanian Community Welfare Health & Services Association of Victoria Inc.
Australia Greek Elderly Citizen Club of Mentone	Australian Cyprian Sports and Social Association Inc.	Australian Serbian Pensioner Association Inc.
Australia Light Foundation Inc.	Australian Filipino Nurses Association	Australian Serbian Pensioners Club of St George Church
Australia Melbourne Sibio Friendship Group Inc.	Australian Forum of Russian Jewry Inc.	Australian Slovenian Cultural Sports Association Ivan Cankar Geelong Inc.
Australia Revialization of Cantonese Opera Art Cultural Association Seniors Club Inc.	Australian Greek Elderly Citizens Club of Oakleigh	Australian Thornbury Pensioner's Club
Australia/Sri Lanka Welfare Guild Inc.	Australian Greek Ex-Servicemen Elderly Seniors Club of Northcote Inc.	Australian Ukrainian Senior Citizens Fellowship Golden Age Inc.
Australian - Croatian Senior Citizens Club of Gladstone Park Inc.	Australian Greek Ex-Servicemen's Association Inc.	Austrian Club Geelong Inc.
Australian Ankawa Club	Australian Greek Isolated Group	Ava Boroondara Senior Citizens Group Inc.
Australian Armenian Welfare Society Inc.	Australian Greek Orthodox Community of Mooreland	Avondale Heights East Keilor Residents Association
Australian Bosnian Seniors Group Inc.	Australian Han Fu Association	Avondale Heights Greek Pensioners & Elderly Citizens Club
Australian Bosnian Women's Association "Zena Zeni" Inc.	Australian Indian Seniors Association Inc.	Ballarat Regional Multicultural Council Inc.
Australian Chaldean Family Welfare Inc.	Australian Integrated Fijian Association of Victoria Inc.	Banda Musicale Italiana "V. Bellini" Inc.
Australian Coptic Senior Citizens Club of Manningham	Australian Iranian Senior Citizen Society of Victoria Inc.	Bangladesh Cultural Group Inc.
Australian Croatian Association Stjepan Radic Ballarat Inc.	Australian Karen Preserving and Promoting History and Cultural Association INC	Bangladeshi Senior Citizens Club Victoria Inc.
Australian Croatian Club Bocce - Gospic Inc.	Australian Lebanese Christian Ladies Group	Banyule Chinese Seniors Multicultural Association Inc.
Australian Croatian Senior Citizens Assn Geelong Inc.	Australian Lebanese Christian Ladies Group - Moreland	Baptist Union of Victoria
Australian Croatian Senior Citizens Club Nikola Tavelic Inc.		Basilicata Bocce Club Association Pensioners

Batmans Greek Elderly Women's Club	Brighton Greek Senior Citizens Association Inc.	Citizens Club of Darbin & District Inc.
Bayside Japan Club	Brimbank Hungarian Senior Citizens Inc.	Cephalonian Society of Victoria 'O Kefalos' Inc.
Beijing Association of Melbourne Inc.	Brimbank Senior Citizens Friendly Group Inc.	Ceylonese Welfare Organisation Inc.
Benevolent Association of Nafpaktians Melbourne-Victoria Inc.	Broad Meadows Turkish Senior Citizens Club Inc.	Chabad On Carlisle (Free) Inc.
Benevolent Brotherhood of Kolindros "Pafsilipos" Inc.	Bruh Tesfa Ethiopian Youth and Parents Social Support Services	Chaldean Senior Citizens Group of Whittlesea
Bentleigh Chinese Community Association	Brunswick Neighbourhood House Co Operative Limited	Chamarel Club Inc.
Benvenute Donne Broadmeadows Italian Women's Group in	Burgher Association Australia Inc.	Chin Myanmar Community Care Inc.
Bellarine International Women's Senior Citizen Club Inc.	Calabria Club	Chinese Arts Association of Melbourne Inc.
Berwick Greek Seniors Citizens Club	Cald Seniors Association of Victoria Inc.	Chinese Association of Monash Inc.
Bhakti Tarang Inc.	Camberwell Senior Citizens Centre Inc.	Chinese Cancer and Chronic Illness Society of Victoria
Bhartiya Seniors Melbourne Inc.	Cantonese Art Association Inc.	Chinese Community Health Advisory of Australia Inc.
Bhutanese Organisation in Australia Inc.	Carlton Neighbourhood Learning Centre Inc.	Chinese Health Foundation of Australia
Bhutanese Senior Citizens Group Inc.	Carlton Senior Citizen Organisation Associate Inc.	Chinese Mandarin Community Friendship Association Inc.
Bitola Macedonian Senior Citizens Group Whittlesea Inc.	Caroline Springs Seniors Fishing Club Inc.	Chinese Precincts Business Association (Vic) Inc.
Blackriver Macedonian Australian Fishing Association Avondale Heights Moonee Valley & Districts Inc.	Carrum Downs Sri Lankan Seniors Inc.	Chinese Senior Citizens Club of Frankston and Peninsula
Bonegilla Former Greek Migrant Residents Association (Vic) Inc.	Casa D'Abruzzo Club	Chinese Seniors Cultural Association Inc.
Boris Trajkovski Inc.	Casey Chinese Seniors Support Group Inc.	Chinese Senior's Education & Skills Development Association Inc.
Boroondara Camberwell Greek Senior Citizens Club	Casey Tamil Manram Inc.	Chinese Stroke Support Group Inc.
Box Hill Chinese Elderly Citizens Club Inc.	CCVEG Inc.	Chinese Women's Association of Victoria Inc.
Box Hill Chinese Senior Art Group Inc.	Central Pontian Association of Melbourne & Victoria "Pontiaki Estia	Chios Brotherhood Korais of Melbourne and Victoria Limited
	Centre of Greek Ex-Servicemen Elderly Citizens Club of Kew	
	Centre of Greek Ex-Servicemens Elderly	

Christian Faith Women Group Inc.	Circolo Pensionati Italiani Di Gladstone Park Inc.	Clarinda Greek Seniors Citizens Club
Chuchu Club	Circolo Pensionati Italiani Di Greenvale Inc.	Clarinda Seniors Social Group Inc.
Circold Pensionati Italian Di Essendon	Circolo Pensionati Italiani Di Hadfiglo	Clayton Chinese Seniors Association Inc.
Circolo Anziani Italiani Pugliesi Inc.	Circolo Pensionati Italiani Di Knox	Clayton Mandarin Friendship Association Inc.
Circolo Del Sorriso	Circolo Pensionati Italiani Di Kyabram	Clota Cottage Neighbourhood House Inc.
Circolo Italiani Pensionati Di Fawkner	Circolo Pensionati Italiani Di Lilydale	Club 60 Tarneit Inc.
Circolo Penionati Italiani Di Morwell	Circolo Pensionati Italiani Di Merlynston	Club 60 Wyndham Vale
Circolo Pensionate Italiani Di Essendon	Circolo Pensionati Italiani Di Moonee Ponds	Club Astoria German Australian Society Inc.
Circolo Pensionati "Bon Bosco" Inc.	Circolo Pensionati Italiani Di Moreland Inc.	Club of Chinese Seniors in Monash
Circolo Pensionati Di Brimbank Inc.	Circolo Pensionati Italiani Di North Fitzroy	Cobradah Senior Citizens Centre
Circolo Pensionati Della Comunita' Vizzinese	Circolo Pensionati Italiani Di Oakleigh Clayton	Coburg Turkish Elderly & Pensioners Club Inc.
Circolo Pensionati Di Casa Nostra Di Brunswick	Circolo Pensionati Italiani Di Pascoe Vale Inc.	Collingwood - Indochinese Elderly Refugees Association Branch
Circolo Pensionati Italian Di Airport West	Circolo Pensionati Italiani Di Preston Inc.	Collingwood Greek Elderly Womens Association
Circolo Pensionati Italian Nunawading Box Hill	Circolo Pensionati Italiani Di St Albans	Combined Pensioners & Superannuants Association O F Victoria Inc.
Circolo Pensionati Italiani Allegra	Circolo Pensionati Italiani Di Wyndham Inc.	Community Love Share / Viet Love Inc.
Circolo Pensionati Italiani Di Waverley Inc.	Circolo Pensionati Italiani E Famiglie Inc.	Community of Niki
Circolo Pensionati Italiani Di Ascot Vale Inc.	Circolo Pensionati Italiani East Keilor & Avondale Heights	Comunita Montana Dei 7 Comuni Inc.
Circolo Pensionati Italiani Di Ballarat	Circolo Pensionati Italiani Kew Hawthorn & Camberwell	Cook Island Community Services of Victoria Inc.
Circolo Pensionati Italiani Di Belmont	Circolo Pensionati Italiani of Coburg Italian Senior Citizens Club Coburg	Coptic Orthodox Patriarchate St.Mina and St. Marina Church Inc.
Circolo Pensionati Italiani Di Bentleigh		Corona Italian Seniors Club of Casey
Circolo Pensionati Italiani Di Bundoora Inc.		Cosenza Senior Citizens of Kingston Inc.
Circolo Pensionati Italiani Di Clayton		Cranbourne Italian Senior Citizens Club Inc.

Creeds Farm Living and Learning Centre Inc.	Doncaster Italian Senior Citizens Club	Federazione Dei Circoli Pensionati Italiani Del Victoria
Crna Reka Senior Citizen Fishing Association Inc.	Doncaster Seniors Club Inc.	Federazione Lucana Inc.
Croatian Senior Citizens Association "Cardinal Stepinac" Geelong Inc.	Dutch Social Club Diamond Valley Inc.	Fiji Indian Senior Citizens Association Inc.
Croatian Senior Citizens Club Inc.	East African Women's Foundation	Fiji Melbourne Seniors Club Inc.
Croatian Senior Citizens Club of Altona Inc.	Eastern Senior Chinese Association Inc.	Fiji Senior Citizens Association Inc.
Croatian Senior Citizens Group Keysborough Inc.	Edelweiss Casey Choir Inc.	Filcare Vic. Inc.
Crossway Baptist Church Inc.	Elderly Italo-Australian Women's Group of Darebin Inc.	Filipino Australian Association of Ballarat Inc.
Croydon Dutch Social Club Inc.	Endeavour Hills Seniors	Filipino Australian Friendship Association of Geelong Incorporation
Cultural Association of Newport and Surroundings Areas Inc.	Ente Vicentini Nel Mondo Inc.	Filipino Australian Senior Citizens of Victoria
Cultural Vietnamese Women Association	Epia Petalidi Brotherhood Inc.	Filipino Australian Seniors Association Inc.
Culture Connect Chinese Australia Brighton Beach Inc.	Epping Combined Pensioners Association Inc.	Filipino Community Council of Vic Inc.
Cyprian Greek Orthodox Community "Apostolos Andreas" of Sunshine	Eritrean Elderly Association in Melbourne Inc.	Filipino Elderly & Youth Association Inc.
Cyprus Community of Melbourne and Victoria	Ethnic Chinese Happy Age Association of Victoria Inc.	Filipino Elderly Get Together Association Inc.
Damayan Victoria Inc.	Evolve Church	Filipino Seniors and Carers Support Group of Gippsland Inc.
Dandenong and Endeavour Hill Club De Los Abuelos Italo Spanish Inc.	Fairfield Hellenic Senior Women and Partners Inc.	Filipino-Australian Senior Citizens'advisory Council in Australia Inc.
Darebin Greek Women's Senior Citizens Group Inc.	Family Care Fellowship Inc.	Finnish Friendly Visiting Service (FFVS) Inc.
Deer Park Social Bocce Club Inc.	Farnham Street Neighbourhood Learning Centre	Fitzroy Atherton Gardens Table Tennis Association Inc.
Deutscher Verein Kg Nerrische Insulaner	Faros Senior Citizens Inc.	Fitzroy Chinese Association Inc.
Diamond Valley Greek Senior Citizens Club	Fawkner Senior Citizens Club Inc.	Fitzroy Chinese Women's Group
Doncaster Chinese Senior Association	Federation of Chinese Associations Senior Citizen Social Club Inc.	Fitzroy Public Housing Resident's Inc.
	Federation of Macedonian Senior Citizens Group of The Western Region	
	Federation of Taivgetos Organisations of Laconia Inc.	

Fitzroy Vietnamese Elderly Group	Glenroy Greek Elderly Group	Greek Elderly Citizens Club of Coburg and Pascoe Vale
Footscray-Indochinese Elderly Refugees Association Branch	Glenroy Italian Senior Citizens Centre Inc.	Greek Elderly Citizens Club of Manningham Inc.
Frankston Filipino Seniors Support Group Inc.	Glenroy Maltese Senior Citizens Group	Greek Elderly Citizens Club of Maroondah
Frankston Greek Senior Club of Frankston and The Peninsula	Goce Delcev Senior Citizens Association Inc.	Greek Elderly Citizens Club of Werribee Inc.
Friendly Seniors Citizen Group Inc.	Golden Age Polish Seniors Club Inc.	Greek Elderly Citizens of Clayton & Districts
Friendship and Wellbeing Association Inc.	Golden Age Senior Citizens Centre Inc.	Greek Elderly Citizens of Thornbury Inc.
Friendship of Elderly Filipino - Australians of Victoria Inc.	Golden Flower Chinese Friendship Association Inc.	Greek Elderly Club North Fitzroy and North Carlton Inc.
Galini Greek Elderly Citizens Association of Port Melbourne	Goulburn Valley Seniors Association	Greek Elderly Club of Geelong Inc.
Geelong Dutch Clubs Inc.	Greek & Cypriot Elderly Citizens Club of Whitehorse & Districts Inc.	Greek Elderly Club of The Bellarine Peninsula
Geelong Dutch Fifty Plus Club	Greek and Cypriot Social Welfare Centre	Greek Elderly Women's Club of Frankston & Peninsula
German Friendship Society Bendigo Inc. Incorporating The Euro Fest Choir Bendigo Inc.	Greek Australian Ex-Servicemen's Reserve Whittlesea and Districts Inc.	Greek Orthodox Archdiocese of Aust Parish of Coburg & Pascoe Vale
German Senior Citizen's Club St. Christopher's Camberwell Inc.	Greek Australian Senior Citizens Welfare Assoc. of Malvern	Greek Orthodox Archdiocese of Aust Parish of St Dimitrios Monee Ponds
German-Austrian Australian Club Wodonga Inc.	Greek Choir Parikia Inc.	Greek Orthodox Archdiocese of Australia Consolidated Trust
Gippsland Croatian Association Inc.	Greek Community of Springvale and Districts Limited	Greek Orthodox Archdiocese of Australia
Glen Eira Adult Learning Centre Inc.	Greek Cyprian Senior Citizens Community of Glen Eira Inc.	Greek Orthodox Bellarine Peninsula Club Agapi
Glen Eira Chinese Senior Citizens Club Inc.	Greek Cypriot Cultural and Theatrical Centre Paradise Inc.	Greek Orthodox Church Thomastown
Glen Iris/Burwood Greek Senior Citizens Club Inc.	Greek Cypriot Parent and Youth Club Western Suburbs of Melbourne	Greek Orthodox Community of Broadmeadows and Districts
Glen Waverley Senior Citizens Centre Inc.	Greek Democritus Workers League Inc.	Greek Orthodox Community of Clayton Limited
Glen Eira Italian Pensioners and Senior Citizens Club Inc.	Greek Elderly Citizens Club Caulfield Inc.	

Greek Orthodox Senior Citizens Club Shepparton and District Inc.	Greek Seniors & Pensioners Assoc Clayton & District Inc.	Hispano-American Centre For Family Support (C.O.H.A.F.) Inc.
Greek Senior Citizen Club of Airport West and District	Greek Women of Northern Suburbs	Holy Trinity Serbian Orthodox Church East Brunswick
Greek Senior Citizens' Association of Moorabbin Inc. Reg No A0028783f	Greek Women's Elderly Friendly Club Preston Inc.	Hope Connection Inc.
Greek Senior Citizens Association of The Bass Coast Inc.	Greek Women's Senior Citizen's Club of Mckinnon "Rhea" Inc.	Hume Sri Lankans Seniors' Association Inc.
Greek Senior Citizen's Club - Hobson Bay Inc.	Greek-Australian Cultural League of Melbourne Inc.	Ikawiria - Ikatan Warga Indonesia Di Victoria Inc.
Greek Senior Citizens Club Altona Region Inc.	Greek-Australian Recreational & Instructive League of Vic Inc.	Independent Hellenic Senior Citizens Association of Clayton Inc.
Greek Senior Citizens Club Carnegie Murrumbene	Green Island Turkish Women's Group	Indian Arts Academy Inc.
Greek Senior Citizens Club Hawthorn	Gruppo Culturale Italiano Inc.	Indian Senior Citizens Association of Casey
Greek Senior Citizens Club of Cranbourne and District Inc.	Hadfield Golden Years Social Club Inc.	Indian Senior Citizens Association of Victoria Inc.
Greek Senior Citizens Club of Flemington & Kensington	Halkidikeon Elderly Citizens Club Melbourne INC.	Indian Seniors Association-West
Greek Senior Citizens Club of Gladstone Park & Tullamarine	Hampton Park Turkish Seniors Group Inc.	Indo Chinese Elderly Association in The Eastern Suburbs
Greek Senior Citizens Club of Monash Inc.	Happy Seniors Club Inc.	Indochinese Elderly Refugees Association Victoria Inc.
Greek Senior Citizens District of Richmond	Harmony Chinese Opera Group of Melbourne	Instituto Nazionale Per La Guardia D'onore Alle Reali Tombe Del Pantheon (National Institute for the Guard of Honour to the Royal Tombs of The Pantheon)
Greek Senior Citizens North Balwyn Districts	Health Centre Italian Group	International Women's Group Inc.
Greek Senior Citizens of Glen Eira Inc. Reg No A0033884m	Healthy Tourism Senior Citizens Club 'Vigor' Inc.	Irish Australian Support & Resource Bureau Inc.
Greek Senior Citizens St Athanasios Parish of Springvale Inc.	Hellenic Assoc of Mornington Peninsular Aged Citizens Club inc.	Irymple Bocce Club Inc.
Greek Senior Elderly Citizens Club The Dormition of Our Lady	Hellenic Stegi Friendly Elderly Club of Darebin Inc.	Islamic Community Milli Gorus Brunswick Inc.
Greek Senior Women's Club Hobsons Bay	Hellenic Women's Federation of Victoria	Islamic Society of Victoria
	Hellenic Women's Network Vic Heliades Inc.	Italian and Ethnic Seniors Association
	Hera Greek Ladies Club Inc.	
	Hindi Shiksha Sangh Inc. Australia	

Italian Australian Seniors Group	Japan Club of Victoria Inc.	Kingston Indian Senior Citizens Association
Italian Catholic Federation of Morwell Inc.	Jasmine Senior Dance Group Inc.	Knox Chinese Elderly Citizens Club Inc.
Italian Elderly Citizen Club Noble Park Inc.	Jewish Care (Victoria) Inc.	Knox Hungarian Senior Citizens Club Inc.
Italian Elderly Citizens Group Holyspirit Thornbury Inc.	Jewish Library of Australia Limited	Kondia Limnos Senior Citizens Club
Italian Independent Senior Club of Sunshine	Jing Song Senior Chinese Men's Incorporation	Korean Elderly Citizens Association of Victoria Inc.
Italian Pensioners Association of Mill Park Inc.	Kajmakcalan Social Club	Korumburra Italian Social Club
Italian Pensioners Club of Altona	Kalenka Inc.	Kouchkovski Social Club Inc.
Italian Pensioners Club Wangaratta	Kali Mata Mandir Craigieburn Inc.	Kuki Airani Pa-Metua Inc.
Italian Senior Citizens Club of Lalor and Thomastown	Kariatides Oakleigh Greek Women's Group	Kyabram Italian Social Bocce Club Inc.
Italian Senior Citizens' Group of Moorabbin Inc. Reg No A0035648m	Karnaval Club the Swallows Geelong Inc.	Ladies Club 60 Tarneit Inc.
Italian Senior Citizens of Kingston	Karuna Compassion in Action Inc.	Lalor and District Men's Shed Inc.
Italian Senior Citizens Recreation Group of Caulfield Inc.	Kastelorizian Senior Citizens Club Inc.	Lalor Thomastown CPA Inc.
Italian Seniors Social Club Dromana Inc.	Keilor Downs Macedonian Elderly Women's Group	Lalor United Bocci and Social Club Inc.
Italian Social Club Altona Inc.	Keilor Downs Senior Citizens Bocce Club Inc.	Laoaus Care Inc.
Italian Social Club of Moorabbin Inc.	Keilor Macedonian Elderly Group	Latin American Association Group Primavera
Italian Speaking Senior Citizens Association of Epping Inc.	Keilor OVER 50'S RECREATION CLUB INC.	Laziali Nel Mondo
Italian Welfare Association of Whittlesea Senior Citizens Inc.	Kensington - Indochinese Elderly Refugees Association Branch	Lazio Marche Social Club Uniti inc.
Italian Women's Health Group Fawkner/ Campbellfield Inc.	Kensington Neighbourhood House Inc.	Le Belle Arti Inc.
Italian Women's Senior Citizens Association of Whittlesea Inc.	Kew Home of Chinese Inc.	Le Petrel Mauritian Seniors Club
	Keysborough Learning Centre	Lebanese Elderly Group Inc.
	Kingsbury Italian Senior Citizens Club Inc.	Lemnian Community of Victoria Limited
	Kingston Billiards Senior Citizen Club Inc.	Let's Connect Inc.
	Kingston Chinese Senior Citizens Club Inc.	Lianmeng AusChina Senior Choir Inc.
		Liberty Unity Organization Life Global Foundation Australia (LUOLGFA) Inc.
		Literary Creative Association "Lukomorie"

Lotus Wind Choir Inc.	Macedonian Senior Citizens Group of City Greater Dandenong St Dimitriya Inc.	Macedonian Women's Senior Citizens Group of Altona Meadows Laverton & Point Cook
Lutheran Church of Australia Victorian District	Macedonian Senior Citizens Group of Monash	Macedonian Women's Senior Citizens Group of Avondale Heights Moonee Valley & District Inc.
Macedonia Senior Citizens Group-Kings Park Inc.	Macedonian Senior Citizens Group of Avondale Heights East Keilor Moonee Valley and Districts Inc.	Macedonian Women's Senior Group 'Tumbe Cafe'
Macedonian Australian Senior Citizens Group "Ilinden" Inc.	Macedonian Senior Citizens Group of Doncaster and Templestowe	Macedonian Women's Social Club of Whittlesea
Macedonian Beranci Social Seniors of Whittlesea Inc.	Macedonian Senior Citizens Group Pelister	Maltese Association Hobsons Bay Inc.
Macedonian Elderly Citizens Club Melbourne Victoria	Macedonian Senior Citizens Group Sy Nikola Mirlikiski Inc.	Maltese Association Northern Suburbs Inc.
Macedonian Men's Seniors Group of Whittlesea Inc.	Macedonian Senior Citizens Group Thomastown Lalor Epping & Mill Park	Maltese Community Centre L.V. Inc.
Macedonian Orthodox Community of Melbourne and Victoria Elderly Citizen Group Epping Inc.	Macedonian Senior Citizens Group West Sunshine	Maltese Community Council of Victoria Inc.
Macedonian Pensioner Group of The West Inc.	Macedonian Senior Citizens Group Zlatno Sonce of Footscray Inc.	Maltese Cultural Association of Victoria Inc.
Macedonian Pensioner Group 'Uspeniena Presveta Bogorodica' of Sydenham Inc.	Macedonian Veterans and Friends Senior Citizens Group Inc.	Maltese Literature Group Inc.
Macedonian Pensioners Association of Footscray Inc.	Macedonian Women's Group Elpida Karamandi Inc.	Maltese Senior Citizens Association
Macedonian Pensioners Group Brimbank 'Dimce Mogilceto' Inc.	Macedonian Women's Group of Hillside Inc.	Maltese Senior Citizens Club Airport West Inc.
Macedonian Pensioner's Group 'Pitu Guli' Inc.	Macedonian Women's Pensioners Association of Footscray Inc.	Malvern Italian Senior Citizen's Club
Macedonian Senior Citizen Group of Altona Meadows Laverton and Point Cook Inc.	Macedonian Women's Senior Citizen Group Lalor Inc.	Management Committee Coonara Community House Inc.
Macedonian Senior Citizen Group of Ardeer Inc.	Macedonian Women's Senior Citizen Group Markovi Kuli Inc.	Manningham Chinese Senior Citizens Club Inc.
Macedonian Senior Citizen Group of Hillside INC.	Macedonian Women's Senior Citizens Club of West Sunshine	Marinai D'Italia M O U M Gruppo Stefano Pugliese Australia Inc.
Macedonian Senior Citizen Group Prespa		Maroondah Chinese Senior Citizen's Friendship Association Inc.
Macedonian Senior Citizens Club of Geelong Inc.		Maroondah Italian Senior Citizens Club
		Mauritian Golden Age Club Inc.

Mauritian Silver Edge Club Inc.	Melton Macedonian Seniors Group of Victoria Inc.	Multicultural Nature Guides Victoria Inc.
Meadow Heights Turkish Senior Pension Association	Melton Maltese Seniors Inc.	Multicultural Senior Citizens Group of Kingston and Surrounding Regions inc.
Mei's Art (Mei Lan Fang's Art Chinese Beijing Opera Friendship Association)	Merrilands Italian Senior Citizens Club Inc.	Multicultural Seniors Association of Victoria
Melbourne 7 Melody Notes	Migrant Information Centre (Eastern Melbourne) Limited	Multicultural Skills Exchange Group For Women Inc.
Melbourne Chinese Opera Inc.	Mildura Greek Elderly Citizen's Club	Multicultural Sudanese Center Inc.
Melbourne Chinese Orchestra Inc.	Mill Park Greek Elderly Citizens Club Inc.	Multicultural Women's Sewing Group
Melbourne Chinese U3a	Mill Park Senior Citizens Club	Nadezhda Russian Senior Citizen Club
Melbourne Committee of Chinese Literature Inc.	Molise Club Melbourne Inc.	Napoli Family Club
Melbourne Hebrew Congregation	Monash Greek Macedonian Elderly Citizens Club	Nasir Community Association Inc.
Melbourne Hua Yu Home Inc.	Monash Korean Senior Citizens Club Inc.	NCJW (Victoria) Community Services Inc.
Melbourne Konkan Community Inc.	Moonee Valley Senior Citizen Vietnamese Group	Neret Senior Citizen Club Inc.
Melbourne Korean Senior Citizens Community Inc.	Moreland and Northern Greek Senior Citizens Group Inc.	New Age Woman Awareness Group Inc.
Melbourne Line Dancing Group Inc.	Moreland Chinese Elderly Citizens Group Inc.	New Eastern Arts Association Inc.
Melbourne Murugan Cultural Centre Inc.	Moreland Italian Women's Group Reg No A0036400d	New Life Association Inc.
Melbourne Shandong Australian Association Inc.	Moreland Maltese Pensioners Group inc. of Coburg	New United Villages of Florina Inc.
Melbourne South Eastern Region Chinese Friendship Centre of Victoria Inc.	Morning Exercise Melbourne inc.	Newport Maltese Association Inc.
Melbourne Taiwan Ladies Association Inc.	Movement For Filipino Solidarity Inc.	Niddrie Senior Italian Citizens Club Inc.
Melbourne Tukkers Social Club Inc.	Multi Ethnic Senior Citizens Group Preston	Nigerian Senior Citizens Club of Victoria
Melbourne Warblers Choir Inc.	Multi Ethnic Slavic Senior Group Fitzroy	Noble Park Community Centre Inc.
Melbourne Yarra Yue Opera Troupe Inc.	Multicultural Chinese Australian inc.	Noble Park North Multicultural Elderly Citizens Club
Melbourne Zhiyin Choir Inc.	Multicultural Dance Group Inc.	Noble Park North Multicultural Senior Club Inc.
Melton Chinese Friendship Association Inc.		

Noble Park RSL Sub Branch Inc.	Northern Turkish Family Association Inc.	Philanthropic Society of Larisa Panlarisaikos O Pinios
North Balwyn Senior Citizens Club Inc.	Northern Turkish Women's Association	Philippine Australian Foundation (Victoria) Inc.
North Carlton Railway Station Neighbourhood House Inc.	Oak Grove Community Centre Inc.	Philippine Cultural Society for Families and Friends Inc.
North Cyprus Turkish Association of Victoria	Oakleigh Chinese Seniors' Club Inc.	Pilipino Elderly Association South - East Region Victoria Reg No A0027235j
North East Multicultural Association Inc.	Oakleigh Coptic Senior Social Club Inc. Reg No A0038426n	Pimpinan Cabang Istimewa Muhammadiyah Australia Limited
North Eastern Greek Elderly Citizens Club Inc.	Old Citizen Ascot Vale & Districts Inc.	Plish Senior Citizens Club
North Eastern Melbourne Chinese Association Inc.	Olympian Society Inc.	Point Cook Chinese Friendship Association Inc.
North Melbourne Chinese Association Inc.	Olympos Greek Senior Citizens Club Inc.	Point Cook Indian Seniors Group Inc.
North Richmond Elderly Chinese Friendship Association Melbourne Inc.	Orient Hua Yun Arts Inc.	Point Cook Royals Inc.
North West Fiji Seniors Club	Ormond Senior Citizens Club Inc.	Polish Association in Melbourne Inc.
North West Reservoir Italian Pensioner Group	Oromo Seniors' Welfare & Benevolent Association Inc.	Polish Community Care Services Inc.
Northcote Australian Greek Society For The Aged Inc.	Oromocare Association Inc.	Polish Cultural and Social Club Palma Inc.
Northcote Macedonian Senior Citizens Club Kajmakcalan Inc.	Pakistan Seniors Association Inc.	Polish Senior Citizens Club
Northern Eastern Bocce Association Inc.	Palesviaki Enosis of Melbourne & Victoria Inc.	Polish Senior Citizens Club Footscray
Northern Egyptian Association	Pallaconian Brotherhood of Melbourne and Victoria - Leonidas Inc.	Polish Senior Citizens' Club in Reservoir
Northern Federation of Ethnic Senior Citizens Clubs Inc.	Panagia Soumela Pontian Association of Whittlesea	Polish Senior Citizens Club of Altona North
Northern Mauritian Seniors Club Inc.	Panagia-Kamariani Greek Orthodox Senior Citizens Club	Polish Senior Citizens' Club of Caulfield
Northern Melbourne Sri Lankan Association Inc.	Panpyliaki Brotherhood Navarinon of Melbourne and Victoria Limited	Polish Senior Citizens Club St Kilda "Astry" Inc.
Northern Melbourne Vietnamese Elderly Association Inc.	Parori Florinis Social Club Inc.	Polish Senior Citizens Club Waverley Vic
Northern Region Indian Seniors Association of Victoria Inc.	Peninsula & Rye Greek Women's Group Inc.	Polish Seniors Club in Doncaster
	Pensioner Macedonian Women's Group of Brimbank Inc.	Polish Seniors Club of Frankston

Polyplatanos Clabouchischa Social Club Inc.	Reservoir Greek Elderly Citizens Group	Scats Senior Citizen Organization
Pontiak Gonia Inc.	Reskeon Maltese Association & Reskeon Seniors Group Inc.	Senior Chilean Group Inc.
Port Arlington Maltese Pensioner Association Inc.	Richmond - Indochinese Elderly Refugees Association Branch	Senior Citizen Fishing Club Macedonian Inc.
Port Melbourne Greek Community	Richmond Joy Choir Inc.	Senior Citizen Turkish Club
Port Melbourne Greek Community Senior Citizens Club Inc.	Ridniy Kray Australian Ukrainian Senior Citizen Club Inc.	Senior Citizens Club - Nunawading Inc.
Portarlington & Districts Greek Elderly Citizens Club inc.	Risorgimento Club	Senior Citizens Club of Waverley Inc.
Portarlington Senior Citizens Centre Inc	Rodriguan Social Club of Victoria	Senior Citizens Group For The Greek Orthodox Parish of St Eleftherios Brunswick
Portuguese Association of Victoria Limited	Roma Social Club Inc.	Senior Citizens Group of Hobsons Bay Kimisis Tis Theotokou
Prahran Chinese Women Association of Australia Inc.	Rosanna Macleod Circolo Pensionati Italiani Inc.	Senior Citizens Melbourne Croatia Inc.
Prahran Greek Seniors Club Inc.	Rosebud Italian Club Inc.	Senior Citizens of Greek Orthodox Community of Gippsland
Prahran-Chinese Elderly Citizens Association Inc.	Russian Ethnic Representative Council of Victoria Inc.	Senior Citizens of the Freccia Azzurra Club inc.
Preston Greek Senior Citizens Club Inc.	Russian Senior Citizens Club in Dandenong	Senior Citizens of The Greek Community of Forest Hill
Preston-Indochinese Elderly Refugees Association Branch	Russian Senior Citizens Club of Frankston and Peninsula	Seniors Happy Life Club Inc.
Ptolemei Association of Greek Citizens From Egypt and The Middle East Inc.	Rye and Peninsula Creek Senior Citizen Club inc.	Seniors Journey Inc.
Rabat Malta Senior Citizens Association Inc.	Sahara Victorian Association	Seniors Latin Club Inc.
Reach Community Church inc.	Saint Albans Senior Citizens Club Inc.	Serbian Pensioner Club Fitzroy inc.
Red Chamber Chinese Art Group Inc.	Saint Gaetan Society inc.	Serbian Pensioner Club 'King Peter' Inc.
Refocus Club Melbourne Inc.	SalamFest inc.	Serraion Society of Victoria Inc.
Refugee and Migrant Communities Network Inc.	Samos Island Seniors Friendly Group inc.	Shalom Association Inc.
Regioni D'Italia Bocce Association Inc.	Sankat Mochan Samiti Inc.	Shanghai Chinese Overseas Friendship Association (Australia) Inc.
Relaxum Group Inc.	Santa Maria Assunta Association Inc.	Shanghai Overseas Exchange Association (Australia) Inc.
	Savoy Ladies Recreation Group	Shepparton Italian Women's Group Inc.

Shlama Inc.	Citizens Club of Werribee Inc.	St George Tellskuf Association Inc.
Shnei-Ohr Chabad Learning Centre Inc.	Spanish Speaking Senior Citizens Club of Clayton	St Helena Maltese Australian Social Club Inc.
Singing Hearts Russian Choir	Spanish Speaking Seniors Group	St John's German Lutheran Parish Springvale Inc.
Sinhala Cultural & Community Services Foundation Inc.	Spanish Window Community Services Inc.	St Margaret's Social Club Australian Sannat Association Inc.
Slavic Women's Group 'Wase Zene' Inc.	Sparklight Inc.	St Mary Multicultural Social Club inc.
Slovenian Association Melbourne Inc.	Spinete Social Club Inc.	St Mary's Antiochian Orthodox Church Inc.
Slovenian Australian Social and Sports Club Jadran Inc.	Spring Arts Multicultural Seniors' Association	St Nicholas Antiochian Orthodox Church
Slovenian Welfare and Information office Inc.	Springvale Indo-Chinese Mutual Assistance Association Inc.	St Nikola Pensioner Social Club Inc.
Social Club 'Stiv Naumov' Village Logovardi Inc.	Springvale Italian Senior Citizen Club	St Olivers Italian Senior Citizens Club
Societa Mutuo Soccorso Isole Ltd	Springvale Mandarin Network Inc.	St Pauls Bocci Club Inc.
Society Kalamata	Springvale Senior Citizens Club	St Pauls Catholic Church West Sunshine
Socio-Cultural Syriac Inc.	Sri Lanka Community Services Association	St Paul's South Eastern Suburbs Maltese Seniors Association inc.
Somali Council of Australia Inc.	Sri Lanka Inter-Campus Seniors Association in Australia	St Sebastian Assoc inc.
Somali Elders Group in Victoria Inc.	Sri Lanka Victoria Friendship Association	St. Basil of Ostrog Mission Dandenong-Langwarrin Association Inc.
Somali Women Development Association Inc.	Sri Lankan Study Ctr for Advancement of Technology and Social Welfare Inc. (Scats Australia)	St. George Antiochian Orthodox Parish Association Vic Inc.
South American Senior Citizens Club of Frankston and Peninsula	Sri Lankan Elders Welfare Association Sewa	St. Theresa's Aged and Retired Services Inc.
South East Community Links	St Albans Indochinese Elderly Refugees Association Branch	Star of Mesopotamia Inc.
South Eastern Melbourne Vietnamese Associations Council	St Anthony Senior Social Club	Stella Clavisque Club
Spanish Association of Geelong Inc.	St Bernadette Seniors & Social Club Inc.	Stella Maris Maltese Association Inc.
Spanish Speaking Elderly Group of North Melbourne Inc.	St Francis of Assisi Filipino Senior Citizens Club of Whittlesea Inc.	Stonnington Ballroom Dancing Association Incorporation
Spanish Speaking Pensioners and Senior		Stonnington Chinese Association Inc.

Stonnington Greek Senior Citizens Assoc. the Friendship Club	The Centre: Connecting Community in North & West Melbourne Inc.	The Greek Orthodox Community of Oakleigh & District Inc.
Strathmore Heights Greek Senior Citizens Club Inc.	The Chinese International Cheongsam Association of Australia inc.	The Greek Orthodox Community of Shepparton and District
Suez Basketball Senior Social Club Association Vic Inc.	The Chinese Seniors Friendship Association of Whittlesea Inc.	The Greek Orthodox Community of St Albans Aghia Paraskevi
Sunbury and District Greek Senior Club Inc.	The Chinese Xinjiang Senior Citizens Assoc. Inc.	The Gurukul Inc.
Sunraysia Alevi Senior Citizens Inc. and Sunraysia Alevi Turkish Association	The Committee of Management of The John Pandazopoulos Hall Inc.	The Islamic Elderly Group Inc.
Sunshine Golden Age Garden Club Inc.	The Community of Cypriots of The Eastern Suburbs Inc.	The Italian Pension Club of Kingston Inc.
Taiwanese Association of Australia Melbourne Chapter Inc.	The Federation of Associations of Spanish Speaking Senior Citizens in Victoria Inc.	The Jewish Cultural Centre and National Library Kadimah
Tamil Senior Citizens Fellowship (Inc.)	The Federation of Chinese Associations (Vic) Inc.	The Lankan Seniors Club of Melbourne Inc.
Tamil Seniors Social Club Inc.	The Federation of Macedonian Senior Citizens Groups of The Northern Region of Victoria Inc.	The Lefcadian Brotherhood "Lefcada
Tarneit Bharatiy Club Inc.	The Fiji Islamic & Cultural Society of Victoria	The Lerian Brotherhood of Melbourne Inc.
Tarneit Harmony Club Inc.	The Filipino Social Support Group Inc.	The Macedonian Community Cultural Heritage Society Shepparton & District Inc.
Tarxien Social Club Inc.	The Finnish Society of Melbourne Inc.	The Montenegrin Social Club of Australia
Tatura Community House Inc.	The Florinian Society of Melbourne Aristotelis Inc.	The Mornington Dutch Australian Seniors Club (Inc.)
Temple Society Australia	The Golden Years Senior Group Inc.	The Nunawading Greek Elderly Citizen Club
The "Good Shepherd" Egyptian Seniors Association Inc.	The Greek Elderly Citizens Club of Heidelberg	The Palestinian Seniors Club of Victoria.
The Argos and District Australian Greek Senior Citizens Club of Kastoria Inc.	The Greek Elderly Senior Citizen Club of Highett	The Pankorinthian Association of Melbourne and Victoria
The Australian Association of Kastorians Inc.	The Greek Nazarene Senior Citizens Club Inc.	The Philanthropic Society of Kaloneri Kozani Inc.
The Boroondara Chinese Senior Citizen's Association Inc.	The Greek Orthodox Community Box Hill and Districts Inc.	The Pingju Opera Association of Australia Inc.
The Broadmeadows Greek Elderly Citizen Club Inc.		
The Casey Hungarian Senior Citizens Club Inc.		

The Polish Community Theatre " Miniature" After J. Szaniawski	Uc Gospel Hall Melbourne	Victorian Council of African Australian Seniors Inc.
The Senior Citizen Russian Club 'Friendship' Bayside Inc.	Ugarit Senior Club Inc.	Victorian Elderly Chinese Welfare Society
The Sephardi Association of Victoria Inc.	Ukrainian Elderly People's Home	Victorian Greek/Australian Elderly Citizens Group Inc.
The Spanish Speaking Friendship Club of Springvale Inc. Third Age Group	Ukrainian Senior Citizens Club in Melbourne Inc.	Victorian Harmony Inc.
The St Albans Combined Pensioners Association	Unione Nazionale Suttefficiali Italiani in Congedo Inc.	Victorian Lebanese Senior Club Inc.
The Trustee For Parish of St. Vasilios Brunswick Elderly	United Filipino Elderly Group Inc.	Vietnamese Arthritis Association Victoria
The Union of Christians From Constantinople in Vic	United Seniors Club inc.	Vietnamese Association in Hobsons Bay
The Vedic Society of Victoria	United Slavic Pensioners Group	Vietnamese Australian Senior Association of Victoria Inc.
The Village of St. Pats Inc.	United Sri Lankan Muslim Association of Australia	Vietnamese Senior Citizens Group in Hume
The Whitehorse Club Ltd	Valguarnera Social Club	Vietnamese Senior Cultural Association Inc.
The Zoroastrian Association of Victoria Inc.	Vicentini Nel Mondo Circolo Di Myrtleford	Viva A Vida Foundation Ltd
Thomastown East Greek Senior Citizens Club Inc.	Victoria Australia Samoa Seniors Association Inc.	Vizzini Social Club
Thomastown East Italian Senior Citizens Club Inc.	Victoria Beijing Seniors Association Inc.	Voluntary Outreach Club Inc.
Tigrian Community Assoc in Victoria	Victoria Chinese Seniors Cooking Club inc.	Wandin and District Senior Citizen Club Inc.
Toscana Social Club Inc.	Victoria Chinese Traditional Folk Dance Asso. Inc.	Warrantyte Senior Citizens Centre Inc.
Tripoli Social Club Inc.	Victoria Hua Xin Chinese Women's Association Inc.	Wave Care Inc.
Turkish Cypriot Elderly Women's Association Inc.	Victoria Malayalee Seniors Association Inc.	Waverley Chinese Senior Citizens Club Inc.
Turkish Elderly and Pensioners Association Inc.	Victoria Tamil Senior Citizens Benevolent Society Australia Inc.	Waverley Community Learning Centre Inc.
Turkish Women's Recreation Group Inc.	Victorian Arabic Social Services Inc.	We Belong Australia Inc.
Twilight Performing Arts Assoc.	Victorian Assyrian Community Inc.	Welcome Senior Women's Group Inc.
U3a Chinese in Yarra Inc.	Victorian Bangladeshi Community Foundation (VBCF)	Welcome To Eltham Inc.
U3a Moreland Inc. University of The Third Age	Victorian Chinese Seniors Inc.	Werribee Senior Citizens Club
		West Seniors Asso. Inc.
		West Sunshine Greek Citizens Club

West Sunshine Multicultural Senior Citizens Centre Inc.	Whittlesea Maltese Senior Citizens Club Inc.	Ya Hui Arts Association of Melbourne Inc.
West Sunshine Turkish Senior Citizens Group	Whittlesea Northern Cyprus Turkish Women's Group Inc.	Yachad Senior Citizens Club
Western (Vic) Tamil Seniors Club Inc.	Whittlesea Senior Citizens Club	Yarra Chinese Friendship Association inc.
Western Chinese Friendship Association	Whittlesea Turkish Women's Association Inc.	Yarra Chinese Mini-Fiction Writers Association of Australia Inc.
Western Karen Elder Group inc.	Whittlesea U3a Inc.	Yarra Ethnic Arts Exchange Association Inc.
Western Region Maltese Women's Group	Williamstown and Districts Greek Elderly Club Inc.	Yarra Healthy Life Association Inc.
Western Suburbs Greek Seniors Group Inc.	Williamstown Italian Social Club Inc.	Yarra Valley Italian Cultural Group Inc.
Western Suburbs Maltese Association Inc.	Wisdom Senior Club inc.	Yoruba Heritage and Cultural Association of Victoria Inc.
Whitehorse Chinese Senior 'You Yi' Friendship Association	Whittlesea & District Greek Elderly Citizen Club Incorporation	Young Generation Filipino Senior Citizens Club of The South East Inc.
Whittlesea Chinese Association Inc.	Woman's Greek Club Olympia	Yugoslav Australian Workers Centre Brotherhood Unity Inc.
Whittlesea Combined Pensioners Association Inc.	Women's Friendship Group	Zhangzhou Senior Club
Whittlesea Malaysian Social & Seniors Club Inc.	Wonthaggi Italian Senior Citizens Club Inc.	
	Xinjiang Chinese Association of Australia Inc.	

Multicultural Seniors Support 2021–25 (Part 2 of 2)

Funding was provided to 981 multicultural seniors' organisations to support their members and build stronger community connections. Apart from the organisations listed above receiving \$2,000 each, these organisations also received funding support.

Organisation	Payment \$
Asian Business Association of Wyndham	8,800
Australian Vietnamese Women's Association	4,400
Belgium Avenue Neighbourhood House Incorporated	4,400
Cretan Brotherhood of Melbourne and Victoria	4,400
Ethnic Discussion Club Inc.	4,000
Greek Orthodox Community of Whittlesea	6,000
Hellenic Community of The City of Moorabbin Limited	4,000
Latino-America Women Assoc. in Victoria	4,000
Macedonian Senior Citizens Pelister Club St Albans	4,000
Russian Women's Ogonyok Inc.	8,000
Serbian Community Association of Australia Inc	4,400
Serbian Social Services and Support Inc	4,400
Sewa International (Aust) Inc.	4,000
Soloukhin Russian Literature Society Incorporated	4,400
Springvale Neighbourhood House Inc	4,400
The Community of Cypriots of the Northern Suburbs of Melbourne Inc	4,400
West Sunshine Multicultural Spanish Senior Citizens Inc	4,000

Regional Multicultural Festivals and Events Fund

This fund supports regional multicultural community organisations and metropolitan organisations to deliver events across regional Victoria. The aim of the fund is to attract more visitors to regional Victoria and provide support to regional multicultural organisations so they can celebrate and share their culture. Funding to rural and regional communities is a key priority in recognition that these communities often have less access to resources and networks.

Organisation	Payment \$
AfriCare Community Services Inc.	8,500
Albanian Moslem Society Shepparton Inc.	28,875
Albury Wodonga Indian Australian Association	5,000
Albury Wodonga Malayalee Association Inc.	4,000
Albury Wodonga Regional Foodshare	47,737
Albury-Wodonga Ethnic Communities Council Inc.	17,216
Ararat Rural City Council	4,675
Artists For Kids Culture	8,250
Artists Upgrading Social Norms Inc.	13,500
Association of Bengalis in Geelong Inc.	7,000
Association of Eratyra Inc.	6,500
Australia Asia Business Association Inc.	7,000
Australian Greek Ex-Servicemen's Association Inc.	3,364
Australian Karen Organisation	31,894
Australian Vietnamese Women's Association	29,601
Austrian Club Geelong Inc.	2,700
Ballarat Hindu Temple & Cultural Centre	53,900
Ballarat Indian Association Inc.	6,500

Organisation	Payment \$
Ballarat Malayalee Association Inc.	15,001
Ballarat Nepali Samaj Inc.	9,563
Ballarat Regional Multicultural Council Inc.	58,273
Ballarat Tamil Sangam Inc.	5,625
Ballarat Telugu Association Inc.	5,150
Benalla Migrants Association Inc.	50,000
Bendigo Interfaith Council Inc.	1,450
Bendigo Malayalee Association	9,750
Bodhi Dhamma Buddhist Association (Bendigo) inc.	37,125
Budja Budja Aboriginal Co-Operative Limited	5,500
Castlemaine Community House inc.	5,491
Chabad of Rara Limited	5,501
Charlton Neighbourhood House Inc.	5,115
Chinese Association of Geelong	5,000
Chinese Australian Cultural Society Ballarat inc.	10,125
Chinese Performing Arts Development	10,000
Chinese Seniors Cultural Association Inc.	3,000
Club Italia Geelong Inc.	16,500
CresFest inc.	2,750
Donald Learning Group Inc.	5,500
Eaglehawk Community House Inc.	17,998
Ethnic Council of Shepparton and District Inc.	17,820
Filipino Australian Friends Assoc	5,000
Filipino Australian Friendship Association of Geelong Incorporation	15,000
Geelong Latin American Movement (Glam) Inc.	6,250

Organisation	Payment \$
Geelong Nepalese Association Inc.	10,624
Golden Horseshoes Festival Committee Inc. A0050287m	11,475
Golden Square Pool Inc. A0058968g	30,000
Greater Geelong Malayalee Association Inc.	15,300
Greater Shepparton Nepalese Community	12,150
Hare Krishna Food for Life Inc.	46,203
Hepburn Springs Swiss Italian Festa	7,500
Hispanos Unidos De Victoria Inc.	5,200
Hockey Victoria inc.	7,079
International Council for Engineers, Australia Inc.	4,000
International Society for Krishna Consciousness Melbourne Limited	4,675
International Women's Group Inc.	3,800
Islamic Society of Geelong Inc.	12,622
Kaithangu-The Helping Hands Ballarat Keralites' Foundation of Australia	17,250
Kerala Hindu Society Bendigo Inc.	10,125
Loddon Campaspe Multicultural Services Inc.	46,751
Macedonian Orthodox Community of Geelong Victoria inc.	9,900
Mother Cow Sanctuary Ltd	10,725
National Celtic Folk Festival Inc.	29,729
Neighbourhood Collective Australia Ltd	16,375
North East Sri Lankans Association Inc.	5,000
Russian Ethnic Representative Council of Victoria Inc.	5,500
Segmento Foundation Pty Ltd	25,000

Organisation	Payment \$
Serbian Orthodox Monastery St Sava	5,000
Shepparton Arts Festival Inc.	52,426
Shepparton Italian Social Club Inc.	9,900
Shepparton Malayalee Association	13,500
Smart Health Global Australia Inc.	10,395
Spanish Association of Geelong Inc.	3,200
Sri Lankan Association of Goulburn Valley Inc.	5,000
St Paul's Social Catholic Club Inc.	6,023
Sunraysia Alevi Senior Citizens Inc. and Sunraysia Alevi Turkish Association	4,900
Sunraysia Indian Association Inc.	13,501
Sunraysia Mallee Ethnic Communities Council Inc.	46,750
Sunraysia Punjabi Association	5,000
Swan Hill Rural City Council	5,500
The Bendigo Chinese Association Inc.	3,395
The Boite (Vic) Inc.	1,650
The Buddhist Society of Victoria Inc.	3,850
The Croatia Community Centre of Geelong Inc.	4,950
The Great Stupa of Universal Compassion Limited	59,414
The Nigerian Society of Victoria	26,250
United Muslim Sisters of Latrobe Valley	2,500
Victoria Arya Samaj Inc.	2,750
Vietnamese People of Geelong (Inc.)	8,750
Vision Hub Australia inc.	14,930
Warrnambool Multicultural Association inc.	24,500

Organisation	Payment \$
Wimmera Southern Mallee Development Limited	6,573
Yoruba Heritage and Cultural Association of Victoria Inc	17,500

Supported Playgroups for New Arrivals

This program funds 21 supported playgroups across metropolitan Melbourne to support newly arrived families with young children with improved settlement and education outcomes.

Organisation	Payment \$
VicSeg New Futures	335,995

Supporting Asylum Seekers Initiative

The program provides case management, essential support and housing support for asylum seekers in Victoria.

Organisation	Payment \$
Asylum Seeker Resource Centre Inc.	1,617,000
Australian Red Cross Society	1,298,000

VACAP Community Employment Brokers Program

Funding to support African Australian job seekers to gain and retain employment, contributing to increased social and economic inclusion and assisting Victorian businesses to meet their skills and labour need.

Organisation	Payment \$
Afri-Aus Care inc.	118,938
AfriCause	118,938
Kowanj Australasia Limited	118,938
Merri Community Health Services Limited	118,938
Somali Women Development Association Inc.	118,938
Spectrum Migrant Resource Centre Ltd	118,938
Ubuntu Project Limited	118,938

Organisation	Payment \$
Wyndham Community & Education Centre Inc.	118,938

Victorian African Communities Action Plan (VACAP) grants

VACAP Alcohol and Other Drug (AOD) Initiative — Funding is provided to support Victorian African community organisations deliver targeted case management, community engagement and training on AOD harm to young people of African heritage and their families.

Organisation	Payment \$
Odyssey House, Victoria	567,600

Victorian African Communities Action Plan Mental Health Initiative

Mental health, sports and employment funding is provided to support the South Sudanese community through the delivery of a range of mental health, sports and employment programs.

Organisation	Payment \$
African Youth Alliance Inc.	73,700
Nas Recovery Centre Ltd	73,700
Victorian Foundation for Survivors of Torture Inc.	72,600

West Welcome Wagon 2024–25

Funding is provided to enable West Welcome Wagon to expand its reach, increase its social impact and contribute to a more sustainable and welcoming community for people seeking asylum and refugees; and further develop its organisational capacity and financial sustainability.

Organisation	Payment \$
West Welcome Wagon Inc.	55,000

Output: Public Administration Advice and Support

Contribution to Government of South Australia

Grants to the South Australian Government for the agreed contribution to the Council for the Australian Federation Secretariat by jurisdiction 2024-25.

Organisation	Payment \$
Government of South Australia - Department of Premier and Cabinet	209,400

Donation to Very Special Kids

One-off donation in memory of Sister Margaret Noone.

Organisation	Payment \$
Very Special Kids	10,000

Appendix 5: 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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