

# IPAA Victoria

## How Modern Government Works

2024

# Acknowledgement of Country

Ideas Advisory acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present.

We extend that respect to all Aboriginal and Torres Strait Islander people today.

# Chatham House Rule



When a meeting, or part thereof, is held under the **Chatham House Rule**, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

# Event Speakers



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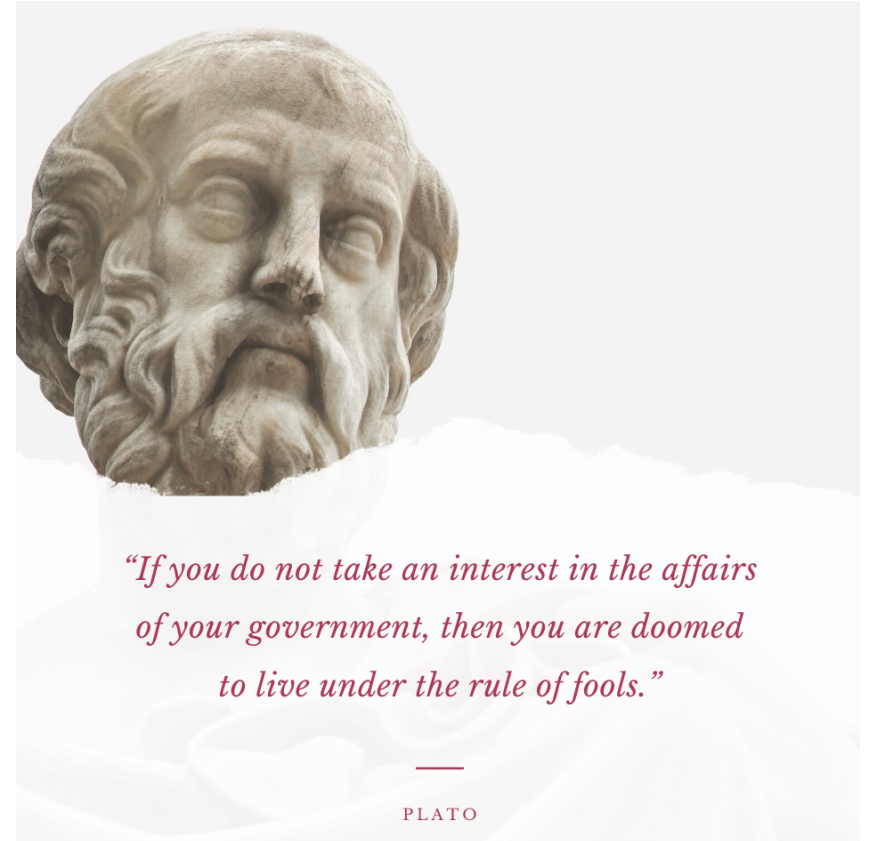
# Slides

<https://ideasadvisory.com.au/services/information-sessions/slide-packs/>

The screenshot shows the Ideas Advisory website interface. At the top, there is a teal header with contact information: +61 411 885 889 and info@ideasadvisory.com.au. Below this is the Ideas Advisory logo and a navigation menu with items: Welcome, Our people, Services (circled with a red '1'), IMS, Business Case, and Articles. A large teal banner with the text 'Slide packs' is prominently displayed. Below the banner, there are three main content sections: 'Building the Business Case' (with sub-items for 2024 and 2023 slide packs), 'How modern government works' (with sub-items for 2024 and VRGF 03 2024 slide packs), and 'Investment Management Standard Informatic' (with a sub-item for 2024 Muswellbrook Shire Council slide pack). A secondary navigation menu is open, listing various services: Investment logic mapping, Pre-budget business case review, Business case development, Benefit management, Corporate planning, Information sessions (circled with a red '2'), Graphic recording, Gateway reviews, Expert panels, Clients, and Testimonials. A third menu is open under 'Information sessions', listing: Investment Management Standard, Business case training, IPAA, and Slide packs (circled with a red '3'). At the bottom, there is a footer with a disclaimer: 'Ideas Advisory would like to acknowledge the © State of Victoria, © State of New South Wales and the © Cor... developing some of these materials.'

# Event **Agenda**

- Introduction and welcome
- Part 1: **Development of Government in Australia**
- Part 2: **Development of Government in Victoria**
- Part 3: **Role of Departments and Statutory Entities**
- Part 4: **Cooperation, integrity, independence and accountability**
- Part 5: **My role within the department and government**
- Wrap-up and farewell



# About the Victorian **public sector**

The Victorian public sector is a 300,000 strong workforce employed by the Victorian Government to provide services and support for Victorians.

We are the people in 1800 different departments, agencies and organisations across Victoria who deliver services to the public.

We provide essential services and support for Victorians everywhere — in metropolitan, rural and regional areas. We are nurses, engineers, paramedics, economists, scientists, park rangers, school teachers, legal officers, youth justice workers, museum curators, police officers, firefighters and more.

Although we work for the government, we are independent of political parties. We are impartial, treating all members of the community equally and fairly. Our advice to the government is impartial, frank, and fearless. It has to be so we can be effective in meeting the needs of the community.

# Icebreaker

- Split into groups of 5-6 people
- Introduce yourself
- Discuss what you want to get out of today
- Discuss some Government Speak you have heard
- Pick a speaker to report back to the broader group

## Government **Speak**



'Sometimes one is forced to consider the possibility that affairs are being conducted in a manner which, all things being considered and making all possible allowances is, not to put too fine a point on it, perhaps not entirely straightforward.'

Translation:

'You are lying.'



# Part 1

# Development of Government in Australia

A brief introduction to governance in Australia

# Pre-colonisation

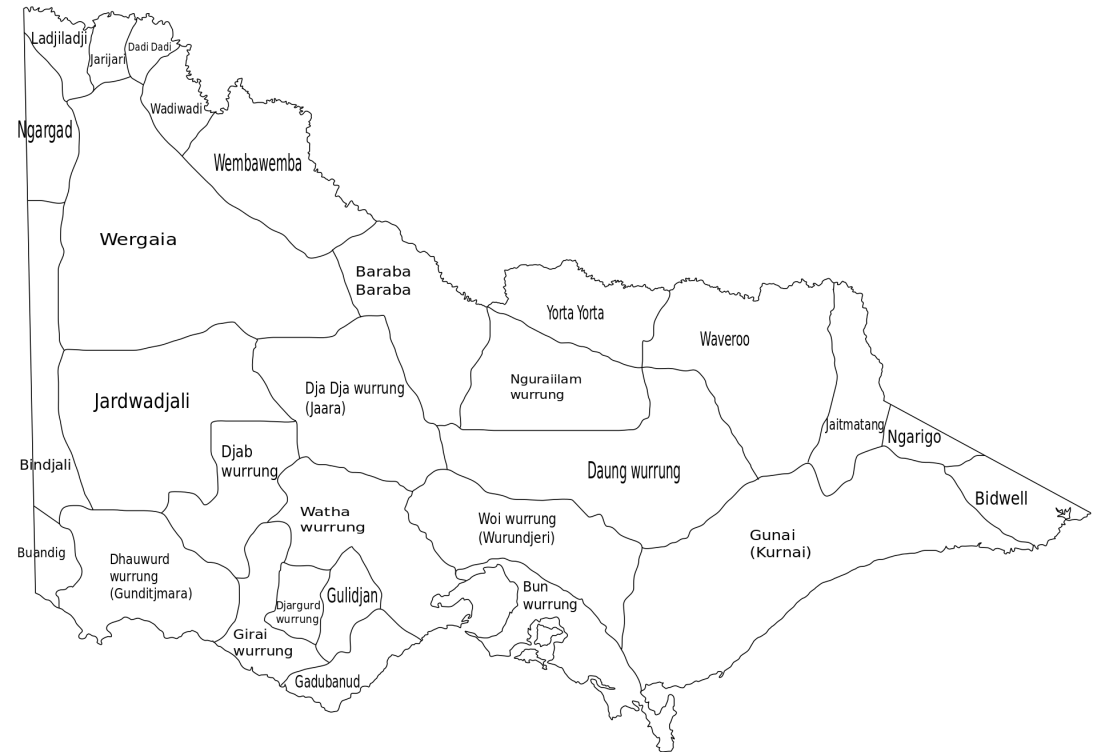
Proud of the  
world's oldest  
continuous  
cultures.



**Deadly  
& proud.**

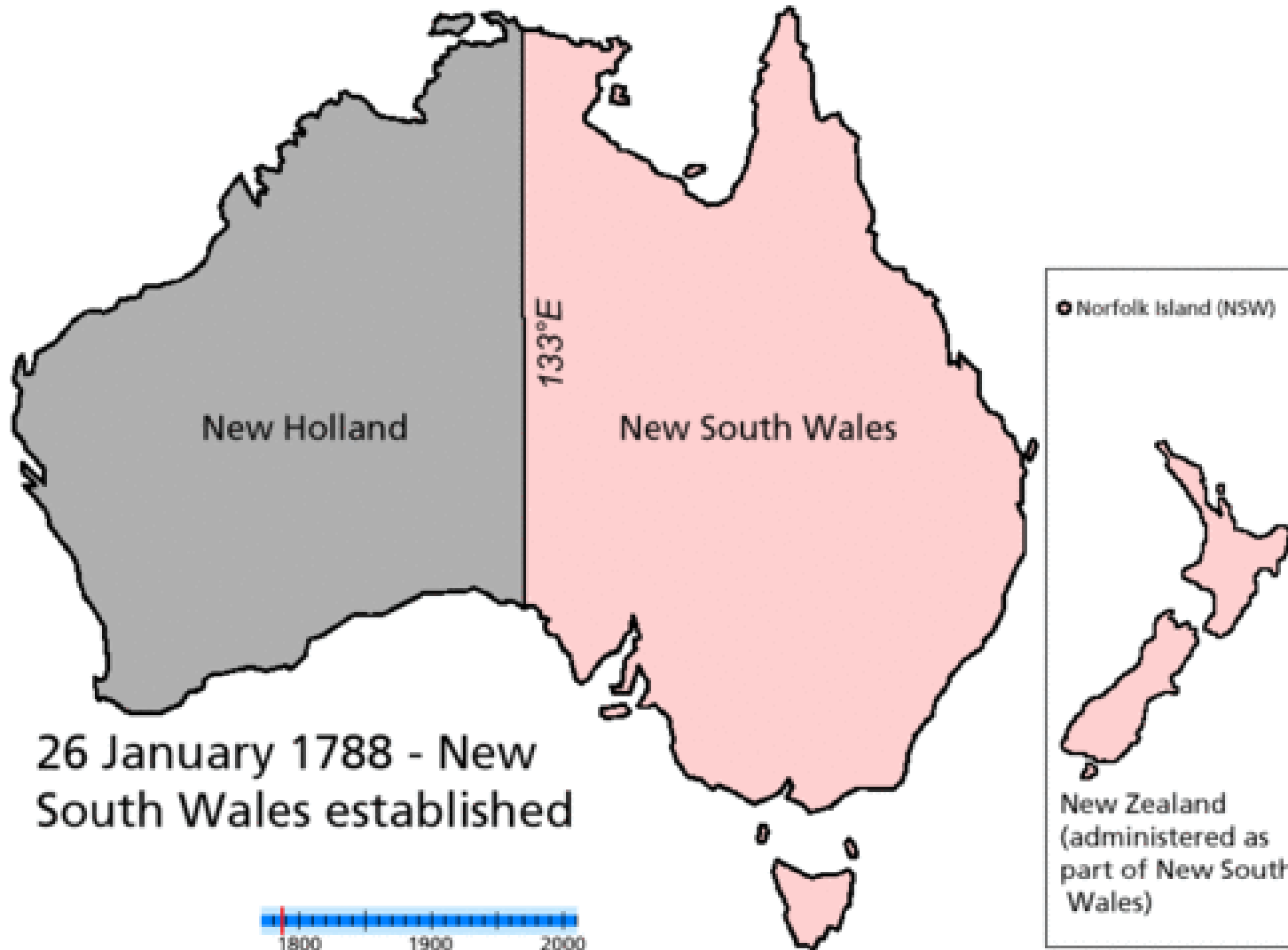
Victoria, on the path to treaty.

deadlyandproud.com.au | 



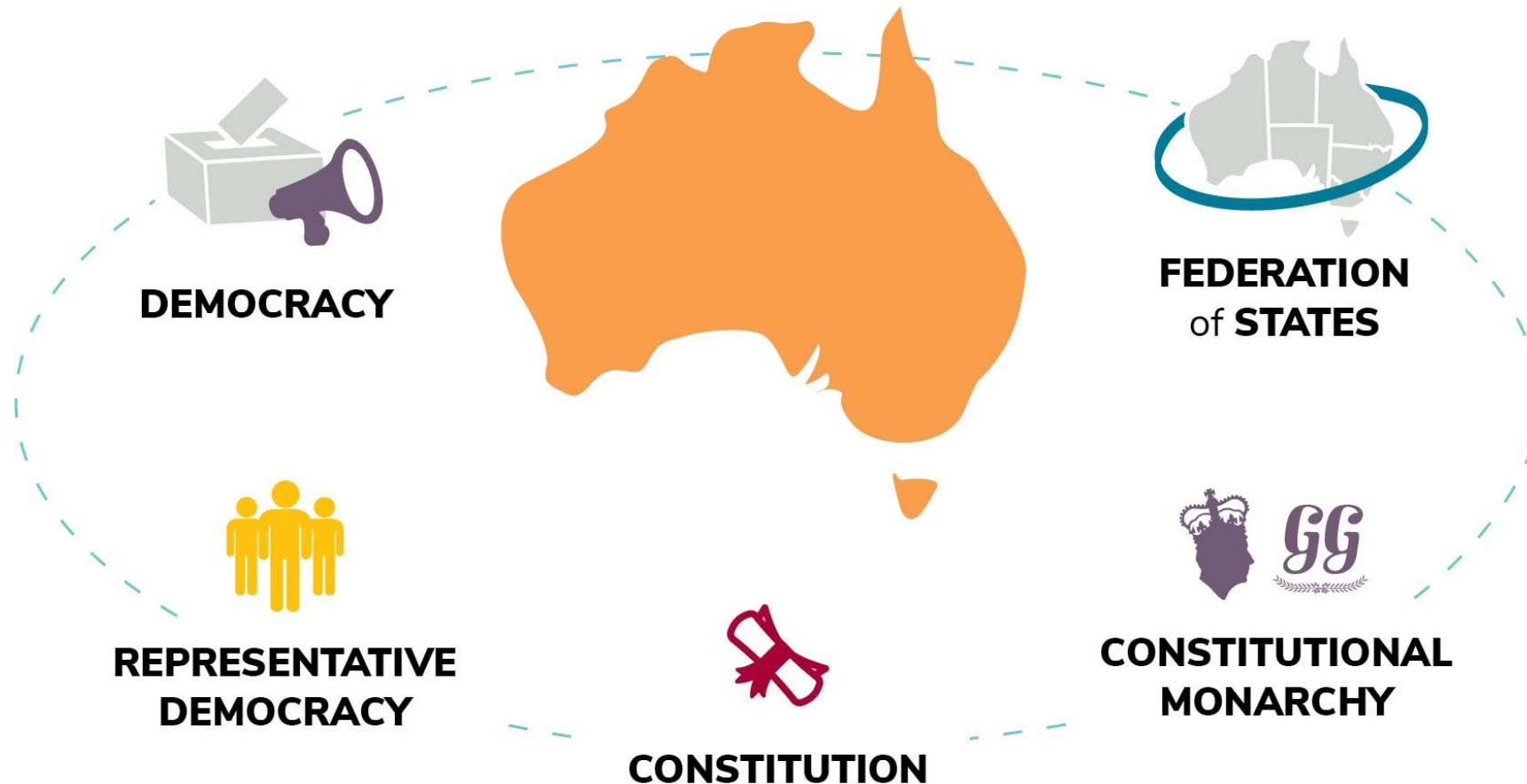
Deadly & Proud is a Victorian Government campaign sharing stories from Aboriginal Victorians and Traditional Owners which instil pride in Victoria's Aboriginal cultures, resilience, communities, and our path to treaty and truth and justice. Find out more by visiting the website, [deadlyandproud.vic.gov.au](https://deadlyandproud.vic.gov.au) #DeadlyandProud

# Colonies to States

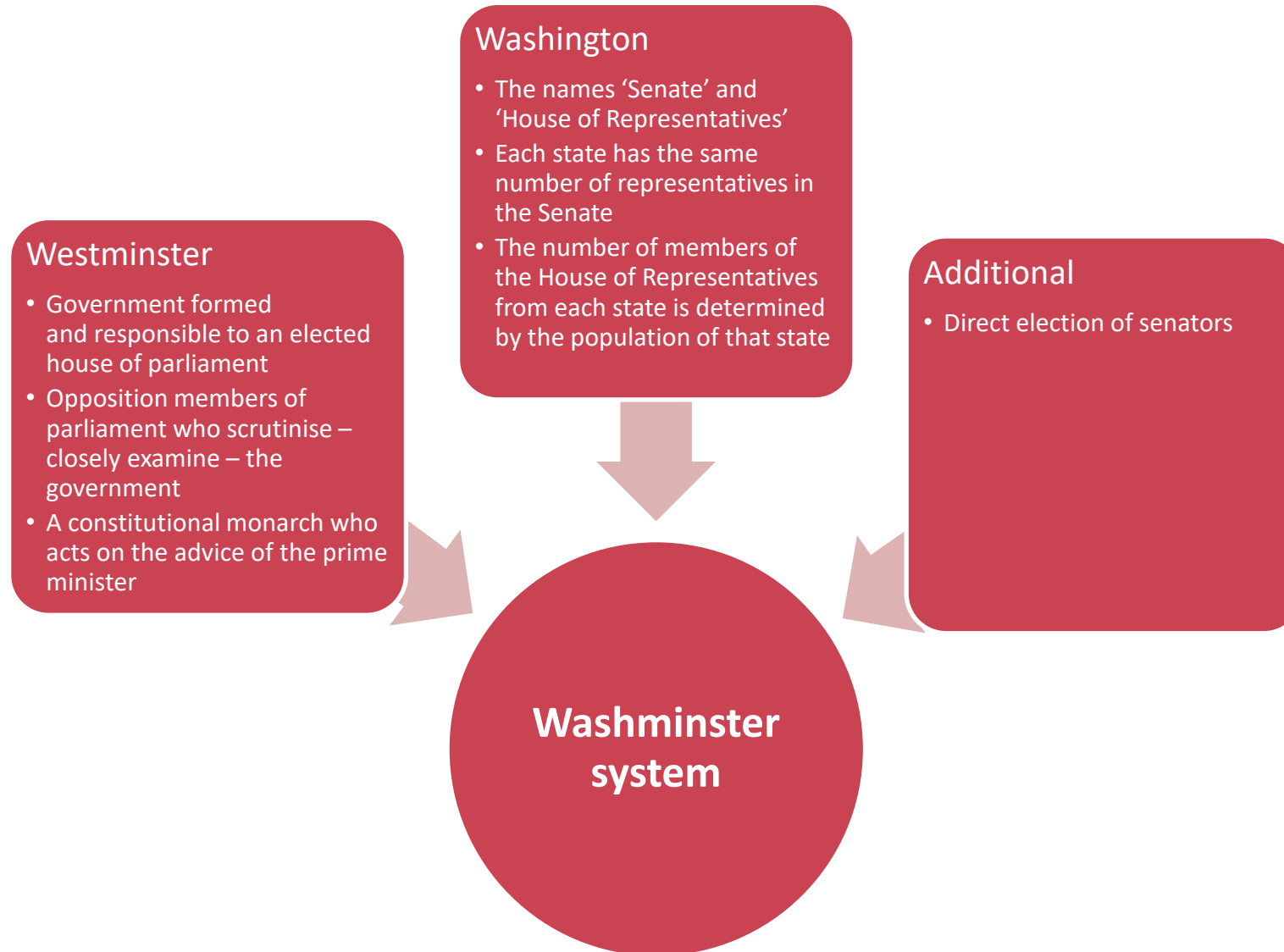


# The Australian system of government

## THE AUSTRALIAN SYSTEM OF GOVERNMENT



# Development of a **political system**



# Four key ideas of Australian democracy



## Active and engaged citizens

Citizens have a voice and can make changes in society



## An inclusive and equitable society

We work towards a society where everyone is respected and free



## Free and franchised elections

We get to stand for election and choose who makes decisions on our behalf



## The rule of law for both citizens and the government

Everyone is equal before the law and must follow the law

# Federal Government

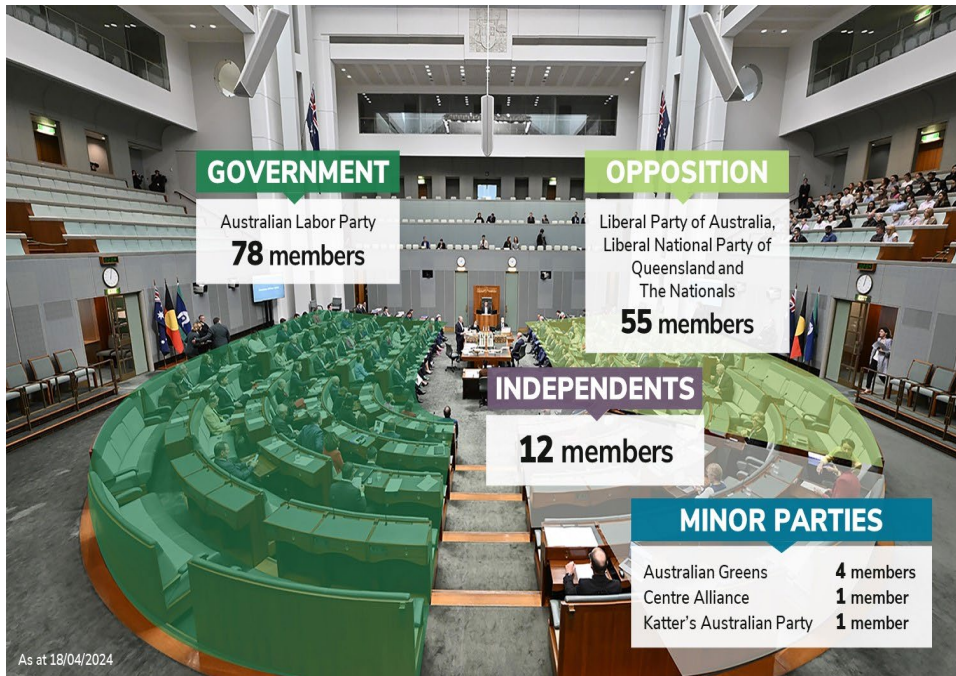
What does it do?



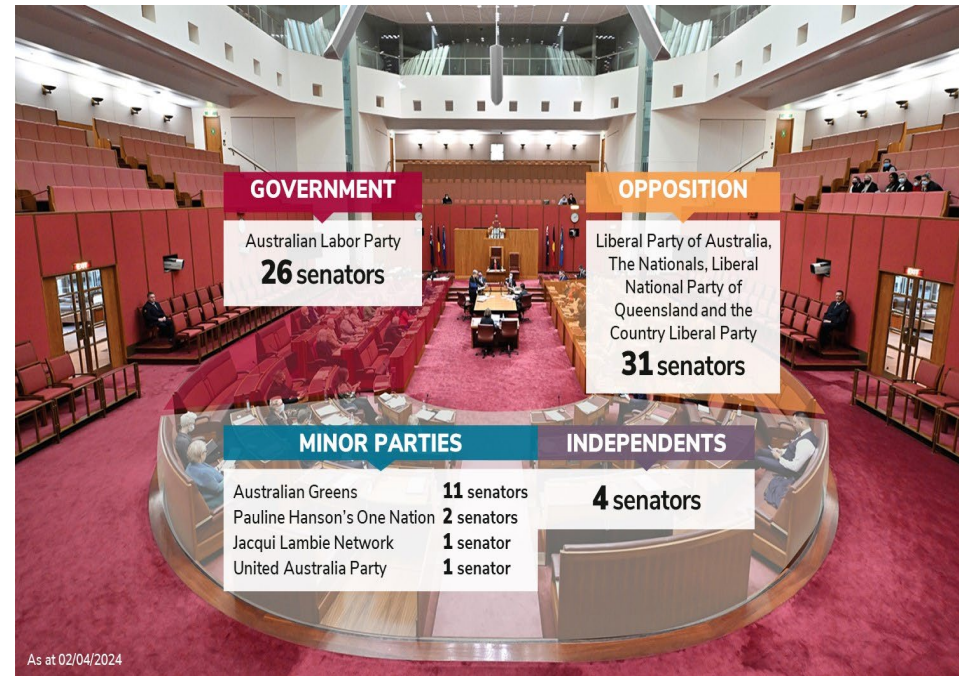
Cape Otway Lightstation, Great Ocean Road, Victoria.

# Number of members

## Composition of the House of Representatives



## Composition of the Senate





# Ratio of electors to members

## Composition of the House of Representatives

Number	State/Territory
3	Australian Capital Territory
47	New South Wales
2	Northern Territory
30	Queensland
10	South Australia
5	Tasmania
39	Victoria
15	Western Australia
<b>151</b>	<b>Total</b>

Number	Gender
58	Female
93	Male

## Composition of the Senate

Number	State/Territory
2	Australian Capital Territory
12	New South Wales
2	Northern Territory
12	Queensland
12	South Australia
12	Tasmania
12	Victoria
12	Western Australia
<b>76</b>	<b>Total</b>

Number	Gender
43	Female
33	Male

# States

State	Capital	Population (Sept 2022)	Area (km <sup>2</sup> )	Population Density (/km <sup>2</sup> )	No. of Reps. in Aus House	Governor	Premier (Party)
New South Wales	Sydney	8,394,714	800,150	10.24	47	Margaret Beazley	Chris Minns (Labor)
Victoria	Melbourne	6,865,358	227,416	28.47	38	Margaret Gardner	Jacinta Allan (Labor)
Queensland	Brisbane	5,495,524	1,729,742	2.93	30	Jeannette Young	Steven Miles (Labor)
Western Australia	Perth	2,905,922	2,527,013	1.08	16	Chris Dawson	Roger Cook (Labor)
South Australia	Adelaide	1,860,054	984,321	1.77	10	Frances Adamson	Peter Malinauskas (Labor)
Tasmania	Hobart	573,328	64,519	6.31	5	Barbara Baker	Jeremy Rockliff (Liberal)

# Territories

Internal territories of Australia						
Territory	Capital (or largest settlement)	Population (Sept 2022)	Area (km <sup>2</sup> )	Population Density (/km <sup>2</sup> )	No. of Reps. in Aus House	Chief Minister
Australian Capital Territory	Canberra	469,194	2,358	192	3	Andrew Barr (Labor)
Northern Territory	Darwin	252,469	1,347,791	0.18	2	Eva Lawler (Labor)
Jervis Bay Territory	None (Jervis Bay Village)	405	67	6.04	Part of the Division of Fenner (ACT)	None

# Territories

## External territories of Australia

Territory	Capital (or largest settlement)	Population (Jun 2018)	Area (km <sup>2</sup> )	Population Density (/km <sup>2</sup> )
Christmas Island	Flying Fish Cove	1,938	135	14
Norfolk Island	Kingston	2,601	35	74
Cocos (Keeling) Islands	West Island	547	14	39
Australian Antarctic Territory	None (Davis Station)	60	5,896,500	0.0000102
Coral Sea Islands	None (Willis Island)	4	780,000	0.000005
Ashmore and Cartier Islands	None (offshore anchorage)	0	199	0
Heard Island and McDonald Islands	None (Atlas Cove)	0	372	0

# Comparative terminology

Entity	Type of entity	Tie to the monarch	Domestic administrator	Head of government	Upper House of Parliament	Lower House of Parliament	Member of Parliament			
							Upper house	Lower house <sup>1</sup>		
Commonwealth of Australia	Federal government	Direct	Governor-general	Prime minister	Senate	House of Representatives	Senator	MP		
South Australia	Federated state	Direct (established by the Australia Act 1986)	Governor	Premier	Legislative Council	House of Assembly	MLC	MHA		
Tasmania						Legislative Assembly		MP		
New South Wales								MLA		
Victoria					MP					
Western Australia					N/A (abolished 1922)	MP				
Queensland					—	MLA				
Australian Capital Territory	Self-governing territory	Indirect (through the governor-general acting as "administrator")	Assembly and chief minister	Chief minister	—	Legislative Assembly	—	MLA		
Northern Territory	External territory	Indirect (through the governor-general)	Administrator	Shire president			—	Legislative Assembly	—	Councillor
Christmas Island										
Cocos (Keeling) Islands										
Norfolk Island					Mayor	Regional Council <sup>2</sup>				

1. The abbreviation MP is an acceptable, and indeed more common, term for members of each lower house.

2. Between 1979 and 2015 Norfolk Island was a self-governing external territory with its own legislature, the Norfolk Island Legislative Assembly, until this was abolished by the Commonwealth Parliament.

# The Third Tier

Local Governments are responsible for matters such as:

- Sanitation
- Local roads and Planning
- Development and Zoning
- Libraries and Parking
- Regional Economic Development
- Most financial support for LGs comes from levying local rates and charges, and from State grants.

More recently the Federal Government has made grants directly to influence or steer policy



# Local governments by type and state

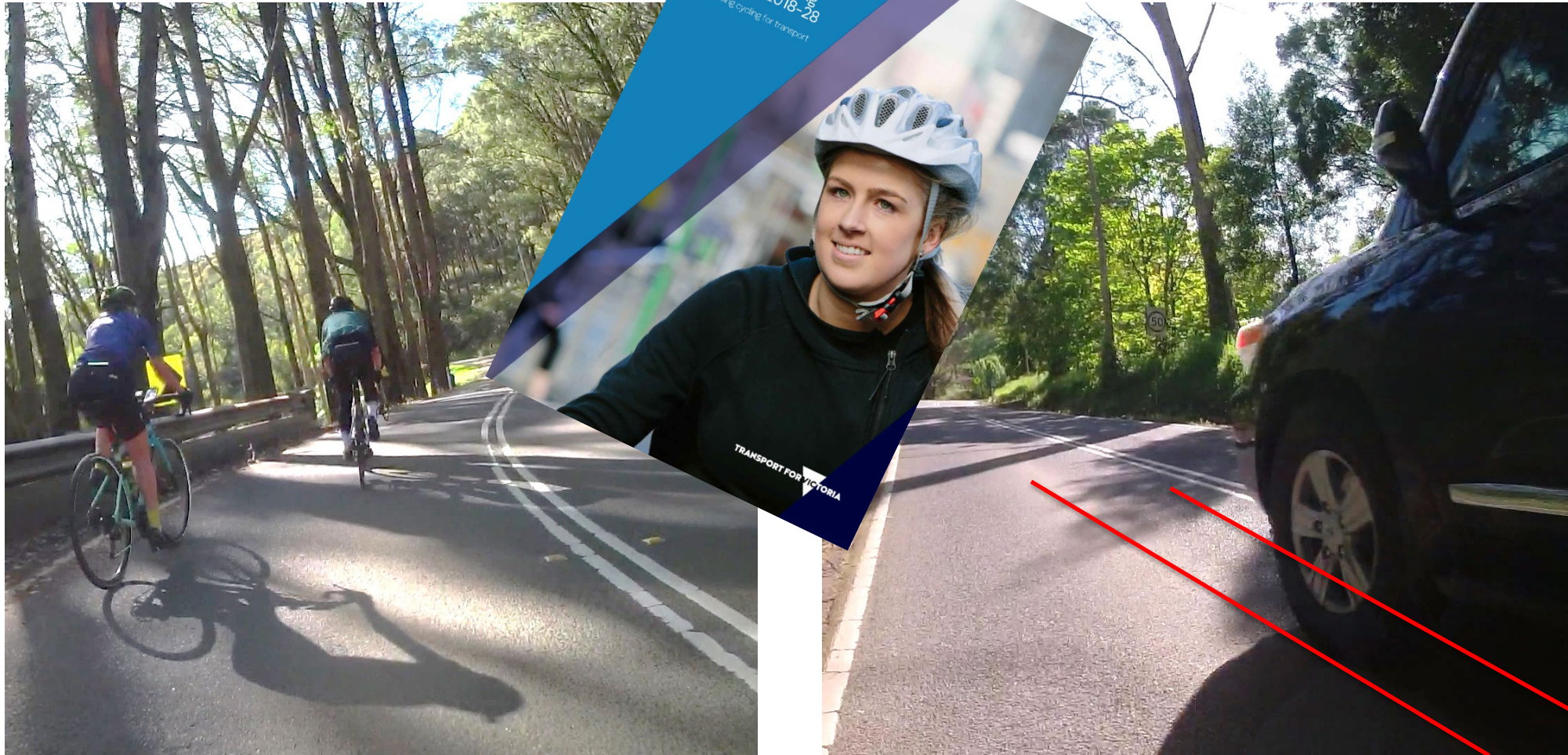
Local government area types	NSW	Vic	Qld	WA	SA	Tas	NT	ACT	Total
Boroughs		1							1
Cities	28	33	7	29	21	6	2		126
Councils	28				15				43
District councils					25				25
Municipalities	6					23	3		32
Regional councils	8				4		9		21
Rural cities		6			1				7
Shires	58	39	28	104			3		232
Towns			1	8	2				11
Aboriginal councils									5
Aboriginal shires			12						12
Region			30						30
<b>Sub-total</b>	<b>128</b>	<b>79</b>	<b>78</b>	<b>141</b>	<b>73</b>	<b>29</b>	<b>17</b>		<b>545</b>
Unincorporated	2	10			1		5	1	19
<b>Total</b>	<b>130</b>	<b>89</b>	<b>78</b>	<b>141</b>	<b>74</b>	<b>29</b>	<b>22</b>	<b>1</b>	<b>564</b>

# Who does what?

Daily tasks	Which level of government gets involved?		
	Federal Government	State Government	Local Government
Shower and get ready		<ul style="list-style-type: none"> <li>• Power, gas, water, sewerage from State corporations</li> </ul>	
Have breakfast	<ul style="list-style-type: none"> <li>• Currency</li> <li>• Trade, imports &amp; exports</li> <li>• Advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer laws</li> <li>• Shop and workplace laws</li> </ul>	<ul style="list-style-type: none"> <li>• Health inspections of shops</li> </ul>
Learn	<ul style="list-style-type: none"> <li>• Funding to States</li> <li>• Higher education</li> </ul>	<ul style="list-style-type: none"> <li>• Education Department</li> <li>• School funding and subjects</li> </ul>	<ul style="list-style-type: none"> <li>• Local kindergartens and pre-schools</li> </ul>
Go to the library	<ul style="list-style-type: none"> <li>• National Library</li> </ul>	<ul style="list-style-type: none"> <li>• State Library</li> <li>• School libraries</li> <li>• Subsidies to councils</li> </ul>	<ul style="list-style-type: none"> <li>• Local libraries</li> </ul>
Play sport	<ul style="list-style-type: none"> <li>• Australian Institute of Sport</li> <li>• National sports bodies</li> </ul>	<ul style="list-style-type: none"> <li>• State sports centre</li> <li>• Funding to local councils</li> <li>• Safety, health and education</li> </ul>	<ul style="list-style-type: none"> <li>• Local sports fields and playgrounds</li> </ul>
Watch TV	<ul style="list-style-type: none"> <li>• Broadcasting laws</li> <li>• ABC TV and Radio</li> </ul>		
Go to the doctor	<ul style="list-style-type: none"> <li>• Medicare</li> <li>• Funding to States</li> <li>• Drug control</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Ambulance services</li> </ul>	<ul style="list-style-type: none"> <li>• Community services, e.g. meals on wheels</li> </ul>
Put out the garbage	<ul style="list-style-type: none"> <li>• International treaties and national environmental policies</li> </ul>	<ul style="list-style-type: none"> <li>• Waste disposal</li> <li>• Pollution controls</li> </ul>	<ul style="list-style-type: none"> <li>• Garbage collection</li> <li>• Local environment</li> </ul>



# Case study



## Part 2

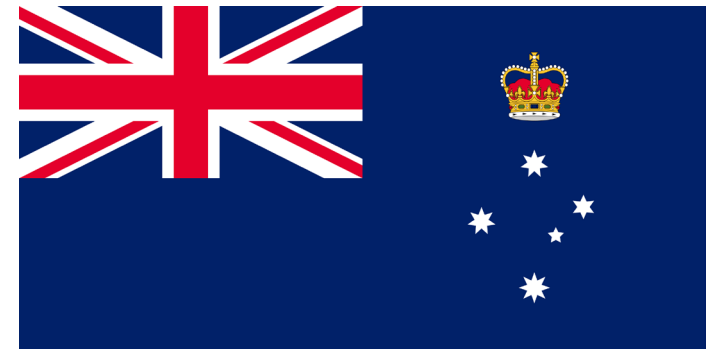
# Development of Government in Victoria

A brief introduction to governance in Victoria

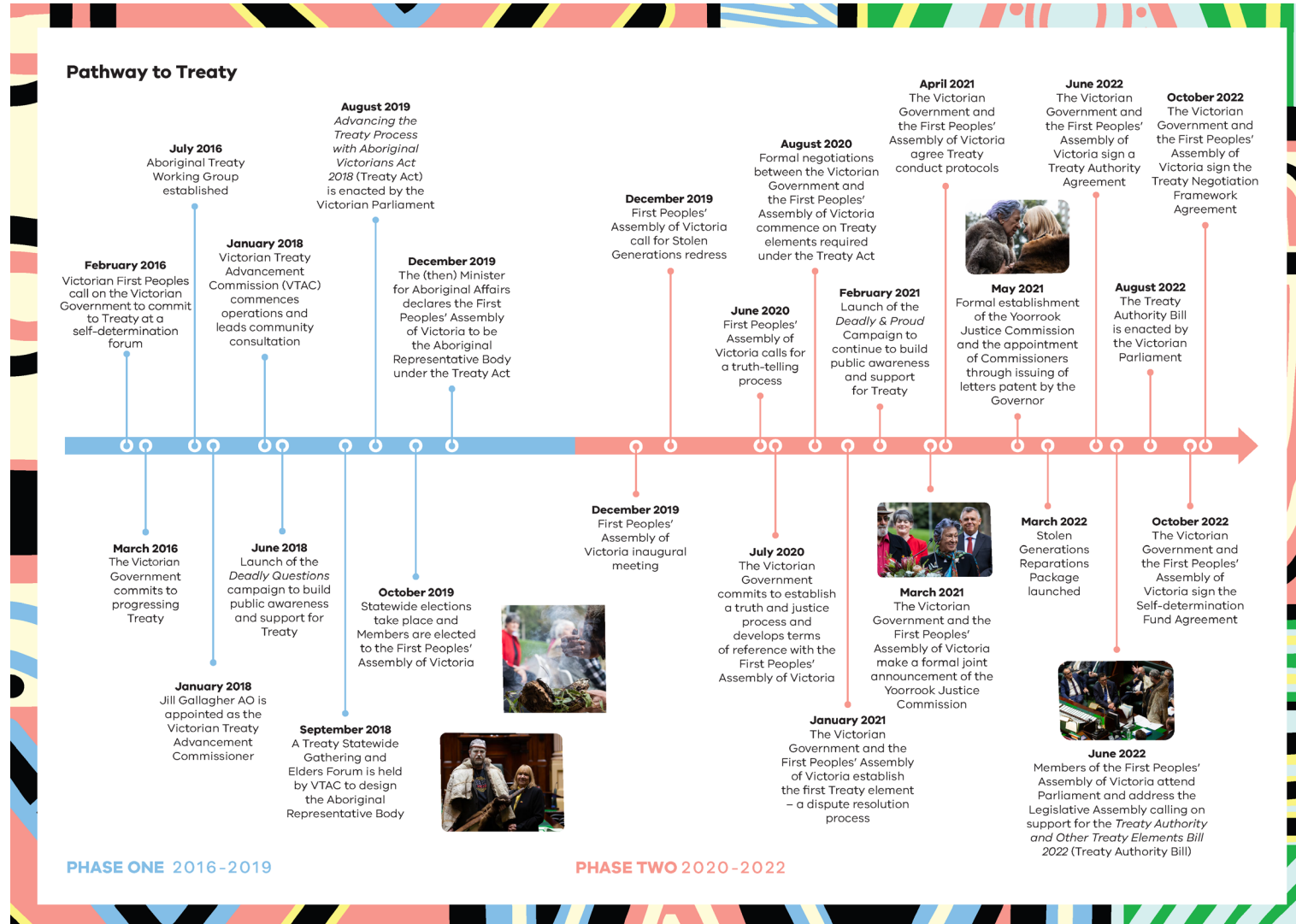
# State Government

## Victoria State Government

Formation	1 July 1851	As a responsible colonial government
	1 January 1901	As an Australian state



# Pathway to Treaty



# First Peoples' Assembly of Victoria



**FIRST PEOPLES'  
ASSEMBLY OF  
VICTORIA**



**Deadly  
& proud.**

**Victoria, on the path to treaty.**



# UK inheritance of **political structures**

- Monarch as Head of State
- Initially ruled by a Governor
- Pressure for elected advisory council (NSW 1843)
- Colony of Victoria
  - Colony with Legislative Council (1851)
  - Constitution (1855)
  - Colony with Legislative Assembly (1856)



# Government in Victoria



# The Monarch



King Charles III\*

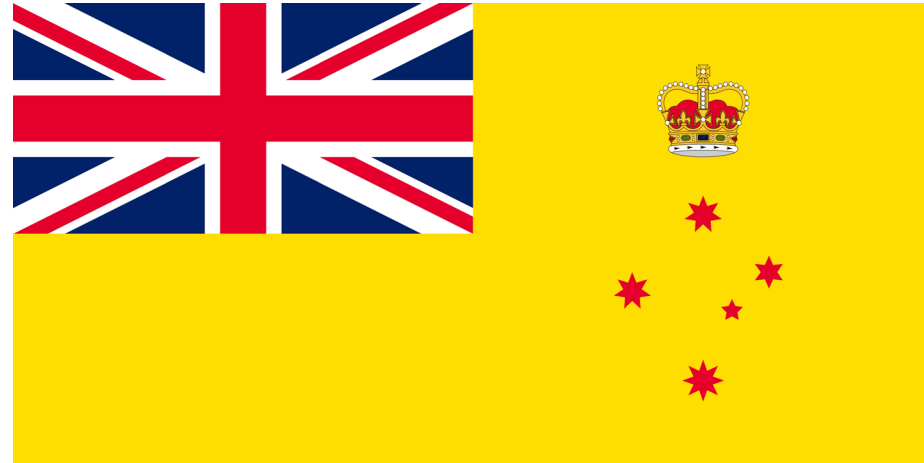
\*His Majesty Charles the Third, by the Grace of God, King of Australia and His other Realms and Territories, Head of the Commonwealth.



# The Governor as **Head of State**



Her Excellency Professor the Honourable Margaret Gardner AC is the Governor of Victoria.



# The Premier as **Head of Government**



Hon Jacinta Allan MP is the Premier of Victoria, and the Leader of the Victorian Labor Party.

She was sworn in as the 49th Premier of Victoria on 27 September 2023.

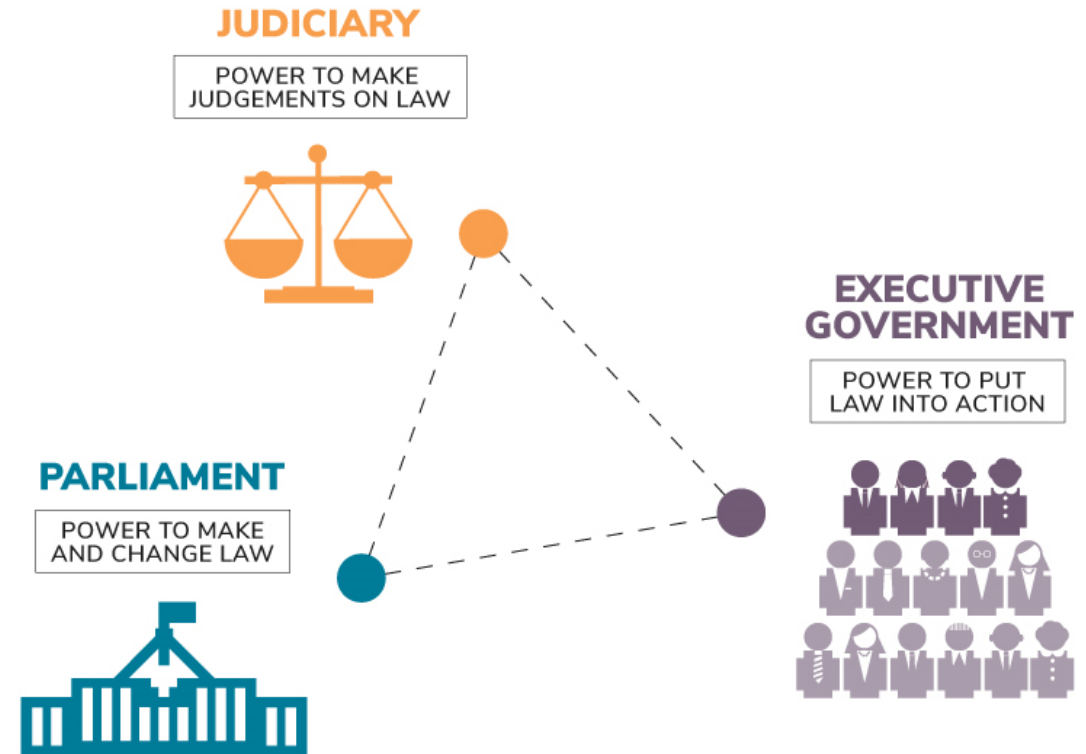
# Separation of powers

Key elements of the Constitution and the system of state governments in Australia include:

- **A Legislature [Parliament]**
- **An Executive branch [Cabinet]**
- **A separate Judiciary**

With a clear separation of power between:

- Parliament
- Executive
- Judiciary



# The Legislature - Parliament

Parliament comprises the Crown (the Governor) the Legislative Assembly (Lower House) and the Legislative Council (Upper House). This two house system is referred to as a bicameral system.

## Parliament:

- provides for the formation of Government
- passes legislation
- approves the Government's budget appropriations
- represents the people of Victoria
- scrutinises the actions of the Government

# The Executive

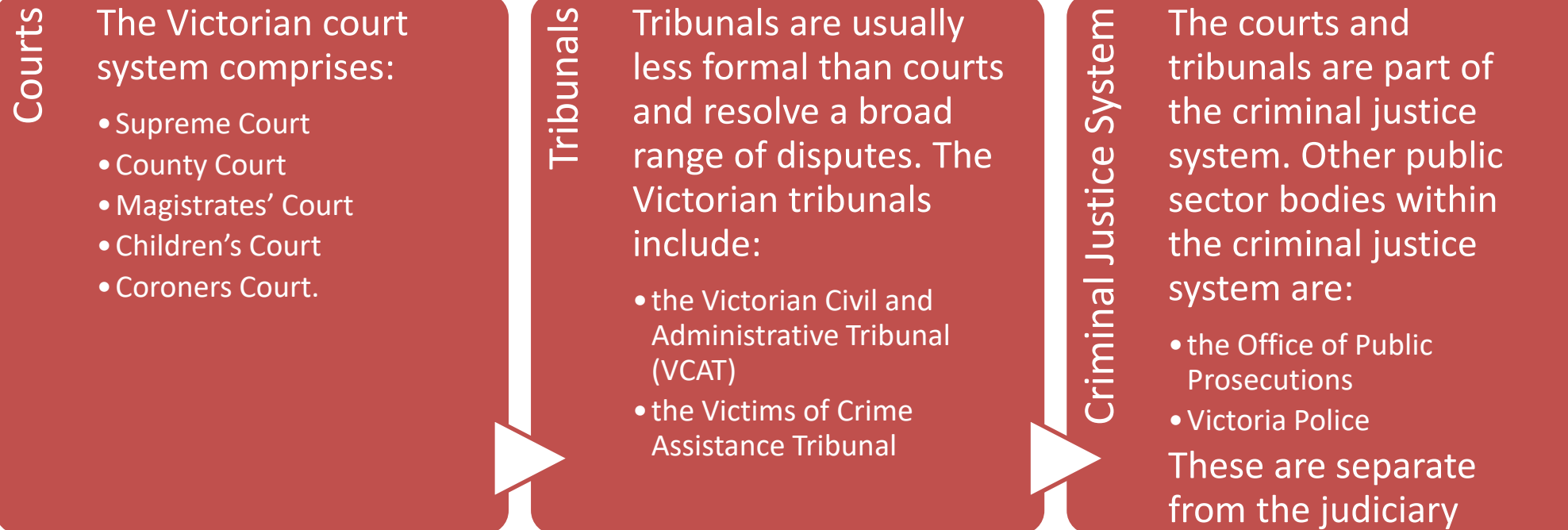
The executive is responsible for the administration of laws passed by Parliament and the delivery of public services.

The Executive is comprised of the

- Governor
- Ministers
- Administrative agencies of the government
  - Departments and public entities

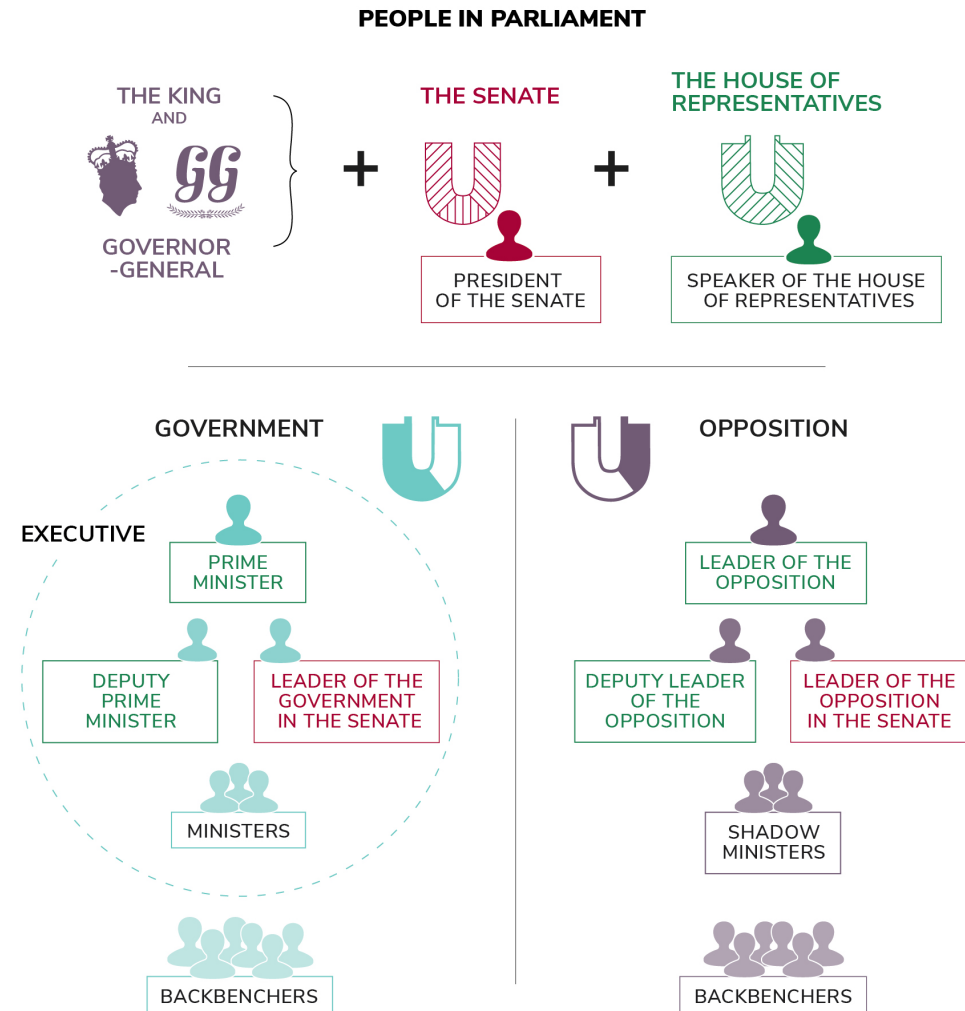
# The Judiciary

Laws are made by state and Commonwealth governments, which means there are state and Commonwealth courts and tribunals. Victoria has a number of courts and tribunals. Their role is to interpret the laws, adjudicate disputes and impose penalties on people or organisations that have broken the law.



# Parliament vs Government

	Parliament of Victoria	Victorian Government
Main roles	<ul style="list-style-type: none"> <li>To make laws</li> <li>To hold the government to account for its decisions</li> </ul>	<ul style="list-style-type: none"> <li>To govern the state and set policy</li> <li>To administer and implement laws</li> </ul>
Members	<ul style="list-style-type: none"> <li>All members of Parliament and the Crown</li> </ul>	<ul style="list-style-type: none"> <li>Premier and ministers</li> </ul>
How are members chosen?	<ul style="list-style-type: none"> <li>Elected by the Victorian people.</li> <li>Each member represents a district (Lower House) or region (Upper House) of Victoria.</li> </ul>	<ul style="list-style-type: none"> <li>Formed by the party, or coalition, that wins the majority of seats in the Legislative Assembly</li> </ul>



# Legislative Assembly

- The Legislative Assembly is the lower house of the Victorian Parliament
- Consists of 88 representatives
- 45 members needed to form Government
- Members are elected from electorates which represents an area within Victoria
- Elected every four years
- Serjeant-at-Arms
  - The Serjeant-at-Arms maintains order in the Legislative Assembly chamber and performs ceremonial duties.
  - They carry the ceremonial mace at the start of every sitting day.





# Legislative Council

- The Legislative Council is the upper house of the Victorian Parliament
- Consists of 40 representatives
- Members are elected from eight multi-member constituencies, each returning five members, and elected by proportional representation
- Elected every four years for a fixed four-year term
- Usher of the Black Rod
  - The Usher of the Black Rod keeps order in the Legislative Council Chamber and performs ceremonial duties.



# Victorian Lower and Upper House

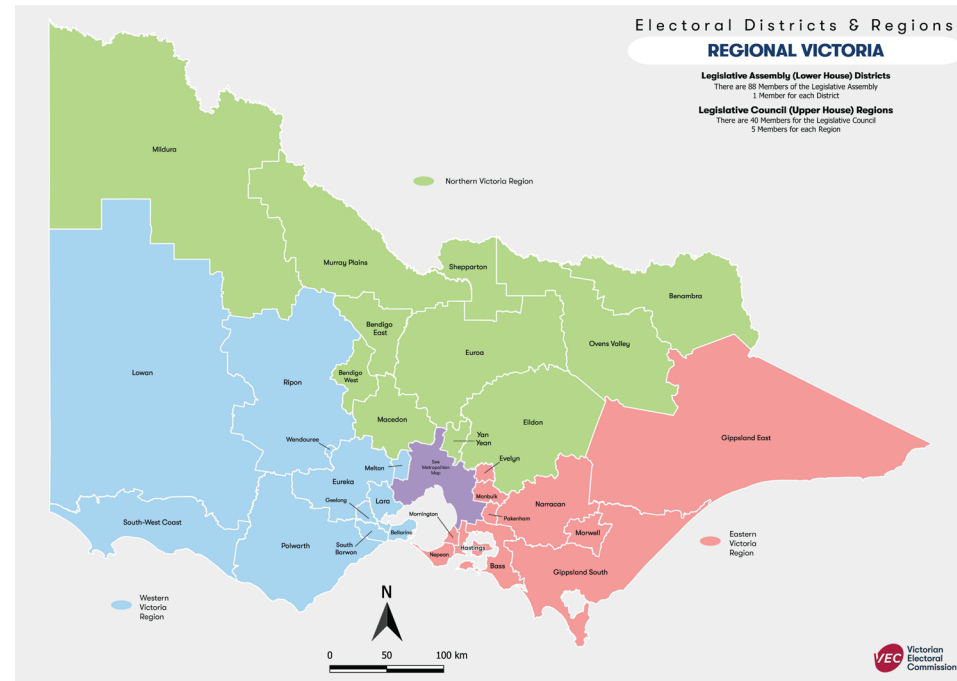
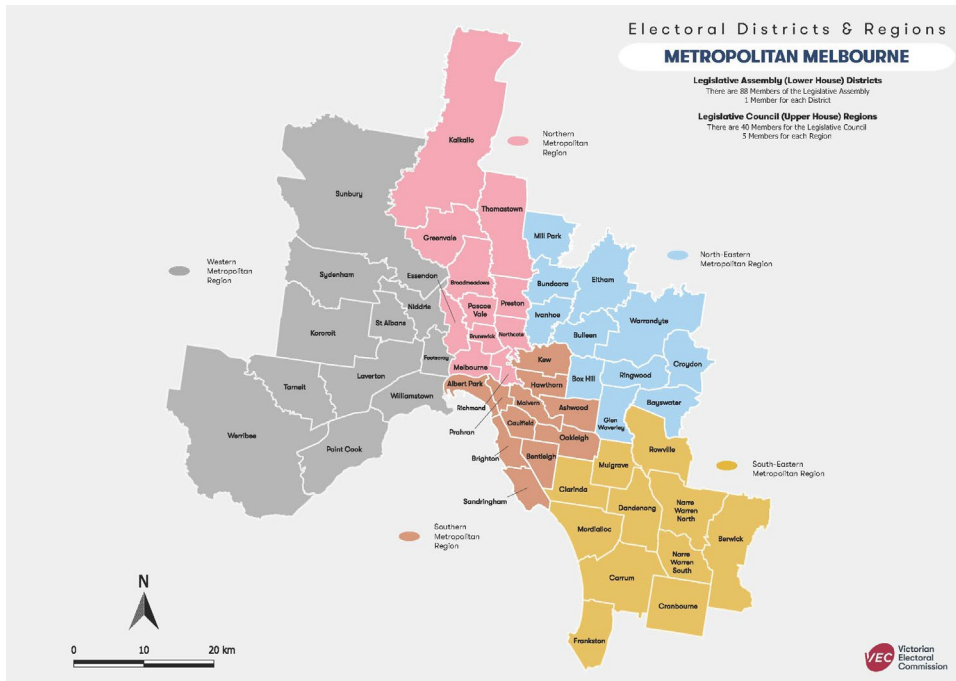
## Legislative Assembly 2022-26

Party	Seats held	
<b>Government</b>		
Labor	54	61%
<b>Opposition</b>		
Liberal	19	22%
National	9	10%
<b>Crossbench</b>		
Greens	4	5%
Independent Labor	2	2%
<b>Total</b>	<b>88</b>	<b>100%</b>

## Legislative Council 2022-26

Party	Seats	
<b>Government</b>		
Labor	15	38%
<b>Opposition</b>		
Liberal	11	28%
National	2	5%
<b>Crossbench</b>		
Greens	4	10%
Legalise Cannabis	2	5%
Animal Justice	1	3%
Libertarian	1	3%
One Nation	1	3%
Shooters, Fishers, Farmers	1	3%
Independent	1	3%
Independent Liberal	1	3%
<b>Total</b>	<b>40</b>	<b>100%</b>

# Electoral boundaries



# Parliamentary Committees

The committee system provides a way of achieving greater public input into issues being considered by Parliament.

Parliamentary committees are made up of Members of Parliament from different political parties. They investigate a particular issue and report their findings and recommendations to the Parliament.

## The work of committees facilitates:

- public debate and awareness of issues
- direct public input into parliamentary and policy processes
- personal contact between parliamentarians and the public
- in-depth investigation of issues to assist with better legislative decision

# Types of committees

There are four main types of parliamentary committees:

## Joint Investigatory Committees

- Appointed each parliament to investigate a number of different issues in particular subject areas. They are made up of members of both Houses.

## Standing Committees

- Appointed for the length of a parliamentary term to investigate a number of different issues in particular subject areas. They are made up of members of one House.

## Select Committees

- Investigate a particular issue and are dissolved when the issue is reported on. They are made up of members of one House.

## Domestic Committees

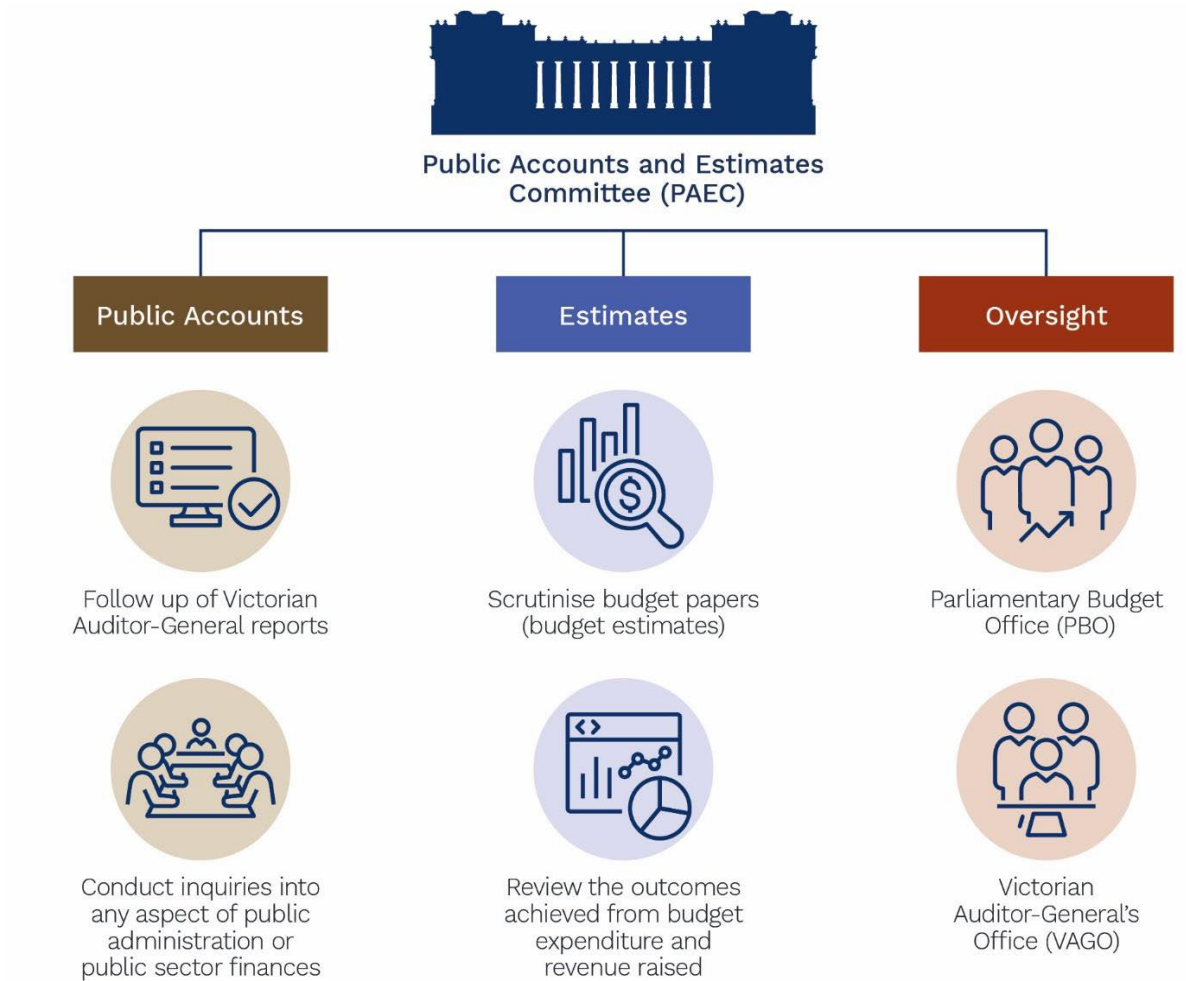
- Focusing on the operations of Parliament, such as parliamentary procedure and administration. They are made up of members of one House.

# PAEC

The Committee produces reports that promote public sector reform and accountability.

It can:

- conduct inquiries into any aspect of public administration or public sector finances
- follow up on Auditor-General reports
- scrutinise budget papers and review the outcomes achieved from budget expenditure and revenue
- perform statutory oversight responsibilities around the Victorian Auditor-General's Office and Parliamentary Budget Office.



# Independent Officers of Parliament

Officers of Parliament are governed by specific legislation.

They are responsible to Parliament, not the Government of the day.

## The Officers of Parliament

Auditor-  
General

Ombudsman

Electoral  
Commissioner

Independent Broad-  
based Anti-  
Corruption  
Commission (IBAC)  
Commissioner

Victorian Inspector

Parliamentary  
Budget Officer

# Constitutions

**Authorised Version No. 223**

**Constitution Act 1975**

No. 8750 of 1975

Authorised Version incorporating amendments as at  
17 March 2021

**TABLE OF PROVISIONS**

<i>Section</i>		<i>Page</i>
1	Short title and commencement	2
1A	Recognition of Aboriginal people	2
2	Existing laws	3
3	Laws of England to be applied in the administration of justice	4
4	Continuation of existing Houses	4
5	Definitions	5
5A	Definitions relating to pensions	10
<b>Part I—The Crown</b>		<b>16</b>
6	The Governor	16
6A	Lieutenant-Governor and Administrator	16
6B	Administration by Lieutenant-Governor or Administrator	18
6C	Deputy for Governor during short illness or absence	20
6D	Oath or Affirmation	21
6E	Offices are not agencies under Freedom of Information Act 1982	21
7	Appropriation for staff and other expenses of the Governor	22
7A	Governor's pension	23
7B	Election of Governor to commute future pensions for payment of superannuation contributions surcharge	26
7C	Actuary's first calculation after Governor's election to commute pensions	27
7D	Actuary's second calculation after Governor's election to commute pensions and payment of lump sum	28
7E	Election of former Governor to commute pensions for payment of superannuation contributions surcharge	29
7F	Actuary's calculation after former Governor's election to commute pensions	30
7G	Payment and commutation of the former Governor's pension	31
7H	Election of Governor's partner to commute pension for payment of superannuation contributions surcharge	32

Authorised by the Chief Parliamentary Counsel

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## AUSTRALIA'S CONSTITUTION

With Overview and Notes by the  
Australian Government Solicitor

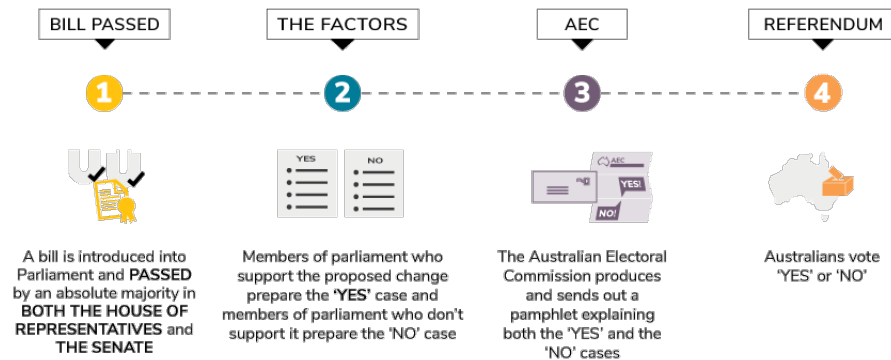


Produced by the Parliamentary Education Office and  
Australian Government Solicitor, Canberra



# Referendums and plebiscites

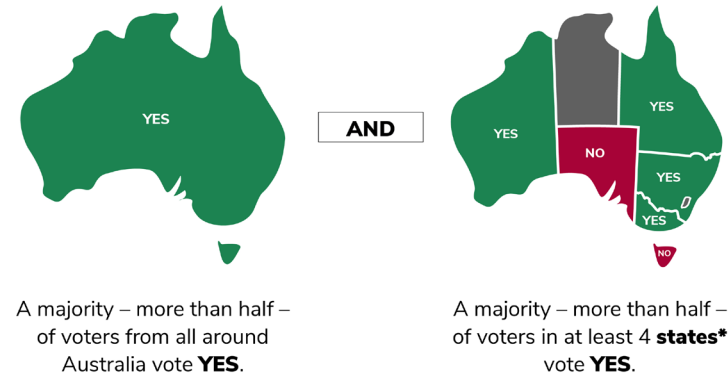
## HOW TO CHANGE THE CONSTITUTION



## DOUBLE MAJORITY

The Australian Constitution can only be changed with the support of the majority of Australian voters **AND** a majority of voters in a majority of states (ie. at least 4 states).

A REFERENDUM IS PASSED WHEN:



\*Votes from the ACT, NT and other territories are counted in the national majority only.

# Conventions

A convention is an unwritten understanding about how something in Parliament should be done that, although not legally enforceable, is almost universally observed.

Occasionally a new convention is agreed upon in order to resolve a specific procedural issue that has arisen.

- The Prime Minister.
- Whoever can command a majority in the House of Representatives is entitled to be asked by the Governor-General to form a government, and take the title Prime Minister.
- Governors-General always act on the advice of their Prime Minister or other relevant minister in regard to particular powers they may exercise.
- An incumbent Prime Minister who loses an election will advise the Governor-General to appoint the leader of the larger party as Prime Minister so the Governor-General does not need to act alone.
- State Premiers tender advice to State Governors for Federal Senate elections, in response to the Prime Minister's advice to the Governor-General to call a Federal House of Representatives election.
- State Governors are given a dormant commission to administer the Commonwealth if the Governor-General is unable to.

# Rights

The rights we do have in the Australian constitution are:


- The right to vote (section 41)
- The right to trial by jury (section 80)
- Freedom of religion (section 116)
- Protection against unjust acquisition of property (section 51)
- And the prohibition of discrimination on the basis of what state you live in (section 117)



# Freedom of **speech**

- The Australian Constitution does not explicitly protect freedom of expression.
- There is no explicit right to freedom of Speech in Australia
- The constitution does have an implied right to freedom of “political communication.” (sections 7 and 24 )

Freedom of Speech isn't Freedom From Consequences

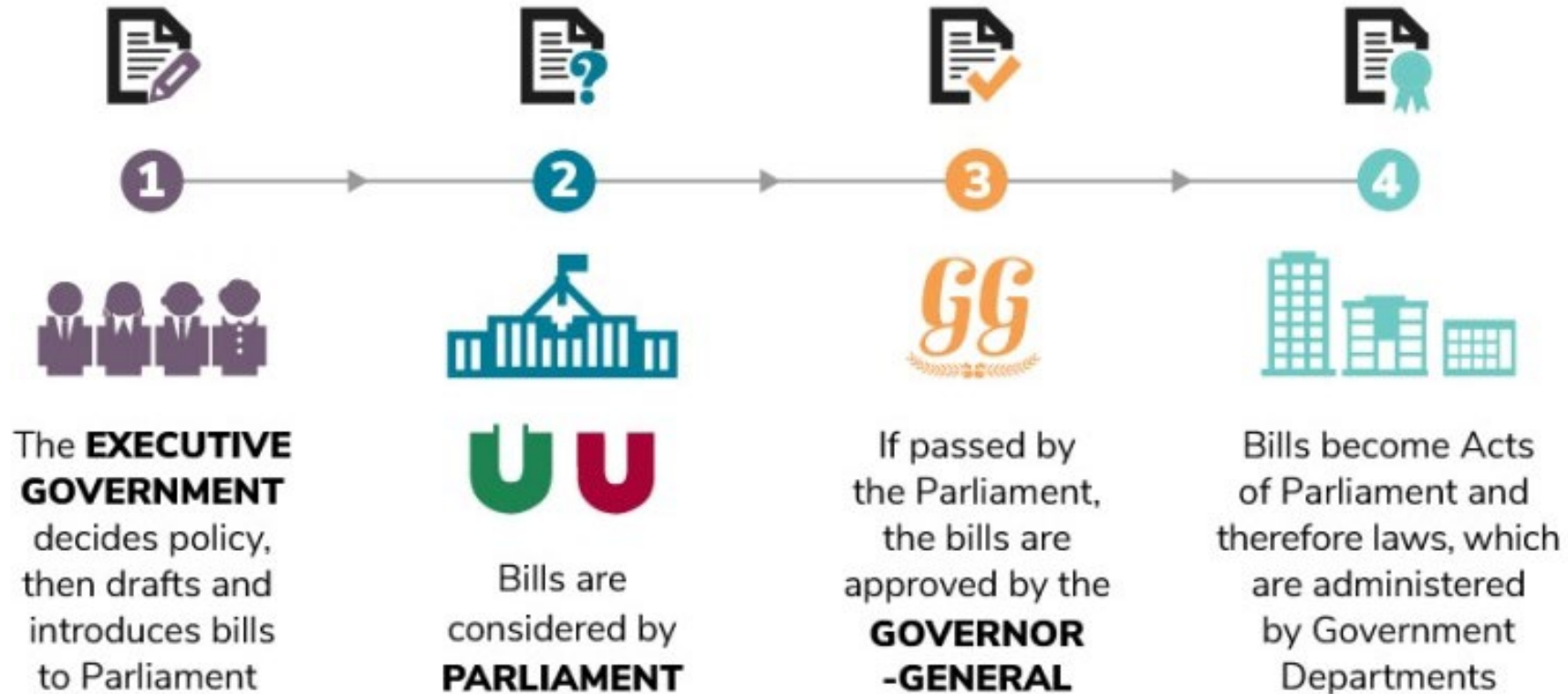
**Australia** [REDACTED]   
[REDACTED] **is the only** [REDACTED]  
**democracy** [REDACTED] **in the world**  
[REDACTED] **that does not** [REDACTED]  
[REDACTED] **enshrine** [REDACTED] **free speech**  
**and a free press.** [REDACTED]

# Free speech as a **public servant**

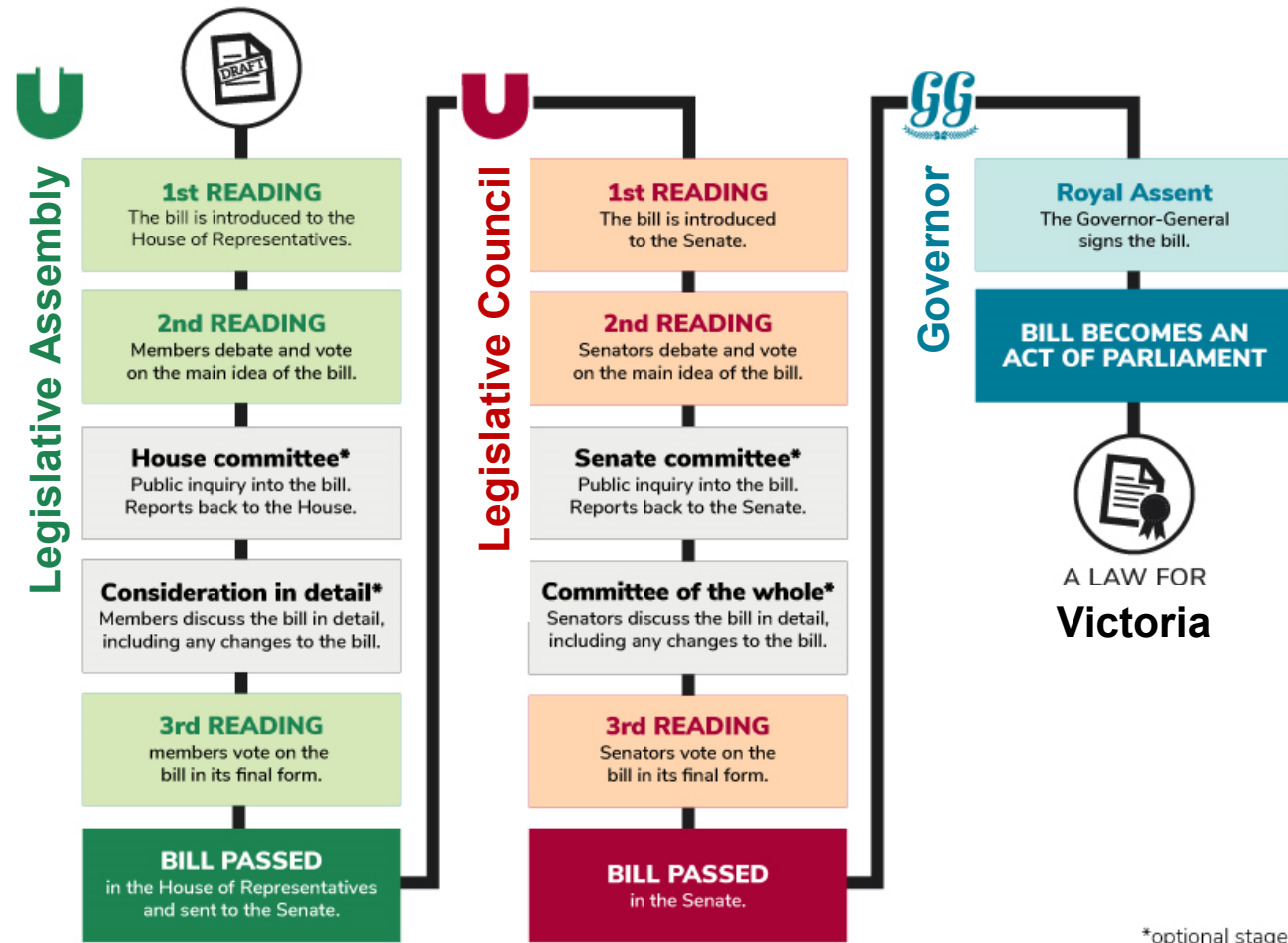
- Make it clear that the views you're expressing are your own and not your agency's
- It's generally a bad idea to make comments about policy issues that are relevant to your work
- Be thoughtful about the language you use
- Remember that people will judge your agency by the tone and content of what you say
- Don't make derogatory comments about your agency or the people you work with
- If you 'like' or share someone else's post, that can be seen as your endorsement
- Assume that whatever you say or write will be linked back to you eventually
- Don't rely on your privacy settings to keep your posts private
- Commenting in your own time doesn't provide you with a "Get Out of Jail Free" card



# From policy to law



# Usual path of a bill



**?** **Senate referral**  
The Senate may refer the text of the bill to a Senate committee for inquiry (this can happen while the bill is in the House).

# Cabinet of Victoria

The Cabinet of Victoria, also known as the Executive Council of Victoria, oversees Victoria's executive branch of Government.

Ministers of the executive council undertake responsibilities aligned with their portfolio area and are responsible for the subordinate government departments relevant to their ministry positions.

The Governor of Victoria presides over the Executive council; however, she is not a member.



# Cabinet as of January 2024



Jacinta Allan  
Premier



Ben Carroll  
Deputy Premier  
Minister for Education  
Minister for Medical Research



Jaclyn Symes  
Leader of the Government in the  
Legislative Council  
Attorney-General  
Minister for Emergency Services



Tim Pallas  
Treasurer  
Minister for Industrial Relations  
Minister for Economic Growth



Sonya Kilkenny  
Minister for Planning  
Minister for the Suburbs



Danny Pearson  
Minister for Transport Infrastructure  
Minister for the Suburban Rail Loop  
Assistant Treasurer  
Minister for WorkSafe and the TAC



Harriet Shing  
Minister for Housing  
Minister for Water  
Minister for Equality



Ros Spence  
Minister for Agriculture  
Minister for Community Sport  
Minister for Carers and Volunteers



Lizzie Blandthorn  
Deputy Leader of the Government in the  
Legislative Council  
Minister for Children  
Minister for Disability



Colin Brooks  
Minister for Development Victoria  
Minister for Precincts  
Minister for Creative Industries



Anthony Carbines  
Minister for Police  
Minister for Crime Prevention  
Minister for Racing



Lily D'Ambrosio  
Minister for Climate Action  
Minister for Energy and Resources  
Minister for the State Electricity  
Commission



Ingrid Stitt  
Minister for Mental Health  
Minister for Ageing  
Minister for Multicultural Affairs



Natalie Suleyman  
Minister for Veterans  
Minister for Small Business  
Minister for Youth



Mary-Anne Thomas  
Leader of the House  
Minister for Health  
Minister for Health Infrastructure  
Minister for Ambulance Services



Gayle Tierney  
Minister for Skills and TAFE  
Minister for Regional Development



Steve Dimopoulos  
Minister for Environment  
Minister for Tourism, Sport and Major  
Events  
Minister for Outdoor Recreation



Enver Erdogan  
Minister for Corrections  
Minister for Youth Justice  
Minister for Victim Support



Melissa Horne  
Minister for Casino, Gaming and Liquor  
Regulation  
Minister for Local Government  
Minister for Ports and Freight  
Minister for Roads and Road Safety



Natalie Hutchins  
Minister for Jobs and Industry  
Minister for Treaty and First Peoples  
Minister for Women



Vicki Ward  
Minister for Prevention of Family Violence  
Minister for Employment



Gabrielle Williams  
Minister for Government Services  
Minister for Consumer Affairs  
Minister for Public and Active Transport



Steve McGhie  
Cabinet Secretary

# Cabinet January 2024

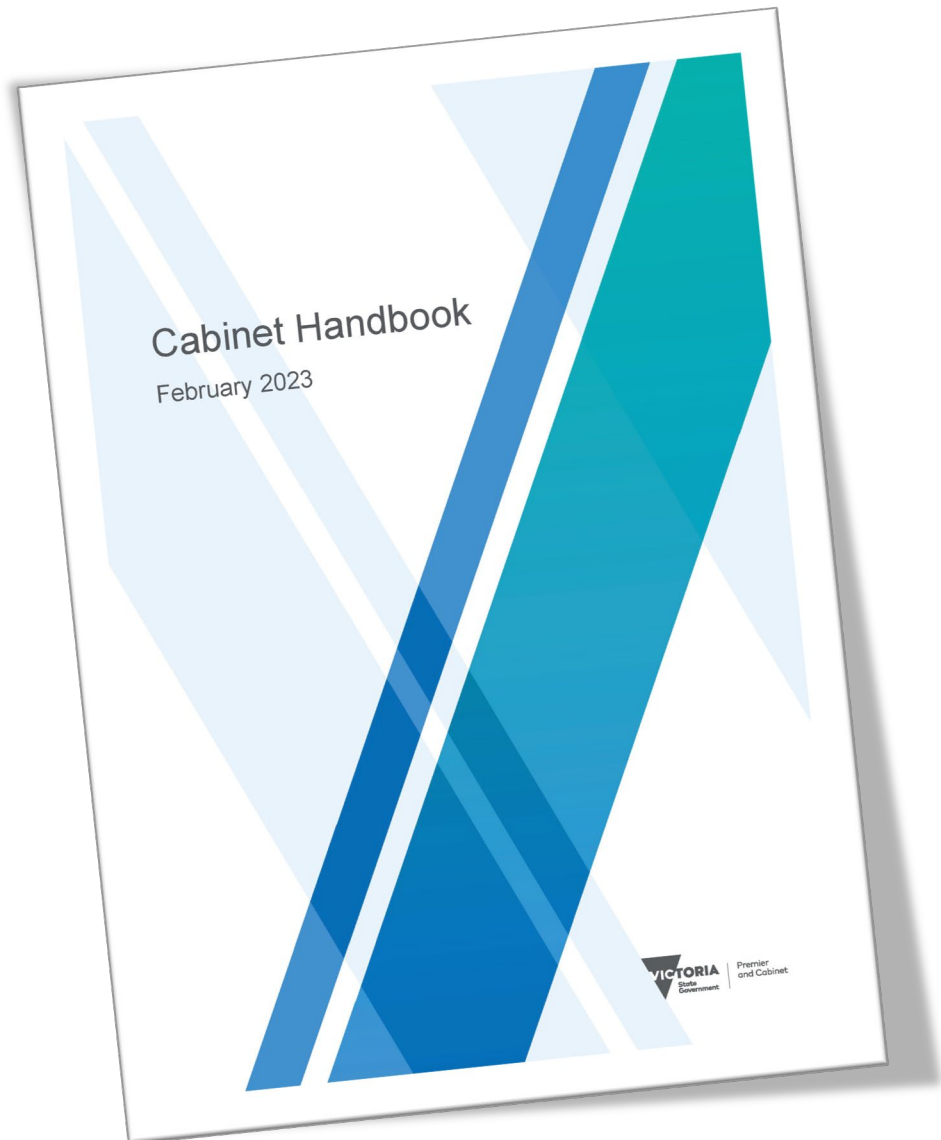
Jacinta Allan	Premier [CM]
Ben Carroll	Deputy Premier Minister for Education [CM] Minister for Medical Research
Jaclyn Symes	Leader of the Government in the Legislative Council Attorney-General [CM] Minister for Emergency Services
Tim Pallas	Treasurer [CM] Minister for Industrial Relations Minister for Economic Growth
Lizzie Blandthorn	Deputy Leader of the Government in the Legislative Council Minister for Children [CM] Minister for Disability
Colin Brooks	Minister for Development Victoria Minister for Precincts Minister for Creative Industries
Anthony Carbines	Minister for Police Minister for Crime Prevention Minister for Racing
Lily D'Ambrosio	Minister for Climate Action [CM] Minister for Energy and Resources Minister for the State Electricity Commission
Steve Dimopoulos	Minister for Environment Minister for Tourism, Sport and Major Events Minister for Outdoor Recreation
Enver Erdogan	Minister for Corrections Minister for Youth Justice Minister for Victim Support
Melissa Horne	Minister for Casino, Gaming and Liquor Regulation Minister for Local Government Minister for Ports and Freight Minister for Roads and Road Safety

Natalie Hutchins	Minister for Jobs and Industry [CM] Minister for Treaty and First Peoples Minister for Women
Sonya Kilkenny	Minister for Planning Minister for the Suburbs
Danny Pearson	Minister for Transport Infrastructure [CM] Minister for the Suburban Rail Loop Assistant Treasurer Minister for WorkSafe and the TAC
Harriet Shing	Minister for Housing Minister for Water Minister for Equality
Ros Spence	Minister for Agriculture Minister for Community Sport Minister for Carers and Volunteers
Ingrid Stitt	Minister for Mental Health Minister for Ageing Minister for Multicultural Affairs
Natalie Suleyman	Minister for Veterans Minister for Small Business Minister for Youth
Mary-Anne Thomas	Leader of the House Minister for Health [CM] Minister for Health Infrastructure Minister for Ambulance Services
Gayle Tierney	Minister for Skills and TAFE Minister for Regional Development
Vicki Ward	Minister for Prevention of Family Violence Minister for Employment
Gabrielle Williams	Minister for Government Services [CM] Minister for Consumer Affairs Minister for Public and Active Transport
Steve McGhie	Cabinet Secretary

# Parliamentary Secretaries January 2024

Nick Staikos	Parliamentary Secretary to the Premier Parliamentary Secretary for Multicultural Affairs
Josh Bull	Parliamentary Secretary for Level Crossing Removals Parliamentary Secretary for Transport
Darren Cheeseman	Parliamentary Secretary for Education
Christine Couzens	Parliamentary Secretary for First Peoples
Paul Edbrooke	Parliamentary Secretary to the Treasurer
Bronwyn Halfpenny	Parliamentary Secretary for Jobs
Katie Hall	Parliamentary Secretary for Housing Parliamentary Secretary for Creative Industries
Nathan Lambert	Parliamentary Secretary for Children
Tim Richardson	Parliamentary Secretary for Health Infrastructure Parliamentary Secretary for Mental Health and Suicide Prevention
Michaela Settle	Parliamentary Secretary for Regional Development Parliamentary Secretary for Agriculture
Nina Taylor	Parliamentary Secretary for Justice

# Cabinet processes



The Cabinet handbook outlines:

- the place of Cabinet within the broader system of Executive Government
- the underlying principles of Cabinet
- general expectations for Cabinet business and meetings
- processes for appointments
- components of a quality submission
- requirements to manage and secure Cabinet documents

# Matters for Cabinet

Cabinet considers major or significant policy issues. Types of submissions for Cabinet consideration include the following:

- requiring new legislation
- relating to the whole of Victorian Government policies and programs
- with a significant impact on either public or private sector investment and employment
- establishing new non-departmental entities
- relating to significant intergovernmental matters
- relating to reports and other major policy reviews which require a Victorian Government submission/response
- to make certain appointments to public boards as specified in the Appointment and Remuneration Guidelines

Items proposed for Cabinet consideration may first require consideration by a Cabinet Committee, especially for policy matters which require consultation across Government.

# Cabinet Committees

Cabinet Committees are established by a decision of the Premier or Cabinet.

The Committee structure comprises three types:

- **Standing committees:** ongoing committees that report directly to Cabinet and support it in its decision-making role and provide oversight of Sub-committees and Taskforces (e.g. Budget, expenditure review)
- **Sub-committees:** ongoing committees that support a specific whole of government policy area, allow for broad Ministerial representation and support standing Committees (e.g. environment, jobs/employment)
- **Taskforces:** time-limited committees that are used to develop, implement and oversee the delivery of a specific policy, or related set of policies. (e.g. Emergency Management)



# Cabinet Conventions

As with other Westminster Governments, the Cabinet is not established by statute, and its strength is maintained through adherence to principles focused on shared purpose and robust deliberation.

These are:

- Collective responsibility
- Confidentiality
- 'Need to know' principle

# Cabinet and Legislation Liaison Officers

CLLOs are the point of contact in each department for information and guidance on Cabinet and are usually members of the department's Cabinet Team. The role of the CLLO includes:

- providing advice on Cabinet processes and protocols and ensuring the timely lodgement of submissions
- being the central point of contact for Cabinet Office and other departments on Cabinet matters relating to their department
- monitoring, coordinating and forecasting Cabinet business of the Minister/s and department and keeping Cabinet Office informed of developments
- ensuring submissions and all attachments, including second reading speeches and Statements of Compatibility with the Charter of Human Rights and Responsibilities Act 2006, adhere to the procedural requirements outlined in this Handbook
- overseeing access to, and security of, Cabinet documents held within their department.





## A hypothetical **case study**

The Premier has announced that a party in the upper house (Legislative Council) said they'll pass critical legislation if two new medically supervised injecting rooms are approved in Victoria.

**In groups, answer the following:**  
What information should the Secretary of DPC seek from within their Department and other government departments and entities?



Ambulance attendances **reduced by 36% for opioid ODs** within 1km during opening hours



Enabled clients to access **10,540 health and social services**



Avoided at least **21 deaths**

**Medically Supervised Injecting Room**



# A hypothetical **case study**

There are six key steps:

1. Introduction into the Parliament of the legislation (First reading)
2. Speech by Minister (Second reading, debate, possible amendments)
3. Parliamentary Committee to discuss amendments
4. Passing of legislation through both houses
5. Royal Assent by Governor
6. Commencement



Ambulance attendances **reduced by 36% for opioid ODs** within 1km during opening hours



Enabled clients to access **10,540 health and social services**



Avoided at least **21 deaths**

**Medically Supervised Injecting Room**

## Part 3

# Role of Departments and Statutory Entities

# Links to the **Australian Government**

Formerly the Annual Premiers' Conference in which the States sought a share of the national income tax take

The Commonwealth's ability to raise revenue shifted the original balance in Commonwealth/State relations



# State Government Role

States handing over power in areas such as education, disability and health

Commonwealth dominance of revenue-raising especially taxation.

- Income tax power handed over in WW2
- GST in 1999.

Reliance on Commonwealth funding in areas such as transport, health, education, infrastructure



# Victorian government

## Victorian public sector

Victorian Public Service

Public entities

Special  
bodies

Public service body head and department secretary

Statutory  
authorities

Corporations

Advisory  
bodies

Departments

Administrative  
offices

Victorian  
Public Sector  
Commission

Central  
agencies

Line  
Departments

# State of the Public Sector in Victoria

354,800 people employed or 290,932 FTE at June 2022

10% of the Victorian labour force

1,854 employers

2.1% (5,995 FTE) rise in total employment between June 2021 and June 2022.

Overall public sector workforce employees

- Women make up 68% of this workforce
- 8.9% identify as lesbian, gay, bisexual, pansexual, asexual or use another term (estimate)

# State of the Public Service in Victoria

At last count, there are 56,3392 people working in the Victorian Public Service (i.e. employed under the Public Administration Act 2004 and working for one of the government departments or authorities and offices they house)

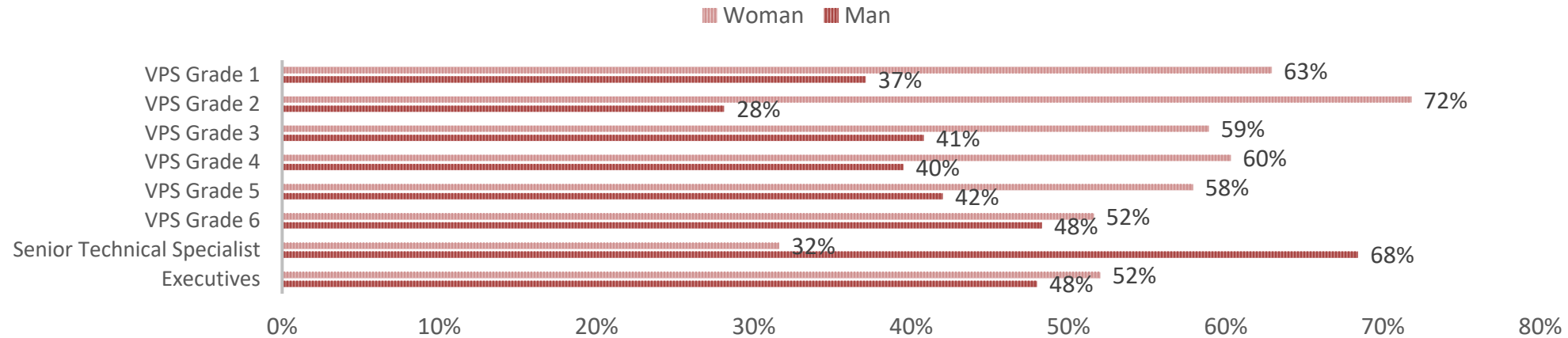
## Overall public sector workforce employees

- 59% are women
- 11.7% identify as lesbian, gay, bisexual, pansexual, asexual or use another term (estimate).

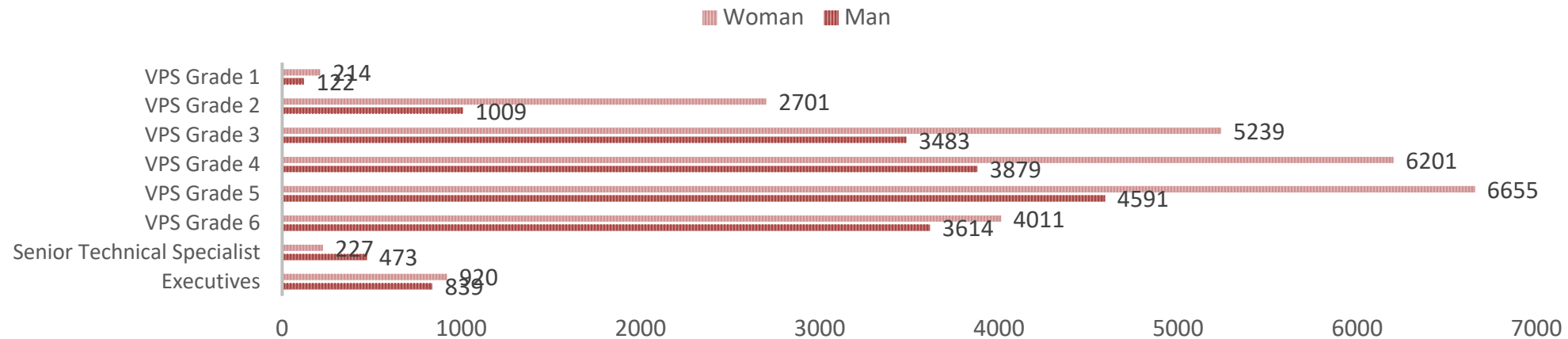


# Employees by gender and classification

## PERCENTAGE OF EMPLOYEES BY GRADE AND GENDER



## NUMBER OF EMPLOYEES BY GRADE AND GENDER

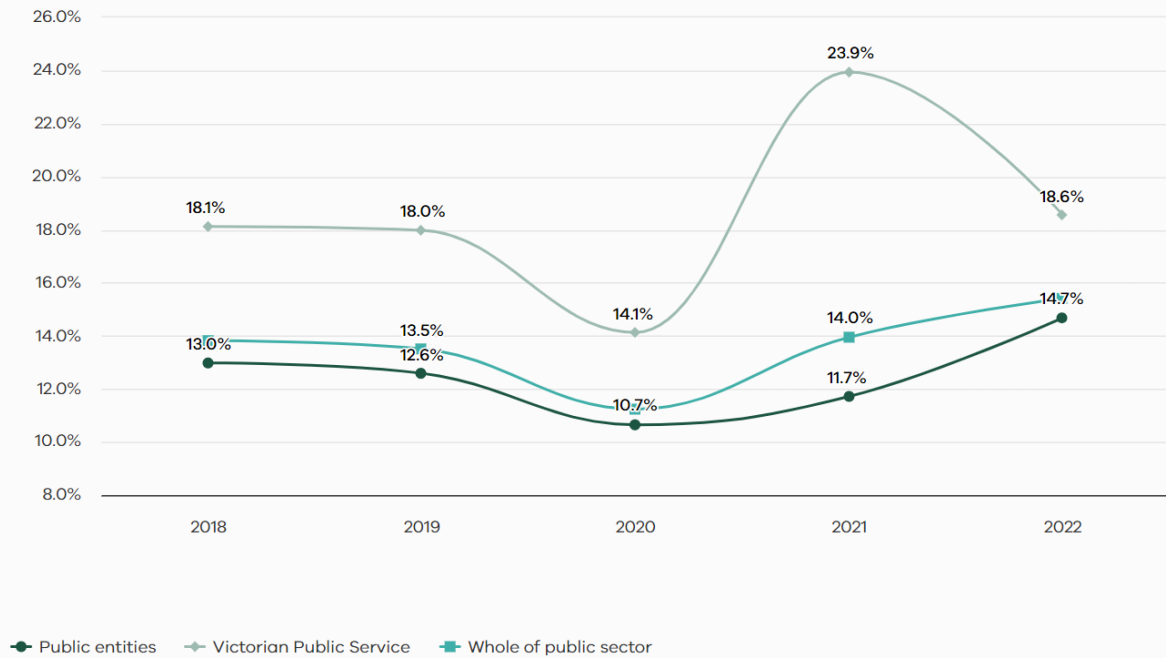


Facts, visuals and data on the Victorian public sector workforce as at June 2022

# Employee turnover

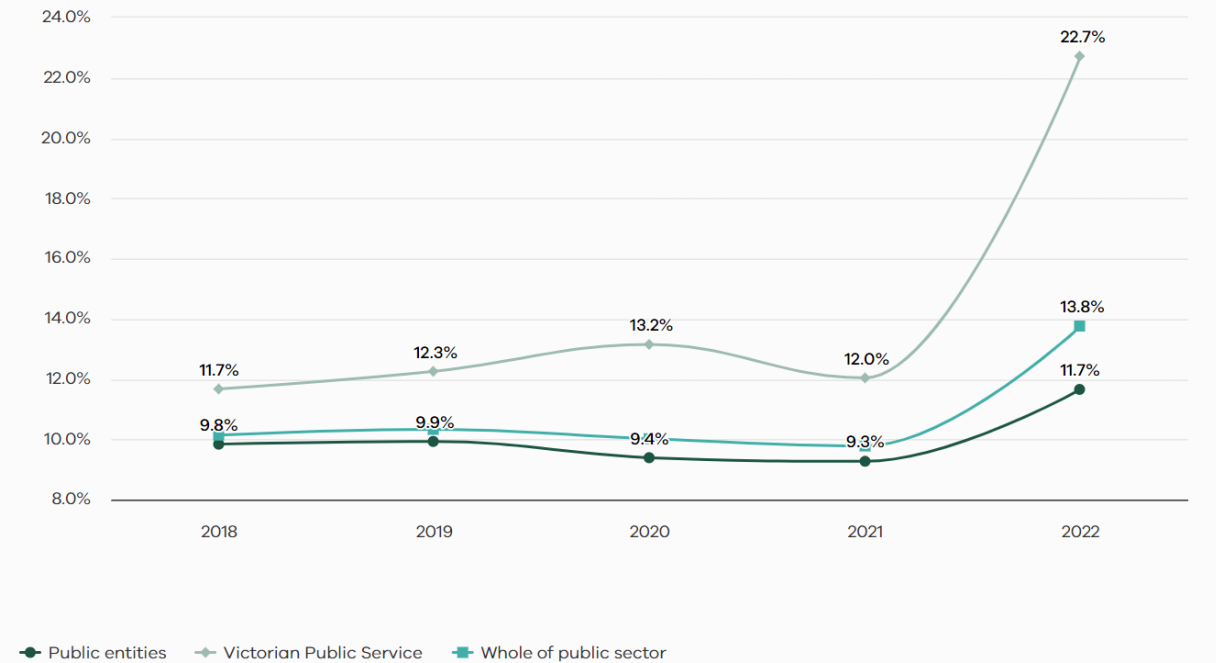
## New start rates of non-casual public sector employees over time

2018, 2019, 2020, 2021 and 2022



## Separation rates of non-casual public sector employees over time

2018, 2019, 2020, 2021 and 2022



Facts, visuals and data on the Victorian public sector workforce as at June 2022

Victorian Public Sector Commission [vpsc.vic.gov.au](https://vpsc.vic.gov.au)

# 2021 workplace gender audit data snapshot

## 2021 workplace gender audit data snapshot

### 1 The average pay gap between men and women when taking into account their total remuneration was 15.6%.

- ▶ This means that on average, men took home \$19,000 more than women across the 2020-2021 financial year.
- ▶ The median total remuneration pay gap was 81%.

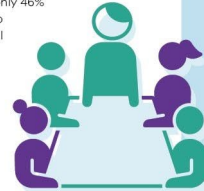


### 2 The gender pay gap favouring men increased with age.

It was smallest for people aged between 25 and 34 years (a median base salary gap of 3.3%) but began to widen significantly for people aged 35 to 44 years (7.2%) and continued to widen for those aged 45 to 54 years (10.8%). It rose to its highest point (13.7%) for people aged 55 to 64 years.

### 3 Women make up 66% of the workforce but only 45% of leaders and only 38% of CEOs are women.

Across industries, the largest differences were found in the Victorian Public Service, where women made up 70% of the workforce but only 46% of senior leadership positions, and Local Government, where women made up 63% of the workforce and only 39% of senior leadership positions.



### 4 Women leaders were more likely than men to take up part-time work and job-sharing opportunities – forms of flexibility that often entail a financial penalty. Women were underrepresented in career development training opportunities and the award of higher duties.



### 5 Women were significantly overrepresented in part-time work, while people of self-described gender were overrepresented in both part-time and casual work.

More than three-quarters of those individuals using formal flexible work arrangements were women.



### 6 Traditionally masculine industries (for example, the Transport industry, Police and Emergency Services) continued to have low representation of women.



### 7 Across organisations, women were 50% more likely to say they experienced sexual harassment than men.



Sexual harassment occurred most frequently in majority-men and frontline sectors, such as Transport and Police and Emergency Services.

### 8 Only 4% of women and 3% of men who had experienced sexual harassment lodged a formal complaint.



Barriers to formal reporting included the belief that the incident was not serious enough, or that the individual would experience backlash or negative impact on their career as a result of making a report.

### 9 Nearly 8 out of 10 parental leave takers were women, and their leave lasted an average of 8 times longer than men's.



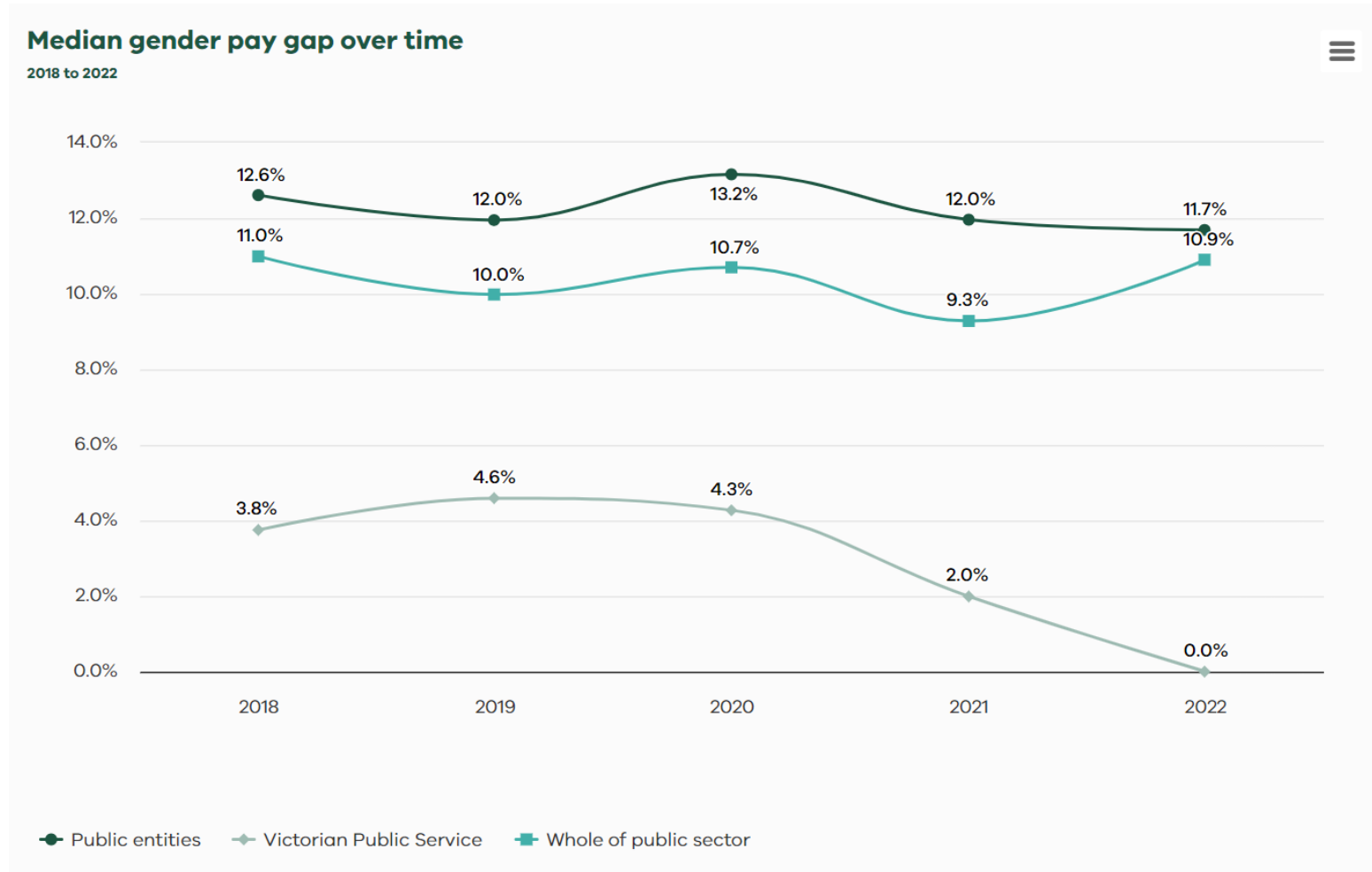
### 10 Of those taking carer's leave, 68% were women, and women were more likely to believe that flexibility, family responsibilities and caring are barriers to success in their organisation.



### 11 There is gender balance across the sector in governing bodies.



# Gender pay gap based on median annual salary



Facts, visuals and data on the Victorian public sector workforce as at June 2022

# Why? Equality v Equity?

**EQUALITY**



**EQUITY**



# Employing organisation numbers

Employing organisation	June 2021 headcount	June 2021 full-time equivalent
Department of Education and Training	4,562	4,210.7
Department of Environment, Land, Water and Planning (includes Sustainability Victoria excluding CEO, Solar Victoria and the Office of the Commissioner for Environmental Sustainability)	5,236	5,002.1
Department of Families, Fairness and Housing	6,333	5,909.2
Department of Health	4,334	4,086.0
Department of Jobs, Precincts and Regions	3,662	3,503.2
Department of Justice and Community Safety (includes Victorian Institute of Forensic Medicine non-executive and non-forensic staff)	10,855	10,387.7
Department of Premier and Cabinet	965	925.5
Department of Transport	3,521	3,429.9
Department of Treasury and Finance (includes State Revenue Office and Commission for Better Regulation)	1,431	1,371.1
<b>Total</b>	<b>40,899</b>	<b>38,825.4</b>

# Victoria's finances

## Sources of Revenue

- The Victorian Government raises revenue and also receives revenue from other sources.
- The Victorian Government receives revenue from the Commonwealth Government.

## Appropriation Bill and Budget papers

- The Constitution provides that the Lower House is the source of all legislation involving the expenditure of government revenue.

## The Public Account is reported in the Budget papers

- The Government's primary account is the consolidated fund that receives all revenue raised by and granted to the state, and from which amounts are appropriated by Parliament for specific purposes.
- The consolidated fund, together with the trust fund, forms the public account.

## Financial Management

- The Financial Management Act 1994 administers the use of public money and the accountability processes and secondary legislation with which departments and public entities must comply.

## Procurement

- Procurement is an essential part of the public sector's financial management system. It is crucial that there are rigorous processes in place to ensure a high level of probity and accountability in procurement and to ensure that public money is being spent in the most efficient and effective way.

# Government sector revenue

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Revenue and income from transactions</b>	actual	revised	budget	estimate	estimate	estimate
<b>Taxation</b>	23613	30063	30488	32216	33312	35003
<b>Dividends, TER and interest</b>	1214	1189	1317	1464	1629	1651
<b>Sales of goods and services</b>	7949	5491	6366	6410	6495	6527
<b>Other revenue and income</b>	2915	3257	3459	3619	3209	3434
<b>Subtotal</b>	<b>35691</b>	<b>40000</b>	<b>41630</b>	<b>43709</b>	<b>44645</b>	<b>46615</b>
<b>Grants</b>	36958	41869	40351	40884	43019	44825
<b>Total</b>	<b>72649</b>	<b>81869</b>	<b>81981</b>	<b>84593</b>	<b>87664</b>	<b>91440</b>



# Westminster theory:

## Accountability

- Vertical accountability  
Parliament is accountable to the people  
(elections)
- Minister is accountable to Parliament
- Secretary is accountable to the Minister
- Department accountable to the Secretary



# The Victorian **Public Service**

The Victorian Public Service (VPS) is made up of people employed by the Crown under Part 3 of the Public Administration Act 2004.

This includes employees of:

- departments
- administrative offices
- the Victorian Public Sector Commission.

The VPS:

- delivers programs and services
- implements legislative and regulatory agendas
- provides impartial and objective policy advice, also known as ‘frank and fearless advice’.

VPS employees can’t provide political advice. Political advice is given by ministerial advisers, who are not VPS employees.

# Ministers

## MINISTER'S ROLE

### POLITICAL

*Domain of the Ministers Office*

*Areas of shared responsibility  
that require clear parameters to avoid  
role confusion and overlap*

### ADMINISTRATIVE

*Domain of the Public Service*

Constituency	Political Party	Press/Media	Parliament	Cabinet	Government Departments
<b>Local Member</b>	<b>Party Representative</b>	<b>Representative of Government</b>	<b>Member of Parliament</b>	<b>Cabinet Member (as appropriate)</b>	<b>Head of Department</b>
<i>Service local issues</i> <i>Attend local functions</i> <i>Represent interests</i>	<i>Represent government in party forums</i> <i>Retain support</i>	<i>Engage media</i> <i>Deliver government's message</i>	<i>Answer questions</i> <i>Maintain morale</i> <i>Sell policies</i>	<i>Prepare</i> <i>Attend</i> <i>Contribute</i> <i>Sell policies</i>	<i>Determine policy</i> <i>Make decisions</i> <i>Manage portfolio</i>

# Do ministers **need training?**



# State Government Departments

These are the current departments at 1 January 2023.



Departments	Type
Department of Education	Line department
Department of Energy, Environment and Climate Action	Line department
Department of Families, Fairness and Housing	Line department
Department of Government Services	Line department
Department of Health	Line department
Department of Jobs, Skills, Industry and Regions	Line department
Department of Justice and Community Safety	Line department
Department of Premier and Cabinet	Central agency
Department of Transport and Planning	Line department
Department of Treasury and Finance	Central agency

# Administrative Offices

Administrative offices are like departments.

They also:

- have a public service body head who's appointed by the Premier
- employ people under Part 3 of the
- perform activities under the direction of ministers.

Examples include:

- Major Transport Infrastructure Authority
- Office of the Governor
- Office of the Chief Parliamentary Counsel
- Public Record Office Victoria.

# Victorian Public Sector Commission

Section 37(1) of Public Administration Act establishes the Victorian Public Sector Commission (VPSC) and section 4 defines VPSC as a public service body.

For further information about the Victorian Public Sector Commission, see Part 4 of the Public Administration Act.



**Victorian  
Public Sector  
Commission**

# Victorian Secretaries' Board

The Victorian Secretaries' Board promotes leadership and coordinates initiatives across the public sector. It doesn't have legal status.

Members of the board include the:

- Secretaries of each department
- Chief Commissioner of Police
- Victorian Public Sector Commissioner.

The board is chaired by the Secretary of the Department of Premier and Cabinet (DPC). DPC provides secretariat support to the board.



# Public entities

Public entities include statutory authorities, state-owned enterprises, state-owned corporations and formally constituted advisory boards.

Victoria has over 3,000 public entities. They operate at 'arm's length' from ministers.

Around half employ staff and the vast majority comprise volunteer members.

Public entities:

- deliver government services
- manage public assets
- act as regulators or provide expert advice
- promote economic development.

Examples of major public entities include:

- Ambulance Victoria
- Melbourne Water
- Parks Victoria
- Transport Accident Commission
- VicRoads.

Some public entities have employees, and some don't.

# Special Bodies

The Victorian public sector also includes special bodies.

- A department of the Parliament of Victoria Commissioner
- Commission for Children and Young People
- Office of the Victorian Information Commissioner
- Electoral Boundaries Commission
- Victoria Police
- Independent Broad-based Anti-corruption Commission
- Victorian Auditor-General's Office
- Mental Health Complaints Commissioner
- Victorian Civil and Administrative Tribunal
- Mental Health Tribunal
- Victorian Electoral Commission
- Office of the Health Complaints Commissioner
- Victorian Independent Remuneration Tribunal (the Tribunal)
- Office of the Ombudsman
- The Victorian Inspectorate.
- Office of the Victims of Crime

# Key features of entities

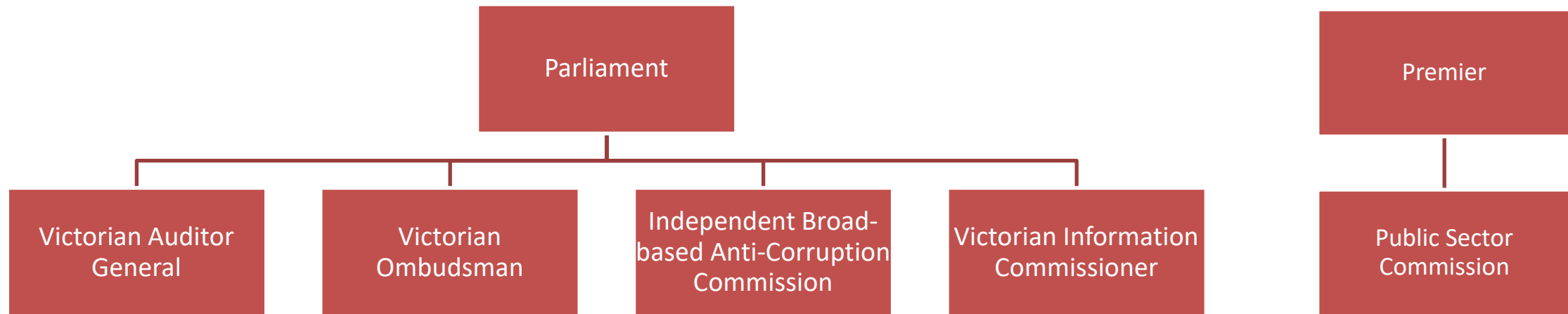
Feature	Department	Administrative Office	Public Entity
<b>Legal form</b>	Part of Crown. No separate legal identity.	Part of Crown. May have a separate legal identity for the exercise of some functions.	Many possible forms including unincorporated body such as an advisory body and an incorporated body. Generally have separate legal status to the Crown.
<b>Established mechanisms</b>	Order in Council under section 10 of the Public Administration Act.	Order in Council under section 11 of the Public Administration Act.	Many possible mechanisms, including Ministerial direction, specific legislation, State Owned Enterprises Act and Corporations Act 2001 (Cth).
<b>Governance structure and relationship with minister</b>	Secretary appointed by the Premier and responsible to their Minister(s). Minister has high level of direction and control.	Discrete business unit of department with significant managerial autonomy. Administrative office head employs staff and is responsible to the Secretary of the relevant department. Minister may have high level of direction and control through the Secretary. Administrative offices may also have statutory functions that are performed independently of the responsible departmental Secretary.	Typically has a governing Board appointed by the Minister. Degree of Ministerial control varies across different entities with different functions. Minister's powers of direction usually identified in enabling or umbrella legislation.
<b>Financial arrangements</b>	Direct budget appropriation from Parliament.	Funded through relevant department.	Various sources of funding, including appropriation administered by the monitoring department, commercial revenue, fees, fines, levies.
<b>Employment arrangements</b>	Public service staff employed under Part 3 of the Public Administration Act.	Public service staff employed under Part 3 of the Public Administration Act.	Typically public sector staff employed under various public sector awards and agreements, e.g. Enterprise Bargaining Agreements.
<b>Functions</b>	Provide strategic policy advice to Ministers. Implement government policy. Provide a range of service delivery, regulatory and other functions.	Provide discrete groups of services and public functions.	Provide a wide range of functions at arm's length from Ministers, including service delivery, commercial activities and stewardship of public assets.

## Part 4

**Cooperation, integrity,  
independence and  
accountability in the way the  
public sector operates**



# Agencies of **accountability and integrity**



# Victoria's integrity system



## **Independent Broad-based Anti-corruption Commission**

Exposes and prevents public sector corruption and police misconduct.



## **Victorian Ombudsman**

Investigates administrative actions of state government departments, local councils and statutory authorities.



## **Victorian Auditor-General's Office**

Provides independent assurance to the Parliament and the Victorian community on the financial integrity and performance of the state.



## **Victorian Information Commissioner**

The primary regulator and source of independent advice to the community and Victorian government about how the public sector collects uses and discloses information.

# IBAC's powers



covert surveillance



entry, search and  
seizure



hearings  
(public and private)



own motion  
investigations



possess, carry and use  
defensive equipment  
and firearms



confidentiality  
notices



prosecutorial  
powers

## **Operation Carlisle 2022**

Investigated allegations of corrupt conduct by a Corrections Victoria employee

## **Operation Geary 2021**

Investigated allegations that two local council employees were favourably allocating civil works contracts to a company owned by the relative of one of the employees

## **Operation Betka 2021**

Investigated allegations of serious corrupt conduct at Victoria's Department of Education and Training

## **Operation Andros 2021**

Investigated allegations of corrupt conduct against employees of Emergency Management Victoria (EMV) and its predecessor organisation, the Fire Services Commission (FSC)

## **Operation Wingan 2021**

Investigated allegations into the conduct of Victoria Police officers during the apprehension of a person at Epping, Victoria

## **Operation Grey 2021**

Investigated allegations of false record-keeping by senior staff within the Dispute Settlement Centre of Victoria to meet performance targets



# IBAC's latest campaign



**YOU HAVE  
THE RIGHT  
TO NOT  
REMAIN  
SILENT**

**SPEAK OUT AGAINST  
POLICE MISCONDUCT.**

**ibac**  
independent broad-based  
anti-corruption commission  
Victoria

# Whistleblower

## Changes to whistleblower legislation

Under the new legislation:

- a ‘protected disclosure’ is now called a ‘public interest disclosure’
- there is a lower threshold for making a public interest disclosure to the Independent Broad-based Anti-corruption Commission (IBAC)
- there is an expanded definition of ‘improper conduct’

There is also a new ‘no wrong door’ principle.

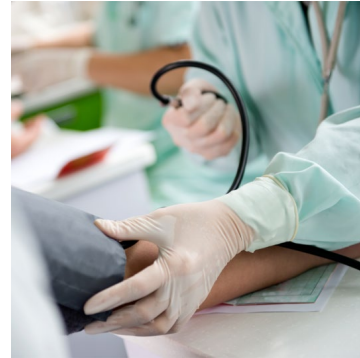
This principle means if a person discloses to the wrong entity, that entity can send it to the right entity and the person won’t lose their protection, so long as:

- it’s an entity that can receive disclosures and
- the person believes the entity they disclosed to was the right one

# VAGO



Transport



Health services



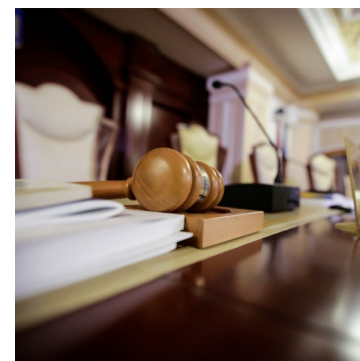
Education



Business and  
economic  
development



Environment  
and natural  
resources



Justice

# Victorian Information Commissioner



**Educating** on FOI, privacy and information security matters



Providing **guidance** on the Victorian Protective Data Security Framework and on efficient and effective information security outcomes



**Ensuring** fair access to government information



Providing **guidance** on the Information Privacy Principles



**Helping** individuals understand and exercise their privacy rights



Helping individuals **understand and exercise** their right to access government information



Taking **regulatory action** in the public interest



# Freedom of information

- In Victoria, the Freedom of Information Act 1982 (Vic) (FOI Act) gives people a right to access information held by VPS organisations.
- Access to information improves government transparency, accountability, and the quality of democratic public debate.
- Approach your work with a pro-disclosure attitude. Help the community understand the work you do, why you do it and the information you hold.



- Visit OVIC's Website and Vimeo account for training and guidance

# Privacy

- In Victoria, individuals have privacy rights under the Privacy and Data Protection Act 2014 (Vic) (PDP Act).
- The Information Privacy Principles (IPPs) in the PDP Act regulate how VPS organisations must collect, store, use, disclose and dispose of personal information in their day to day functions.

OVIC assists VPS organisations to better understand their privacy rights and responsibilities by:



Providing feedback on specific  
privacy matters



Providing guidance following a  
data breach



Handling privacy complaints

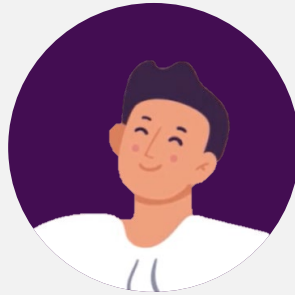
For privacy related questions or to seek feedback on a Privacy Impact Assessment contact:

[privacy@ovic.vic.gov.au](mailto:privacy@ovic.vic.gov.au)

# Information Security



**Information security** safeguards information from unauthorised access, disclosure, and use.



Ensures the **right people** have access to the **right information** at the **right time**.

Information security is **everyone's responsibility**.

Watch this video to find out how you can **play your part**.



# Royal Commissions and Inquiries

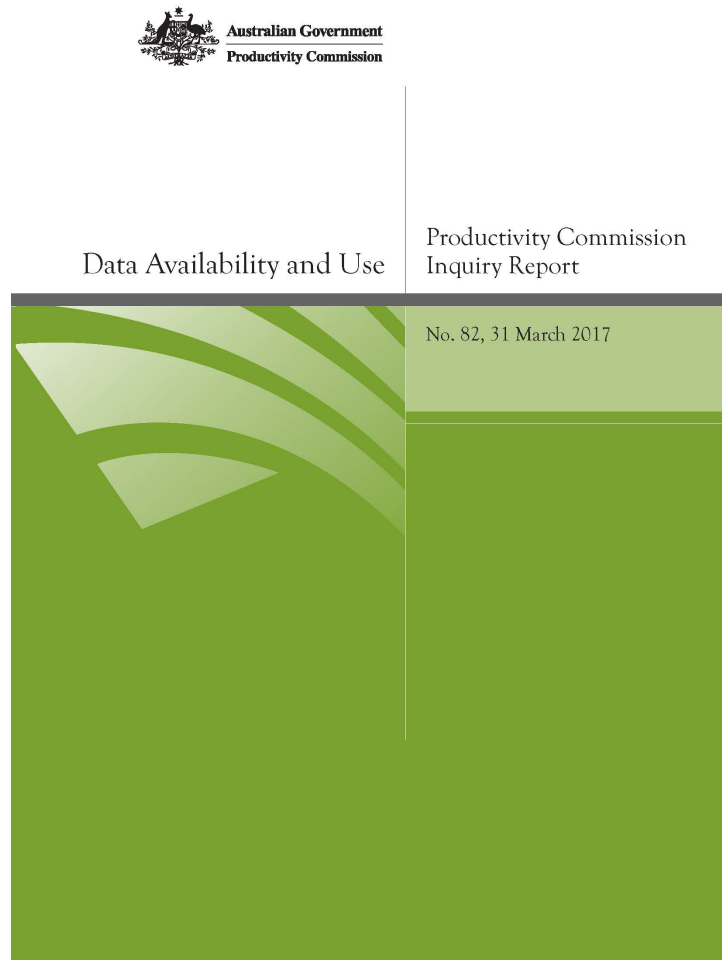




# Productivity Commission

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

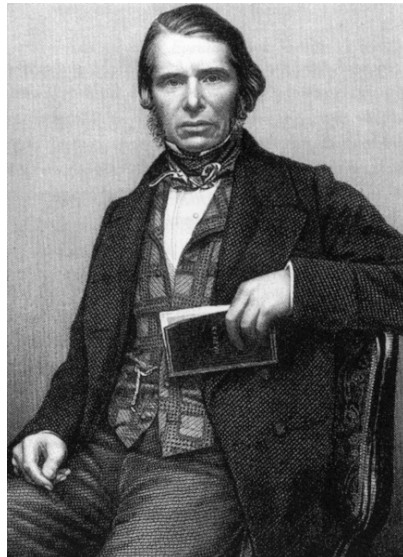
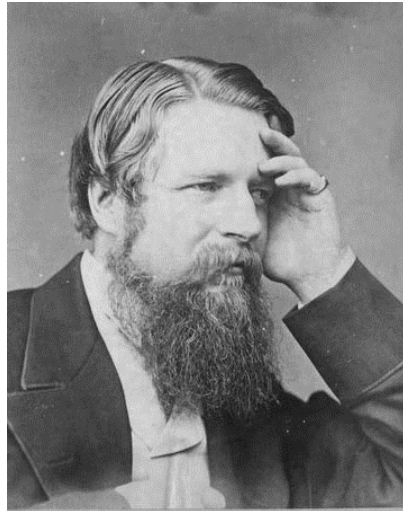
**IPAA**  
VICTORIA



## Part 5

# **My/our role within the Department and broader Government**

# A tradition of independence



REPORT  
OF THE  
ORGANISATION  
OF THE  
PERMANENT CIVIL SERVICE,  
TOGETHER WITH A  
LETTER FROM THE REV. B. JOWETT.

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Presented to both Houses of Parliament by Command of Her Majesty.

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HOUSE OF COMMONS



LONDON:  
PRINTED BY GEORGE E. EYRE AND WILLIAM SPOTTISWOODE,  
PRINTERS TO THE QUEEN'S MOST EXCELLENT MAJESTY.  
FOR HER MAJESTY'S STATIONERY OFFICE.

q/JN  
428  
NOR

1854.

# Code of **conduct**

Values of a professional and politically neutral **public service**



Values incorporated in the *Victorian Public Administration Act 2004*

**Defined as frank and fearless advice**





Providing advice to Ministers used to be primarily a **public sector** function

# That is rapidly changing...

## Role of Ministerial Advisers

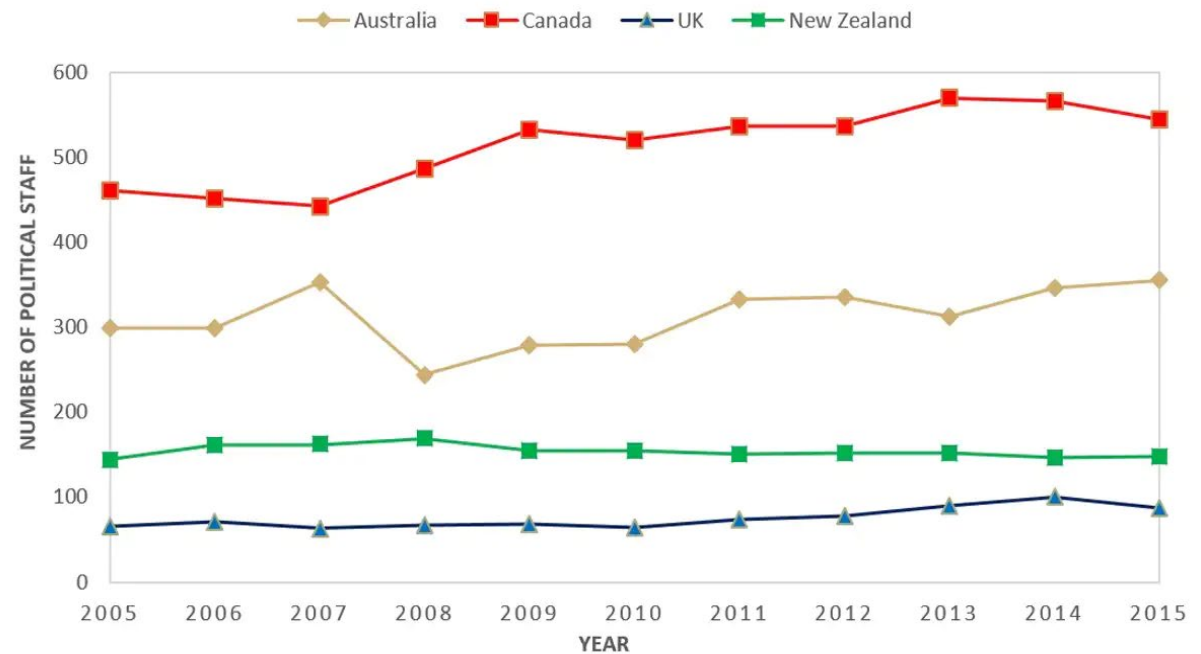
### RCAGA SYMPOSIUM

#### Ministerial Advisers and the Royal Commission on Australian Government Administration\*

Maria Maley  
Australian National University

*The role of the ministerial office was one of the key issues investigated by the Royal Commission on Australian Government Administration (RCAGA) in 1976. At the time the ministerial office was undergoing new and controversial developments. In the 25 years since the Royal Commission the new ministerial office has become a permanent and accepted part of our machinery of government. This paper reviews RCAGA's analysis of ministerial advisers and uses research on the Keating advisers in 1995-96 to track how the institution of the ministerial office has developed since the time of the Royal Commission.*

NUMBER OF POLITICAL STAFF, 2005-2015



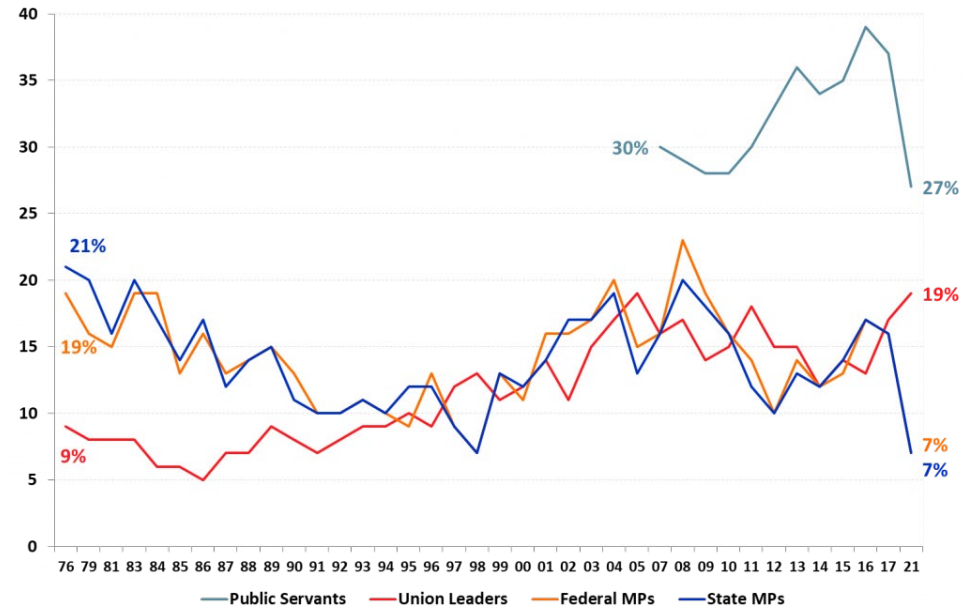
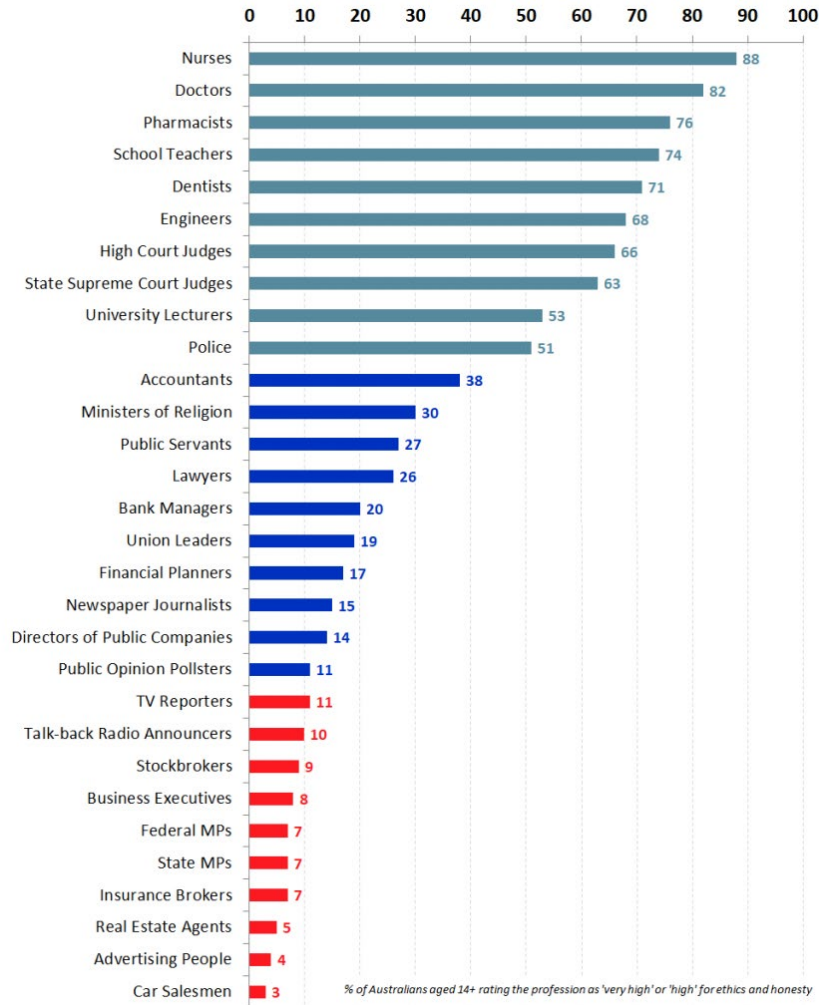
# Your role in the VPS

Professionals who work in the Victorian Public Service are obliged to act in a particular way.

The Victorian code of conduct requires you to:

- be responsive to the government of the day
- demonstrate integrity
- be impartial and accountable
- respect and promote human rights
- comply with all applicable Australian laws
- respect colleagues, public officials and the Victorian community.

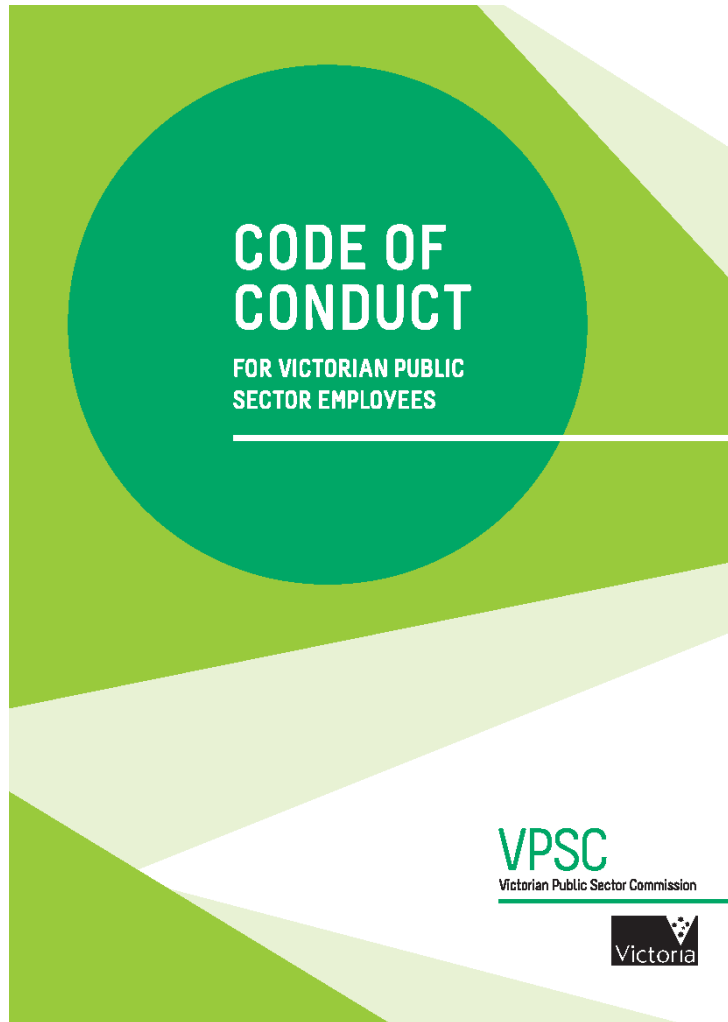
# Roy Morgan Image of Professions Survey 2021



Public sector professions rated 'high' or 'very high' for ethics and honesty (% of Australians)



# Code of conduct



Public servants must demonstrate

- responsiveness
- integrity
- impartiality
- accountability
- respect
- leadership
- commitment to human rights

# Code of conduct

## Responsiveness

Public officials should demonstrate responsiveness by:

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



**Responsiveness**

# Code of conduct

## Integrity

Public officials should demonstrate integrity by:

- i. being honest, open and transparent in their dealings; and
- ii. using powers responsibly; and
- iii. reporting improper conduct; and
- iv. avoiding any real or apparent conflicts of interest; and
- v. striving to earn and sustain public trust of a high level.



**Integrity**

# Code of conduct

## Impartiality

Public officials should demonstrate impartiality by:

- i. making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest; and
- ii. acting fairly by objectively considering all relevant facts and fair criteria; and
- iii. implementing Government policies and programs equitably.



**Impartiality**

# Code of conduct

## Accountability

Public officials should demonstrate accountability by:

- i. working to clear objectives in a transparent manner; and
- ii. accepting responsibility for their decisions and actions; and
- iii. seeking to achieve best use of resources; and
- iv. submitting themselves to appropriate scrutiny.



**Accountability**

# Code of conduct

## Respect

Public officials should demonstrate respect for colleagues, other public officials and members of the Victorian community by:

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



**Respect**

# Code of conduct

## Leadership

Public officials should demonstrate leadership by actively implementing, promoting and supporting these values.



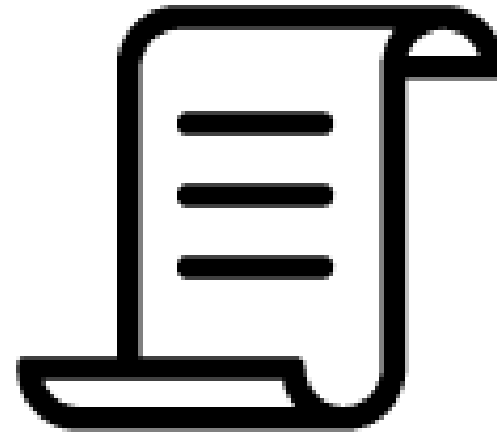
**Leadership**

# Code of conduct

## Human Rights

Public officials should respect and promote the human rights set out in the *Charter of Human Rights and Responsibilities* by:

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



**Human Rights**



# Outcomes and evidence



# A tale of two stories

FRIDAY, JULY 6, 2018 \$1.70 HERALDSUN.COM.AU

# Herald Sun

We're for you

**INCREDIBLES WARNING**  
HIT MOVIE'S HEALTH ALERT PAGE 3

**STRAY CATS FIND WAY HOME**  
Despite kicking an extraordinary 8.23, Geelong takes points

**KIDS DIE IN HOUSE SHOOTING**  
JACK HOUGHTON AND AAP

**ADDICTS SNUB INJECTING FACILITY** | **NOTHING CHANGED IN HEROIN HOTSPOT**

## REJECTING ROOM

**GENEVEVIE ALISON**

**AMASHOLDA**

**NOW A FUNNY GIRL**  
NAT BASS P3

**WIN A \$100K JAYCO**  
NEW CODE P30

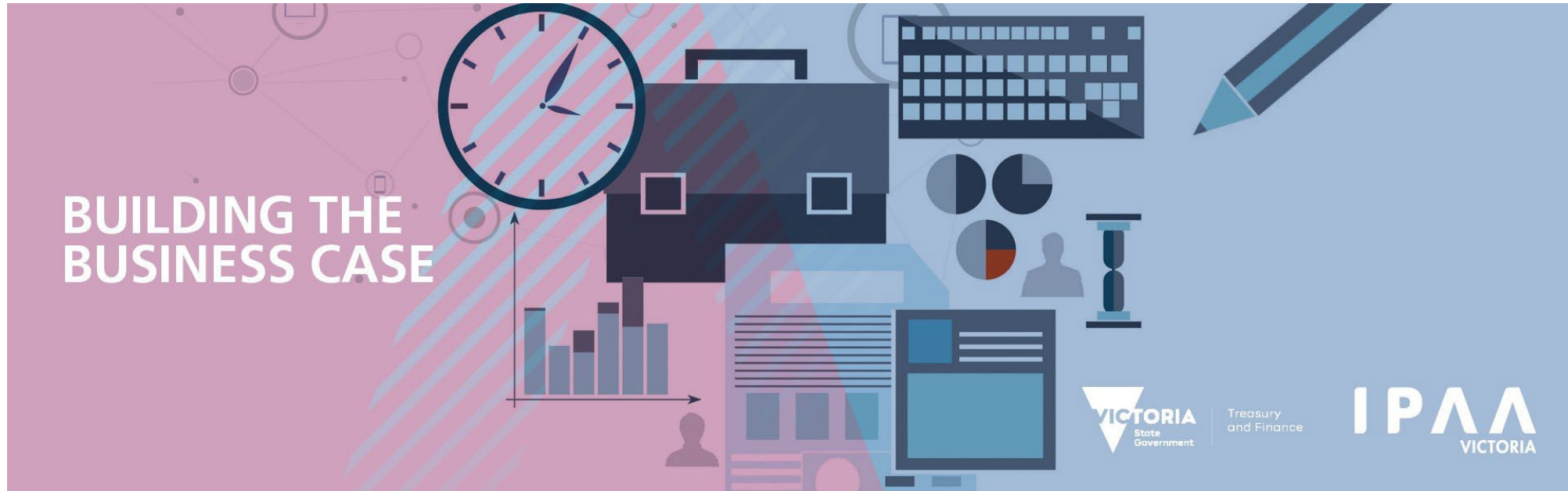
**RACE AGAINST THE RAIN**  
FIGHT TO RESCUE TRAPPED BOYS



**Any questions?**

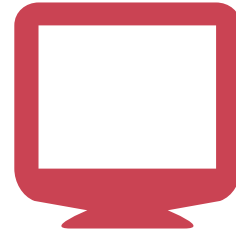


# Building the Business Case



[www.vic.ipaa.org.au/building-the-business-case](http://www.vic.ipaa.org.au/building-the-business-case)

# Event feedback **survey**



# Links and useful stuff

Victoria

Parliament of Victoria

<https://new.parliament.vic.gov.au/>

Federal

Parliamentary Education Office

<https://peo.gov.au/>



Thank **you**