

IPAA Victoria

How Modern Government Works

2025

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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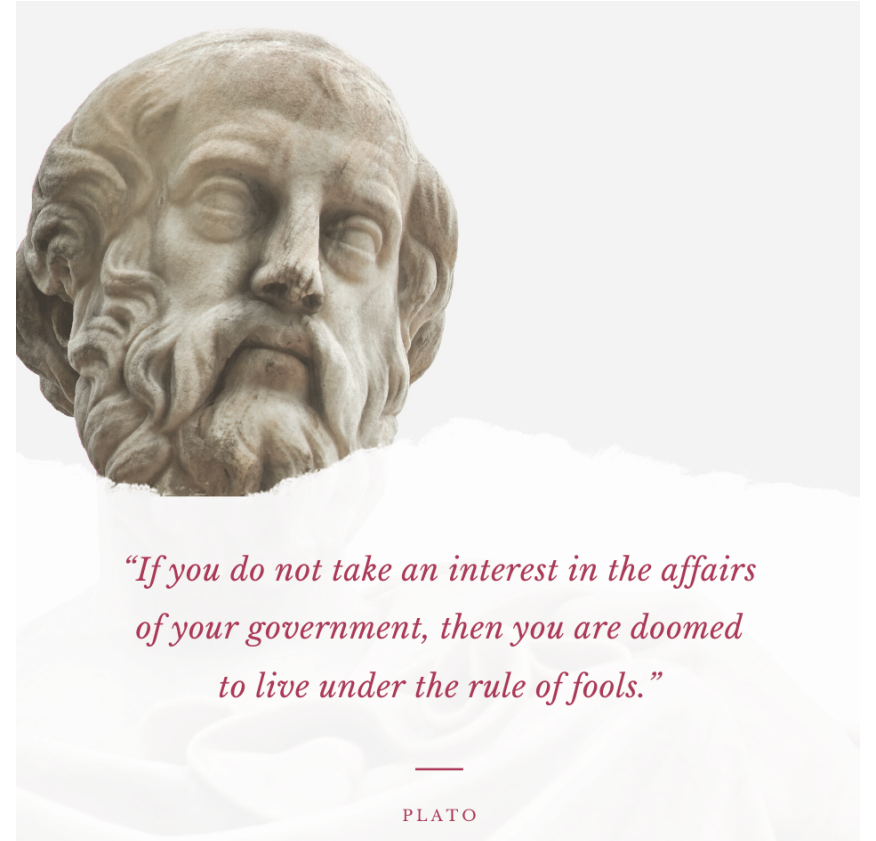
Slides

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

The screenshot shows the Ideas Advisory website. At the top, there is a teal header with contact information: +61 411 885 889 and info@ideasadvisory.com.au. The main navigation bar includes 'Welcome', 'Our people', 'Services' (circled in red with a '1'), 'IMS', 'Business Case', and 'Articles'. A large teal banner features the text 'Slide packs' in white. Below the banner, there are three main content sections: 'Building the Business Case' (with sub-items 'Slide pack 2024' and 'Slide pack 2023'), 'How modern government works' (with sub-items 'Slide pack 2024' and 'Slide pack VRGF 03 2024'), and 'Investment Management Standard Informatic' (with sub-item 'Slide Pack 2024 Muswellbrook Shire Council'). A dropdown menu is open under 'Services', listing various services. The 'Information sessions' item is circled in red with a '2'. A sub-menu is open under 'Information sessions', listing 'Investment Management Standard', 'Business case training', 'IPAA', and 'Slide packs' (circled in red with a '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

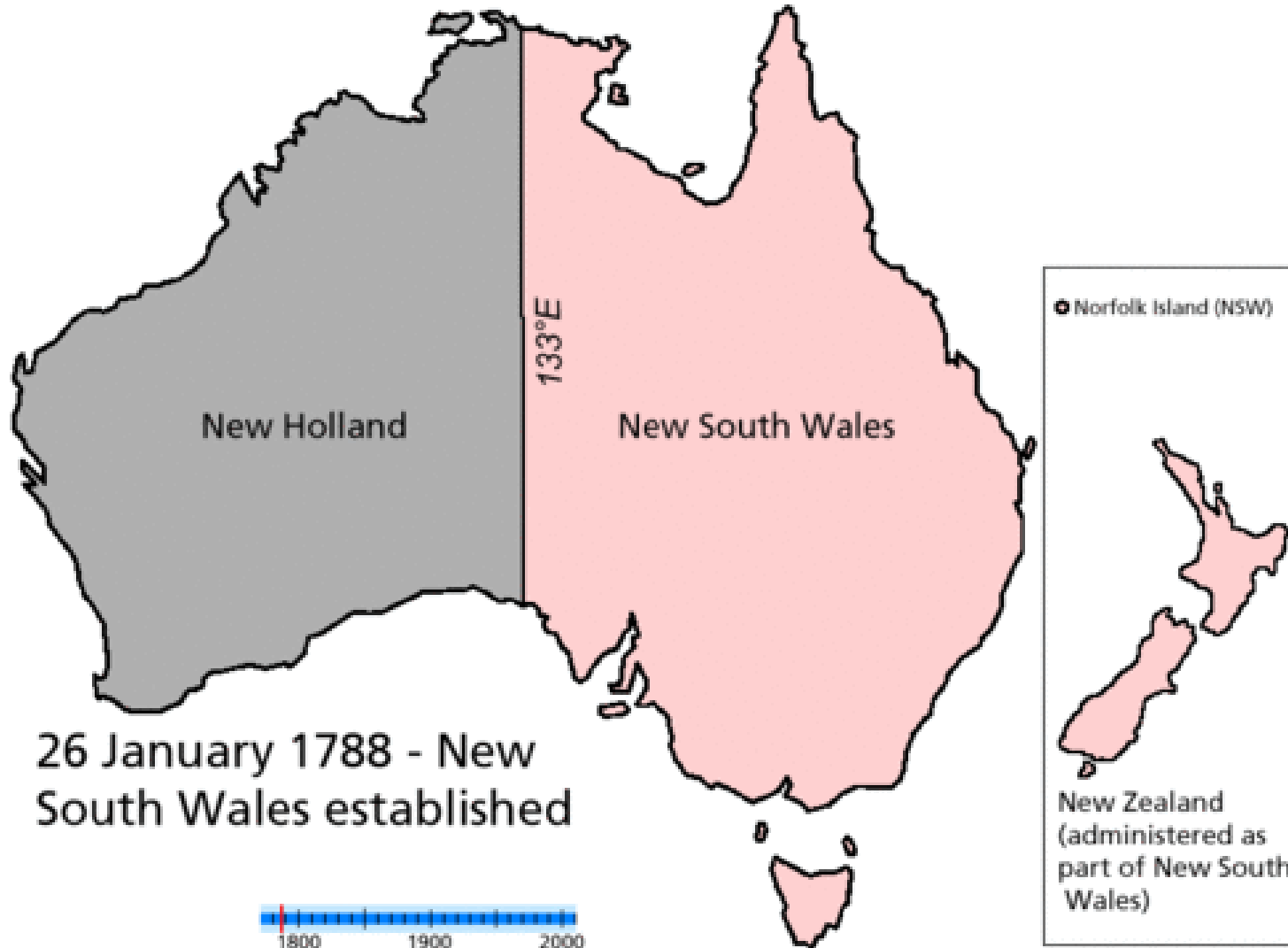
A brief introduction to governance in Australia

Pre-colonisation



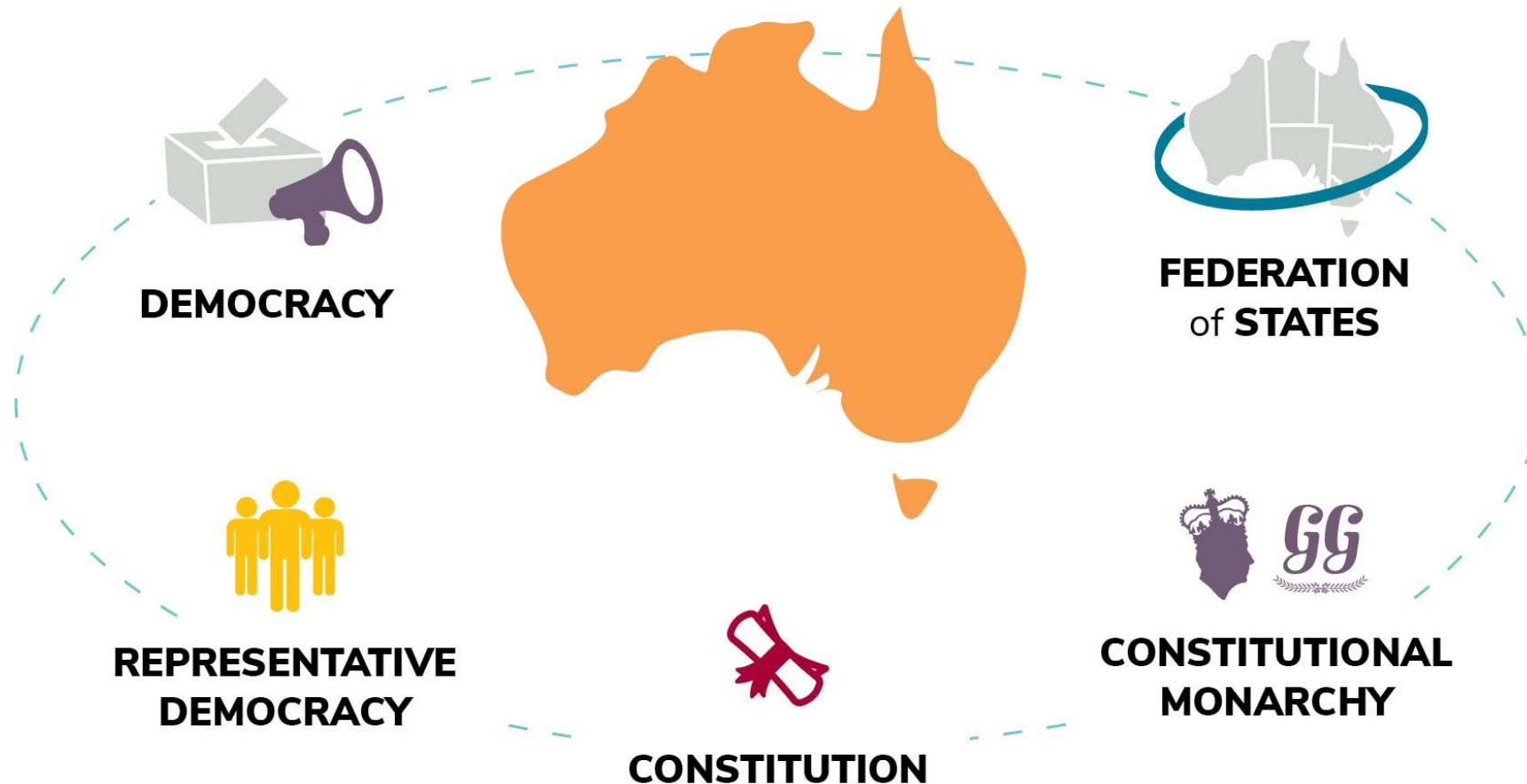
The image shows a screenshot of the 'Treaty for Victoria' website. The top navigation bar includes a home icon, 'The Assembly', 'Treaty', the 'FIRST PEOPLES' ASSEMBLY OF VICTORIA' logo, the 'TREATY FOR VICTORIA' logo, 'Donate', and a 'Sign Up' button. The main content area features a large, stylized graphic with the text 'STRONG FEARLESS TOGETHER' in bold, white letters on a black background with red brushstrokes. Below this, a quote reads: 'We're mob. We've been here for more than 60,000 years and we're not going anywhere.'

Colonies to States

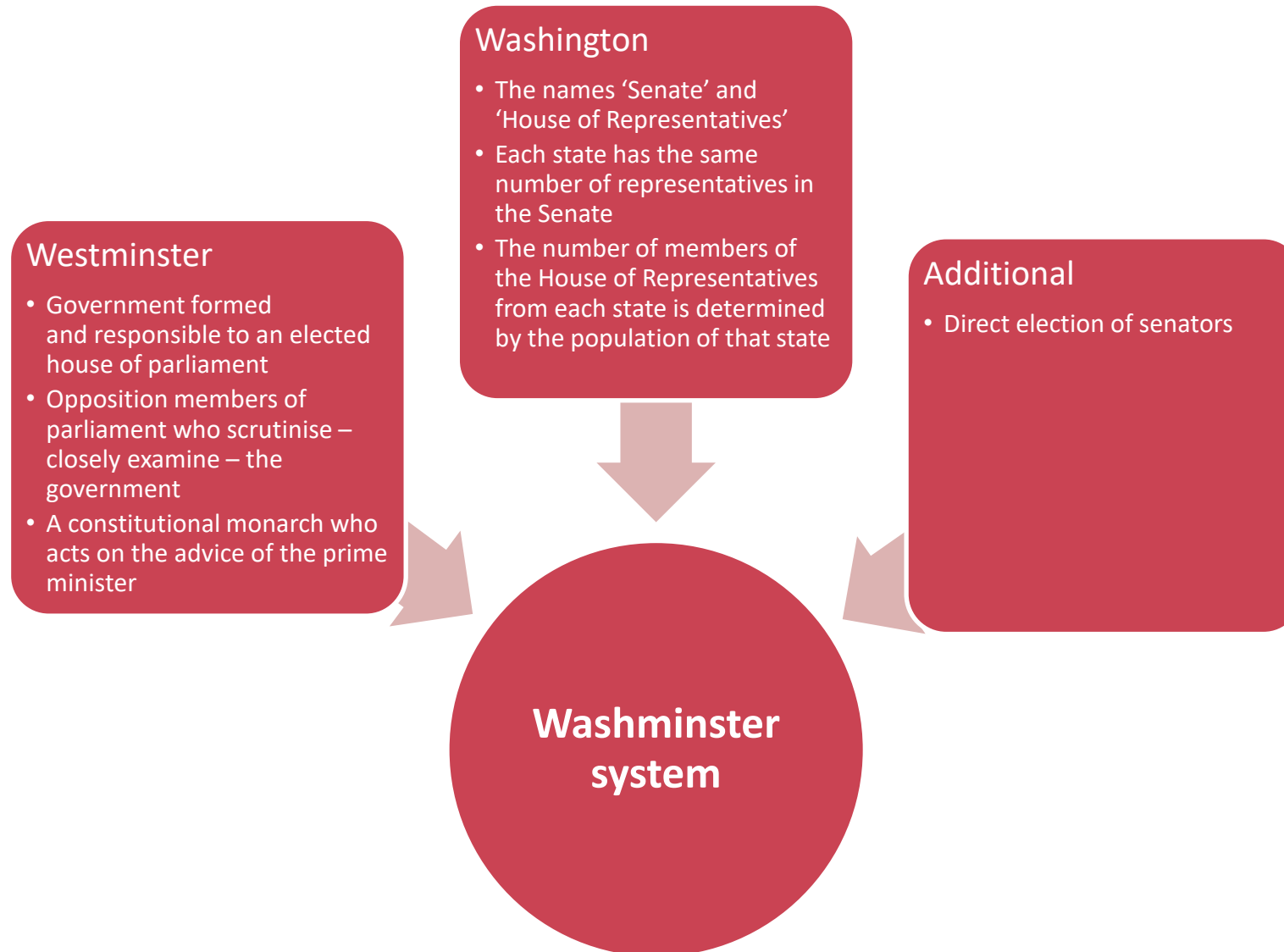


The Australian system of government

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.

People in Parliament



SENATE



HOUSE OF
REPRESENTATIVES



GOVERNMENT



OPPOSITION

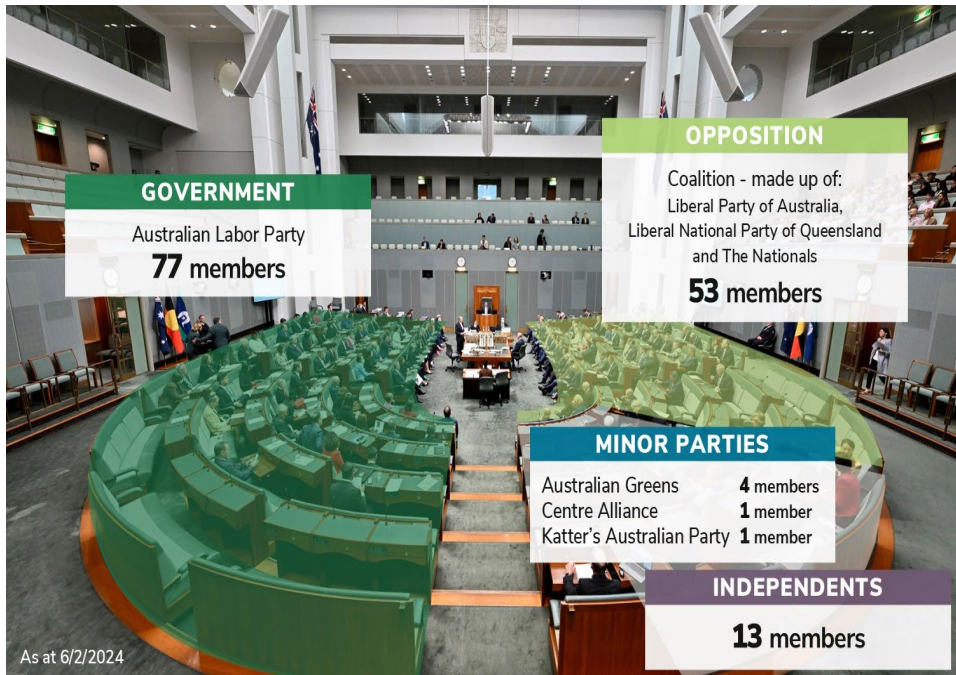


CROSBENCH

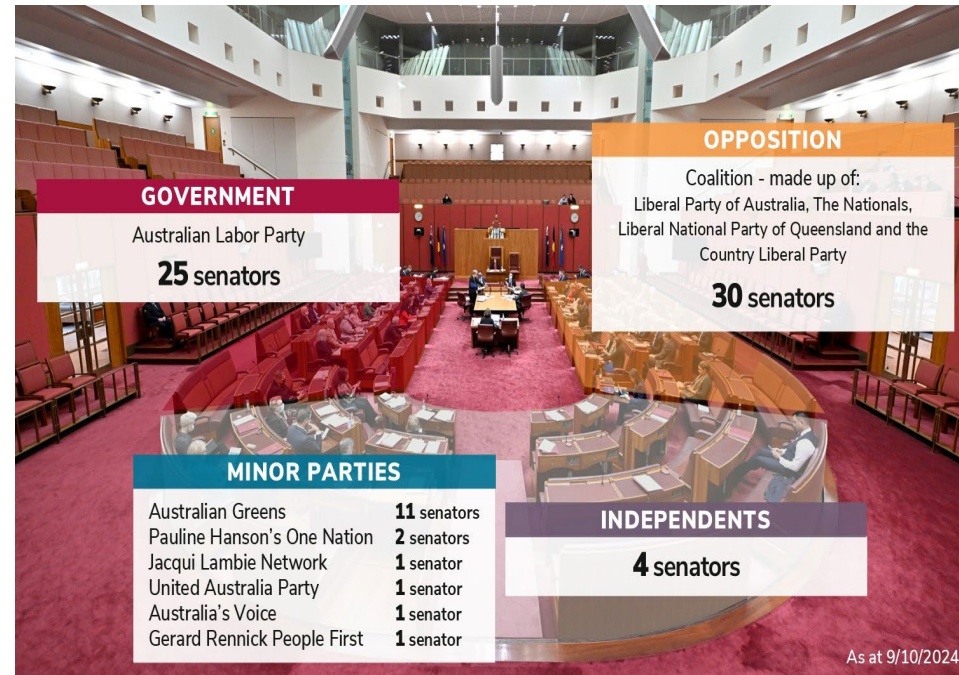
- Represents the views of Australians
 - Makes laws for Australia
 - Investigates national issues
 - Examines the work of the government.
- House in which the Australian Government is formed
 - Represents the views of Australians
 - Makes laws for Australia.
- Puts Australian law into action
 - Provides government services
 - Makes decisions on behalf of the nation.
- The opposition is the largest party – or coalition of parties – that does not have the majority support of members in the House of Representatives.
- The crossbench is made up of the minor parties and the independents.

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 (3)	Northern Territory
30	Queensland
11 (10)	South Australia
5	Tasmania
37 (38)	Victoria
16	Western Australia
150 (151)	Total

Number	Gender
59	Female
90	Male
2	Vacant

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
76	Total

Number	Gender
44	Female
32	Male

States

State	Capital	Population (Sept 2022)	Area (km ²)	Population Density (/km ²)	No. of Reps. in Aus House	Governor	Premier (Party)
New South Wales	Sydney	8,484,357	800,150	10.49	47	Margaret Beazley	Chris Minns (Labor)
Victoria	Melbourne	6,981,352	227,416	30.18	38	Margaret Gardner	Jacinta Allan (Labor)
Queensland	Brisbane	5,586,322	1,729,742	3.18	30	Jeannette Young	David Crisafulli (Liberal National)
Western Australia	Perth	2,965,159	2,527,013	1.15	16	Chris Dawson	Roger Cook (Labor)
South Australia	Adelaide	1,878,029	984,321	1.89	10	Frances Adamson	Peter Malinauskas (Labor)
Tasmania	Hobart	575,366	64,519	8.89	5	Barbara Baker	Jeremy Rockliff (Liberal)

Territories

Internal territories of Australia						
Territory	Capital (or largest settlement)	Population (Sept 2022)	Area (km ²)	Population Density (/km ²)	No. of Reps. in Aus House	Chief Minister
Australian Capital Territory	Canberra	474,132	2,358	198.97	3	Andrew Barr (Labor)
Northern Territory	Darwin	255,100	1,347,791	0.19	2	Lia Finocchiaro (Country Liberal)
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 ²)	Population Density (/km ²)
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 ¹
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					N/A (abolished 1922)	Legislative Assembly	MP	
Western Australia							MLA	
Queensland					—	MP		
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				Shire Council
Christmas Island					Mayor	Regional Council ²		
Cocos (Keeling) Islands								
Norfolk Island								

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



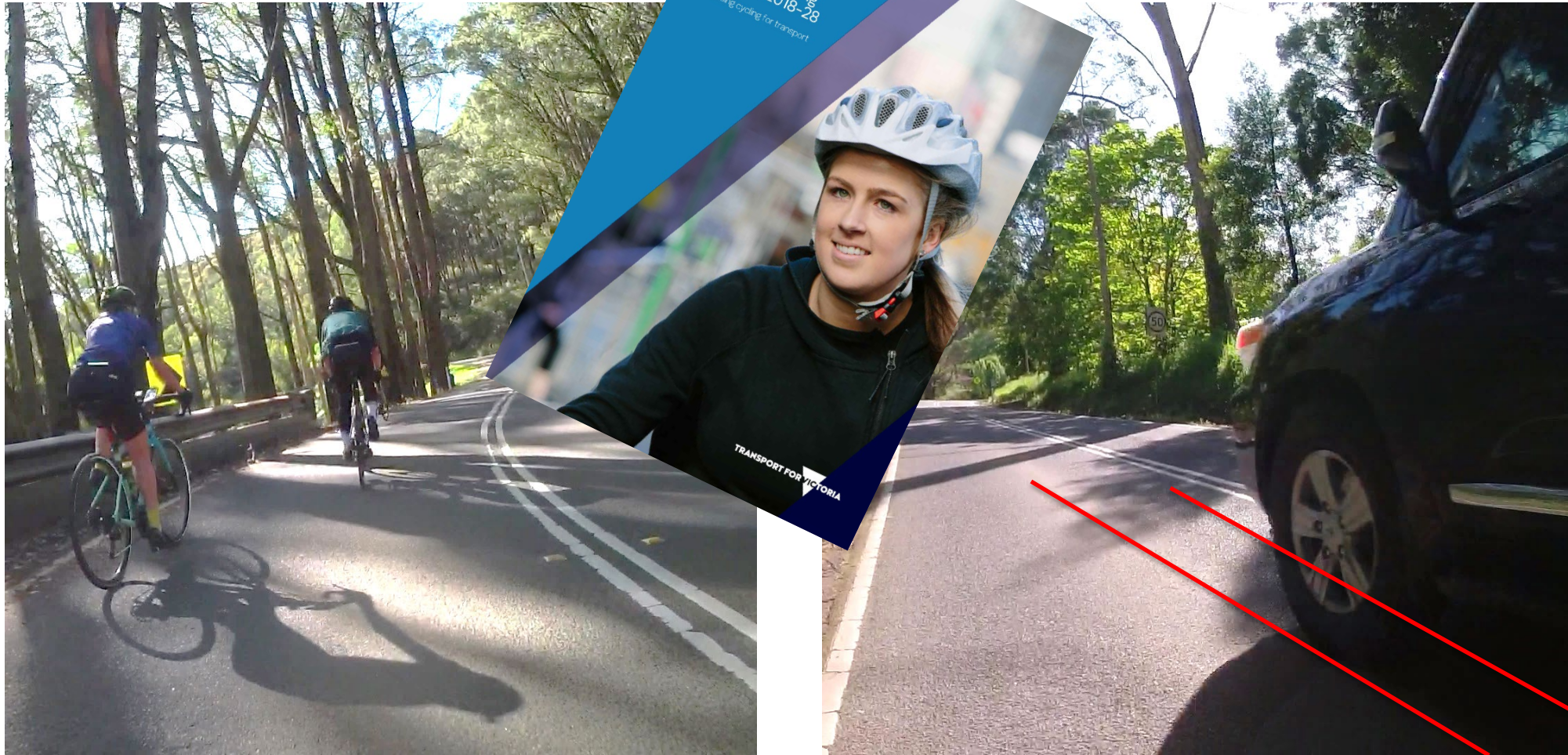
Local governments by type and state

Local government area types	NSW	Vic	Qld	WA	SA	Tas	NT	ACT	Total
Aboriginal councils					2				2
Aboriginal shires			12						12
Boroughs		1							1
Cities	30	34	8	27	21	6	2		128
Councils	32				17	23	2		74
District councils					23				23
Municipalities	2								2
Regional councils	9		29		4		9		51
Rural cities		6			1				7
Shires	55	38	28	104			2		227
Towns			1	8	2		2		13
Sub-total	128	79	78	139	70	29	17	0	540
Unincorporated	2	9		2	1		7	1	22
Total	130	88	78	141	71	29	24	1	562

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

Case study



Part 2

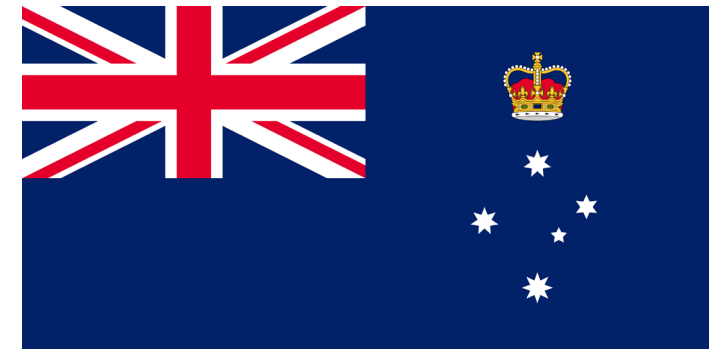
Development of Government in Victoria

A brief introduction to governance in Victoria

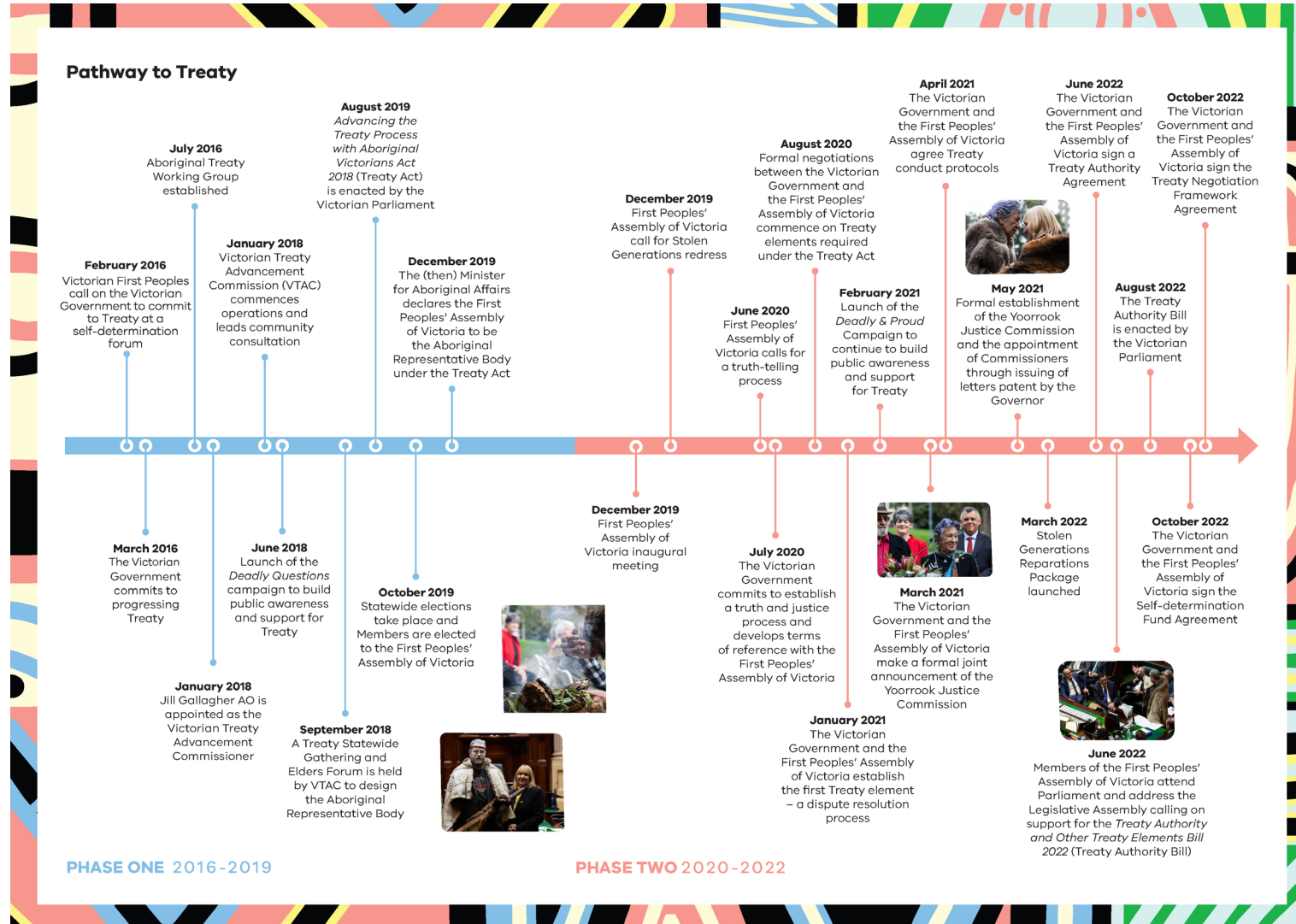
State Government

Victoria State Government

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



Pathway to Treaty



Ceremonial opening of Statewide Treaty Negotiations: November 2024

First Peoples' Assembly of Victoria



FIRST PEOPLES' ASSEMBLY OF VICTORIA



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



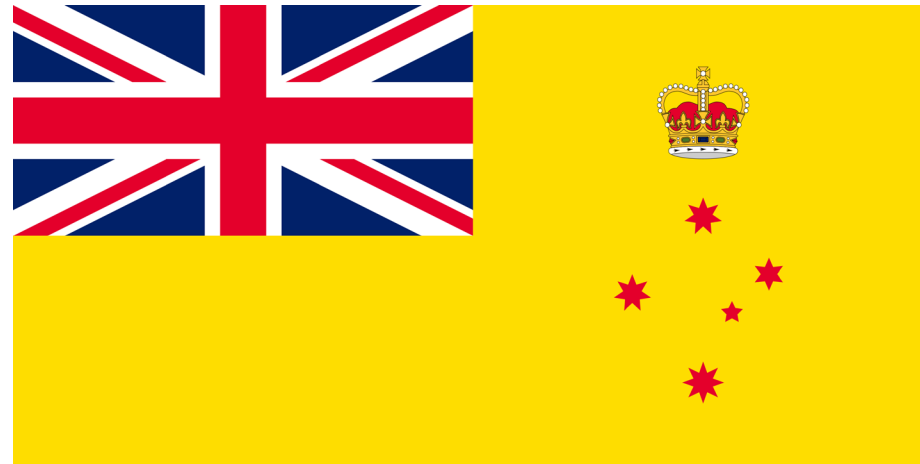
King Charles III*

*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.

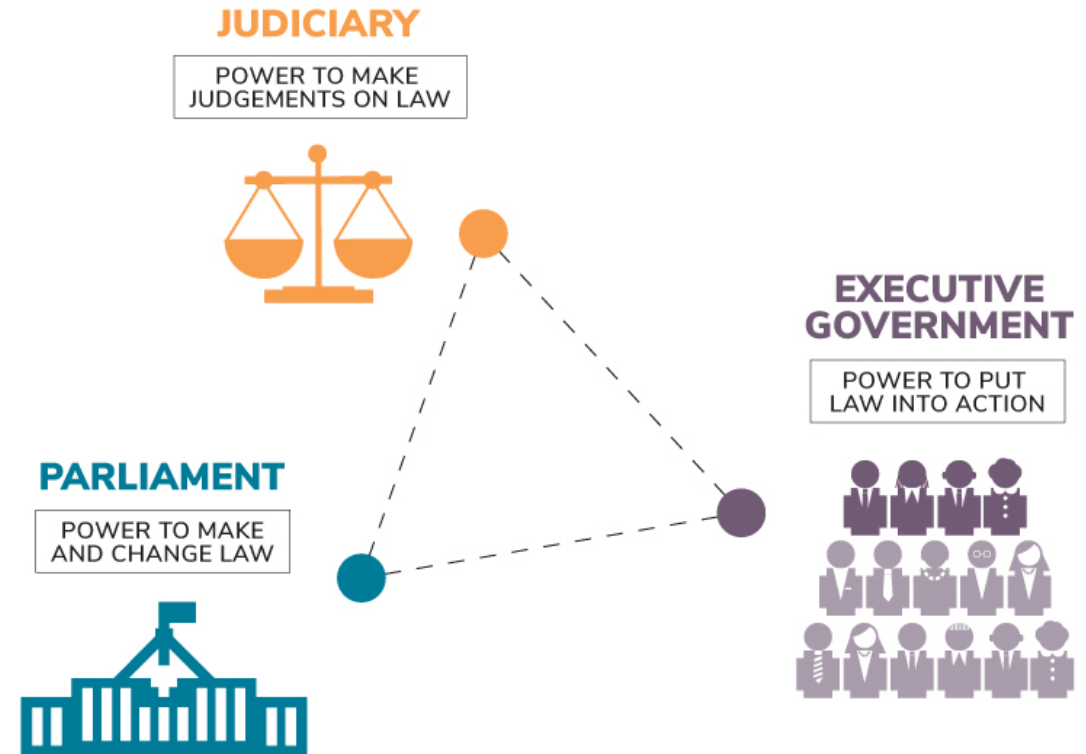
Separation of powers

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

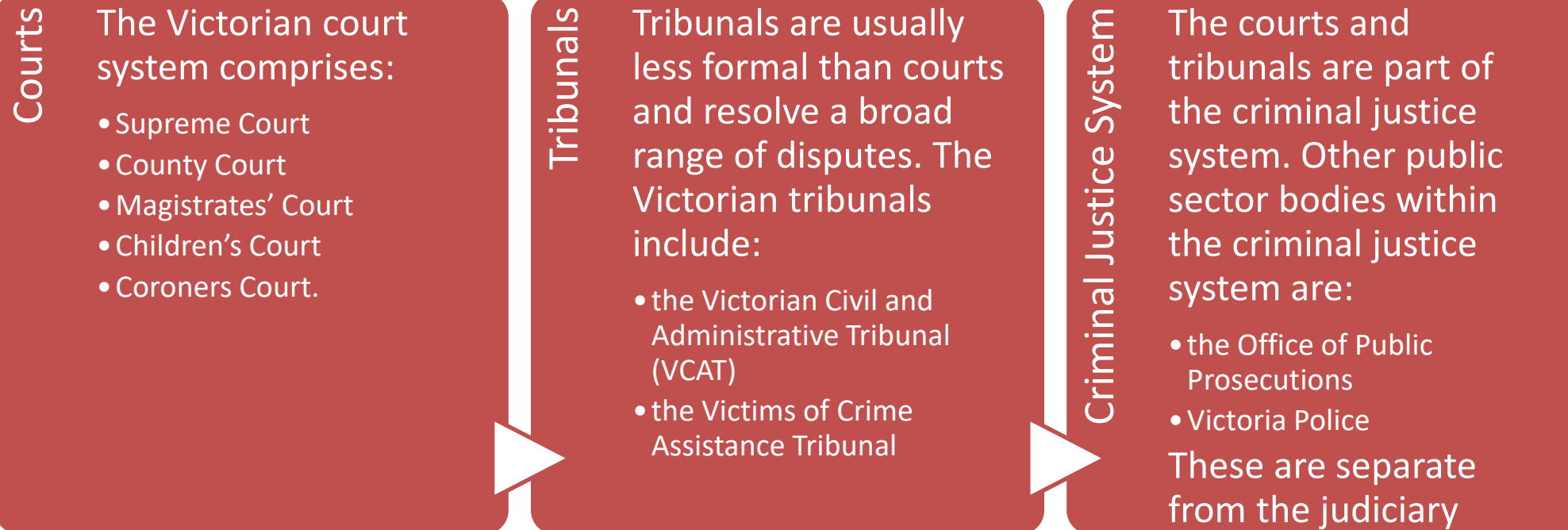
The executive is responsible for the administration of laws passed by Parliament and the delivery of public services.

The Executive is comprised of the

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

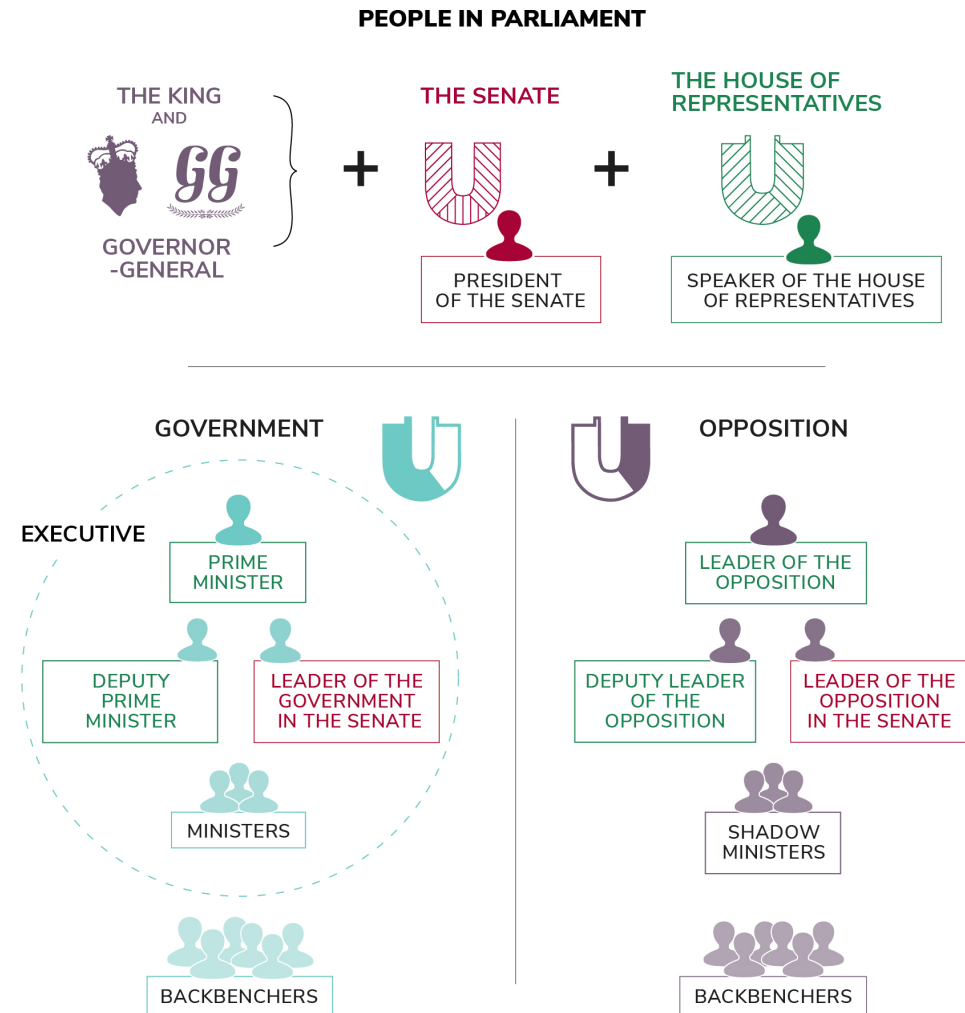
The Judiciary

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



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

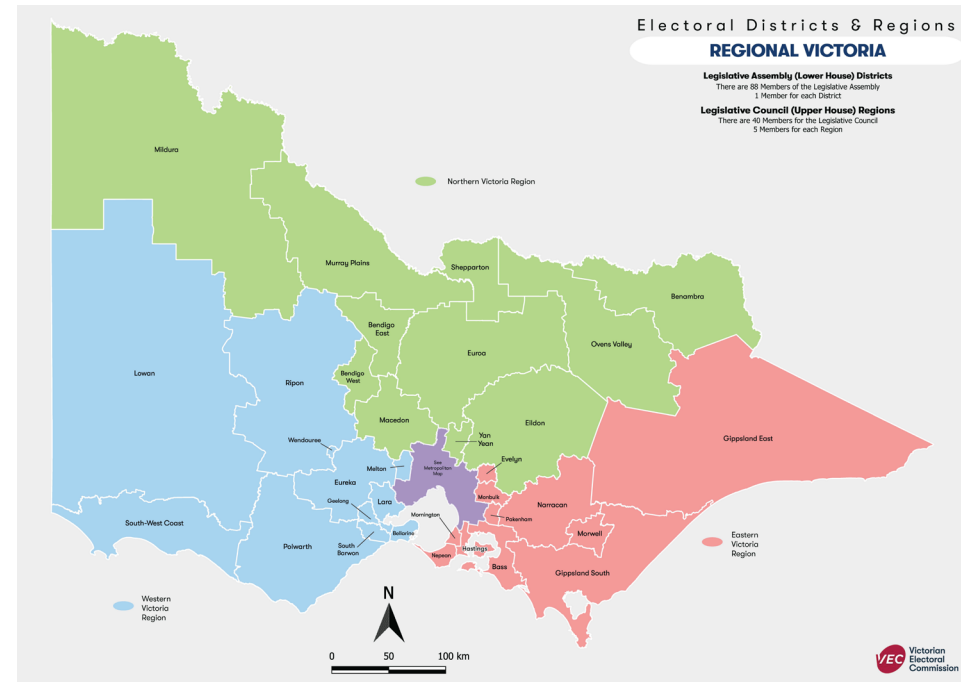
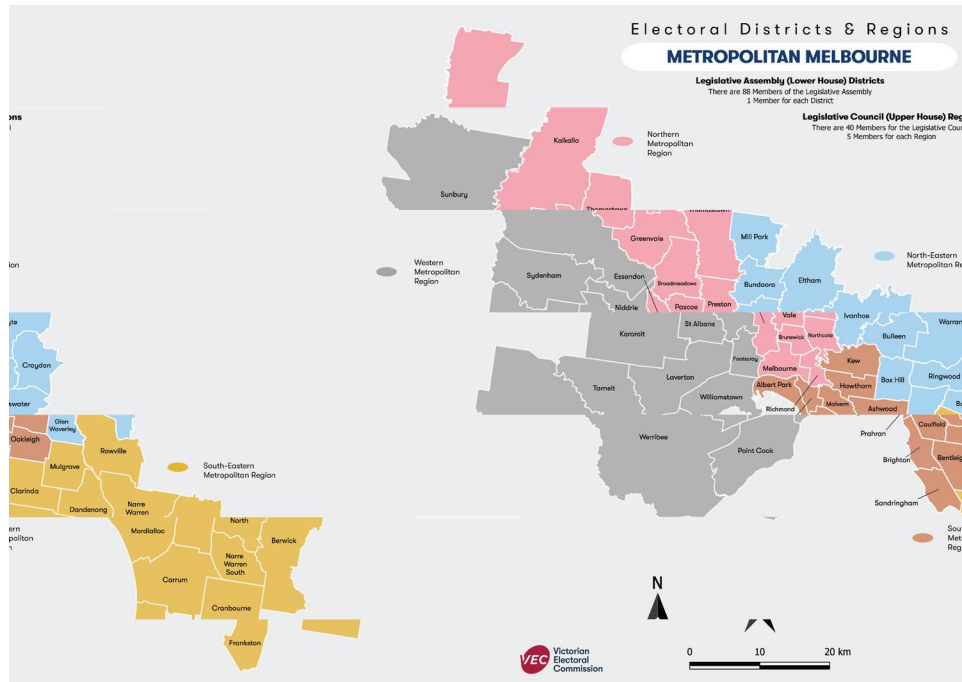
Legislative Assembly 2022-26

Party	Seats held	
Government		
Labor	54	61%
Opposition		
Liberal	20	23%
National	9	10%
Crossbench		
Greens	3	3%
Independent Labor	1	1%
Independent	1	1%
Total	88	100%

Legislative Council 2022-26

Party	Seats	
Government		
Labor	15	38%
Opposition		
Liberal	12	30%
National	2	5%
Crossbench		
Greens	4	10%
Legalise Cannabis	2	5%
Animal Justice	1	3%
Libertarian	1	3%
One Nation	1	3%
Shooters, Fishers, Farmers	1	3%
Democratic Labour	1	3%
Total	40	100%

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

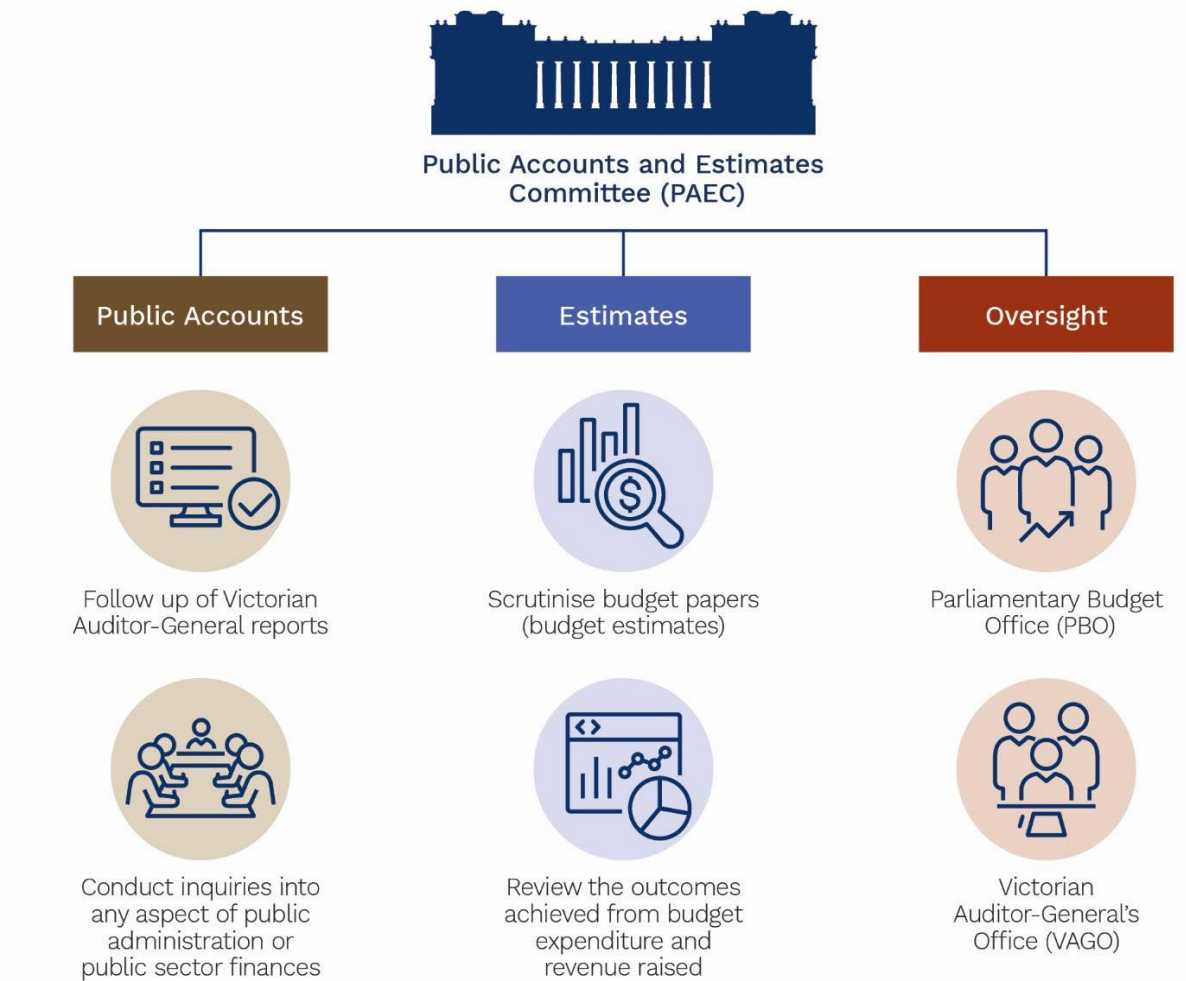
- Focusing on the operations of Parliament, such as parliamentary procedure and administration. They are made up of members of one House.

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

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Authorised by the Chief Parliamentary Counsel



AUSTRALIA'S CONSTITUTION

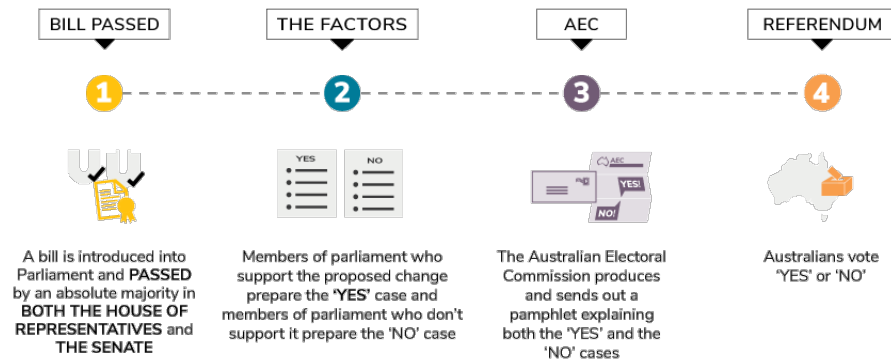
With Overview and Notes by the
Australian Government Solicitor



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

Referendums and plebiscites

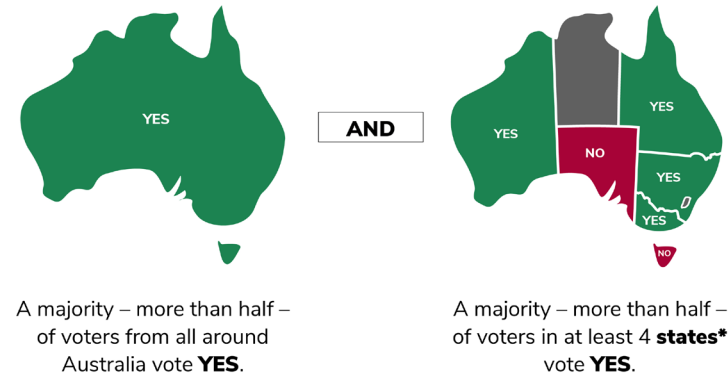
HOW TO CHANGE THE CONSTITUTION



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

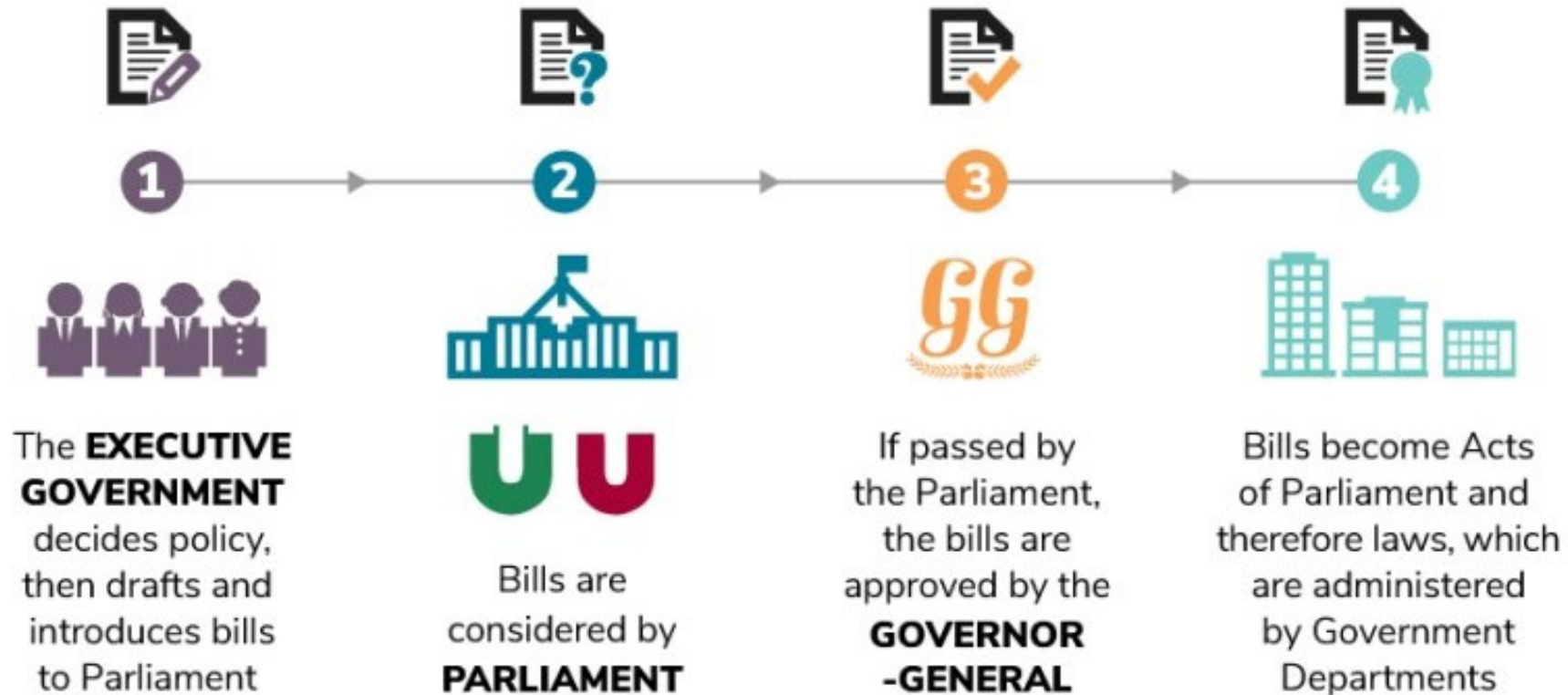
Australia [REDACTED] 
[REDACTED] **is the only** [REDACTED]
democracy [REDACTED] **in the world**
[REDACTED] **that does not** [REDACTED]
[REDACTED] **enshrine** [REDACTED] **free speech**
and a free press. [REDACTED]

Free speech as a **public servant**

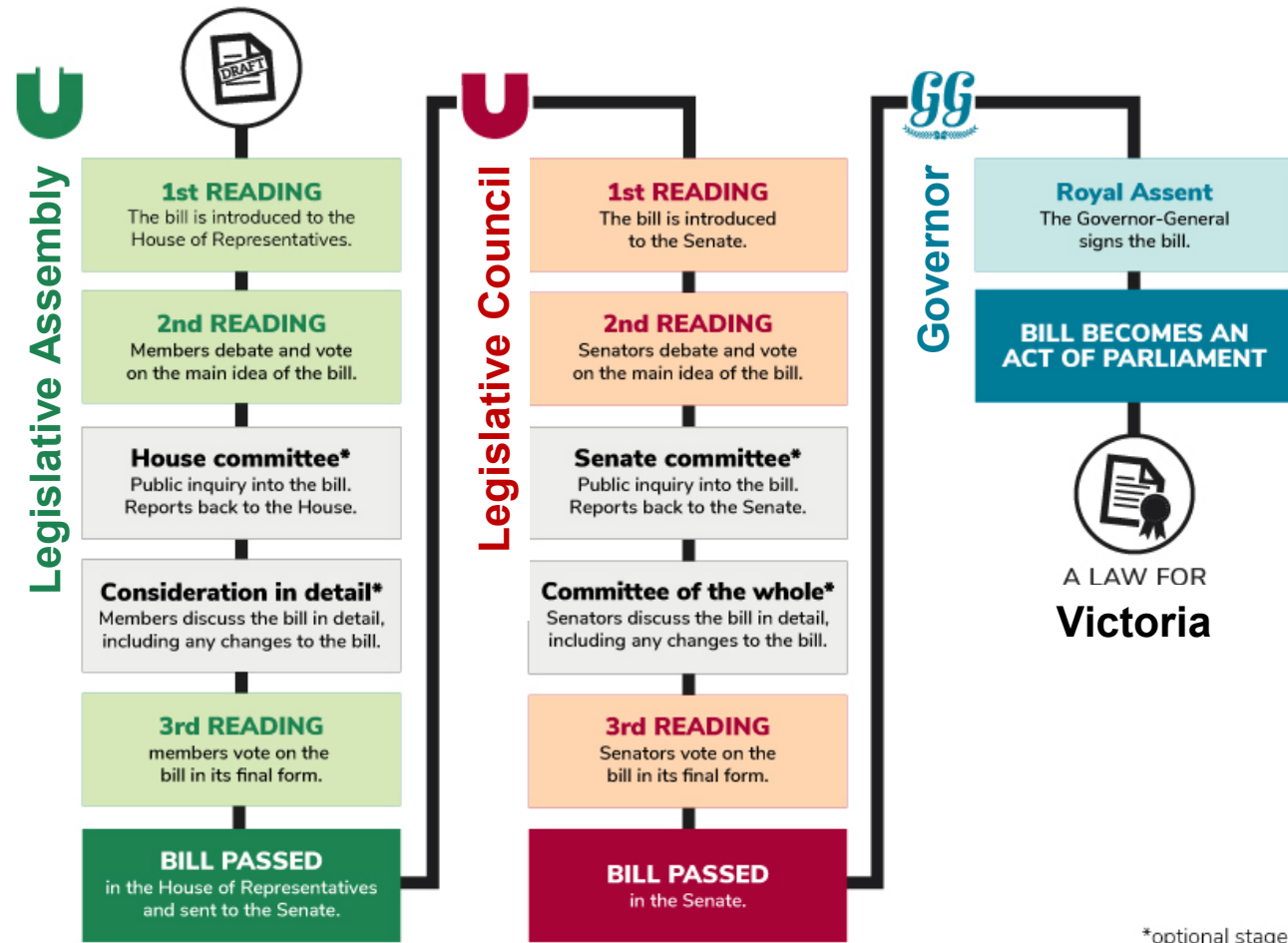
- Make it clear that the views you're expressing are your own and not your agency's
- It's generally a bad idea to make comments about policy issues that are relevant to your work
- Be thoughtful about the language you use
- Remember that people will judge your agency by the tone and content of what 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 - December 2024



Jacinta Allan

Premier



Ben Carroll

Deputy Premier
Minister for Education
Minister for WorkSafe and TAC



Jaclyn Symes

Leader of the Government in the
Legislative Council
Treasurer
Minister for Industrial Relations
Minister for Regional Development



Melissa Horne

Minister for Ports and Freight
Minister for Roads and Road Safety
Minister for Health Infrastructure



Natalie Hutchins

Minister for Government Services
Minister for Treaty and First
Peoples
Minister for Prevention of Family
Violence
Minister for Women



Sonya Kilkenny

Attorney General
Minister for Planning



Gayle Tierney

Minister for Skills and TAFE
Minister for Water



Vicki Ward

Minister for Emergency Services
Minister for Natural Disaster
Recovery
Minister for Equality



Gabrielle Williams

Minister for Transport
Infrastructure
Minister for Public and Active
Transport



Lizzie Blandthorn

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



Colin Brooks

Minister for Industry and Advanced
Manufacturing
Minister for Creative Industries



Anthony Carbines

Minister for Police
Minister for Community Safety
Minister for Victims
Minister for Racing



Danny Pearson

Minister for Economic Growth and
Jobs
Minister for Finance



Harriet Shing

Minister for the Suburban Rail
Loop
Minister for Housing and Building
Minister for Development Victoria
and Precincts



Ros Spence

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



Nick Staikos

Minister for Consumer Affairs
Minister for Local Government



Steve McGhie

Cabinet Secretary



Lily D'Ambrosio

Minister for Climate Action
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 Erdogban

Minister for Casino, Gaming and
Liquor Regulation
Minister for Corrections
Minister for Youth Justice



Ingrid Stitt

Minister for Mental Health
Minister for Ageing
Minister for Multicultural Affairs



Natalie Suleyman

Minister for Veterans
Minister for Small Business and
Employment
Minister for Youth



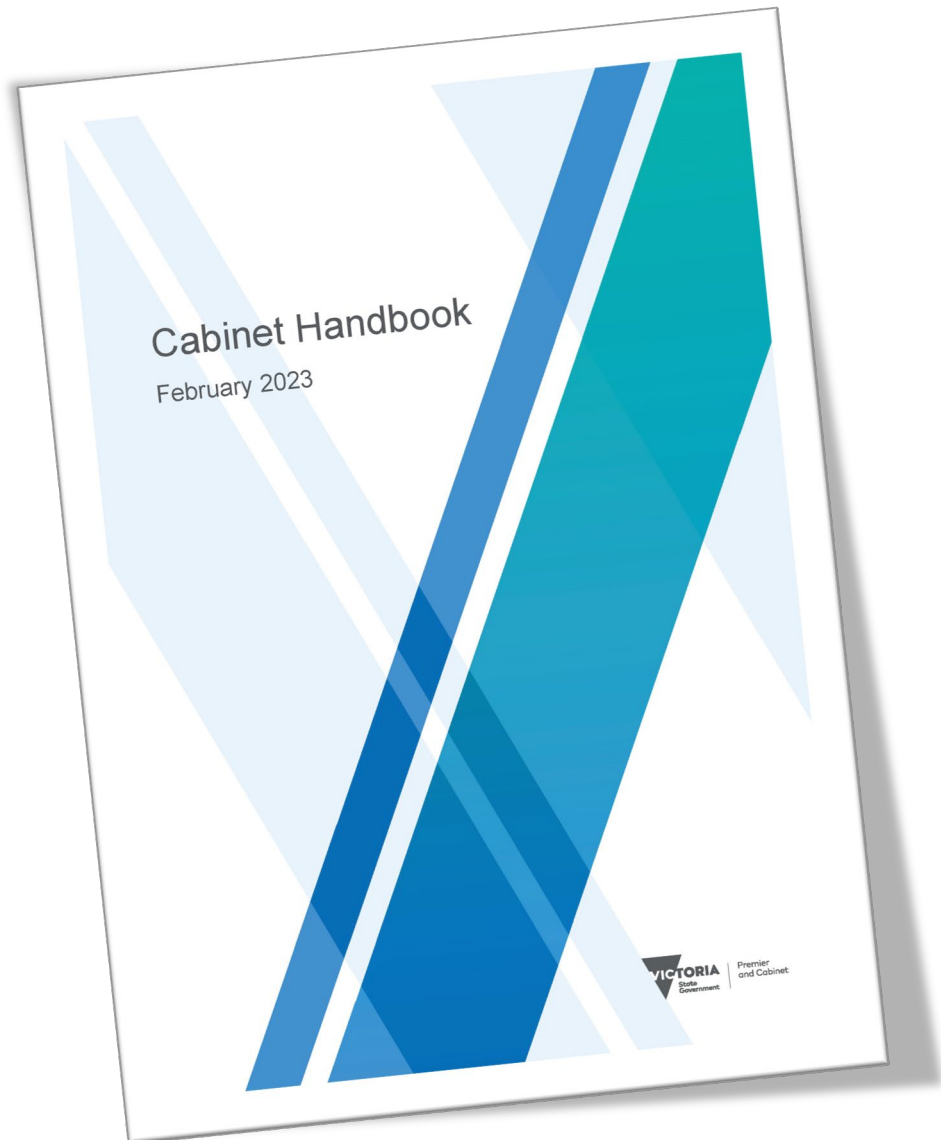
Mary-Anne Thomas

Leader of the House
Minister for Health
Minister for Ambulance Services

Parliamentary Secretaries December 2024

Tim Richardson	Parliamentary Secretary to the Premier Parliamentary Secretary for Men's Behaviour Changes
Josh Bull	Parliamentary Secretary for Level Crossing Removals Parliamentary Secretary for Transport
Christine Couzens	Parliamentary Secretary for First Peoples
Paul Edbrooke	Parliamentary Secretary to the Treasurer Parliamentary Secretary for Mental Health and Suicide Prevention
Luba Grigorovitch	Parliamentary Secretary for Outdoor Recreation
Bronwyn Halfpenny	Parliamentary Secretary for Roads
Katie Hall	Parliamentary Secretary for Homes Parliamentary Secretary for Creative Industries
Nathan Lambert	Parliamentary Secretary for Children
Michaela Settle	Parliamentary Secretary for Regional Victoria Parliamentary Secretary for Community Sport
Nina Taylor	Parliamentary Secretary for Education
Paul Hamer	Parliamentary Secretary for Jobs
Kat Theophanous	Parliamentary Secretary for Women's Health Parliamentary Secretary for Renters
Sheena Watt	Parliamentary Secretary for Climate Action Parliamentary Secretary for Emergency Services
Iwan Walters	Parliamentary Secretary for Multicultural Affairs

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

382,823 people employed or 314,629 FTE in the overall Victorian public sector

57,345 people (54,839 FTE) were employed in the Victorian Public Service (VPS)

40,972 (39,085 FTE) are employed by a VPS department

325,478 people (259,791 FTE) were employed in public entities

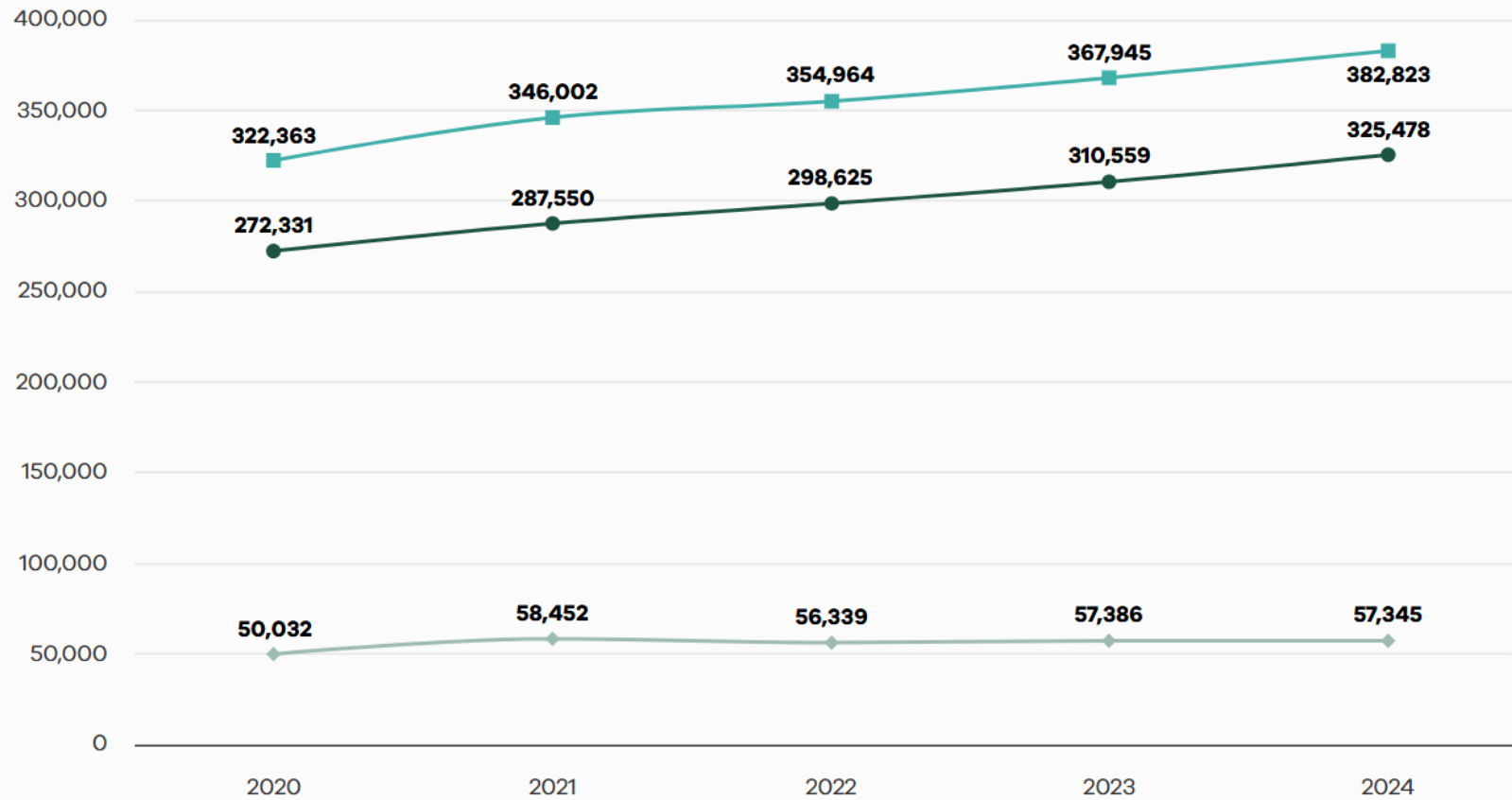
9.8% of the Victorian labour force

4.1% (12,450 FTE) rise in total employment between June 2023 and June 2024

Employee numbers over time

Employees by headcount

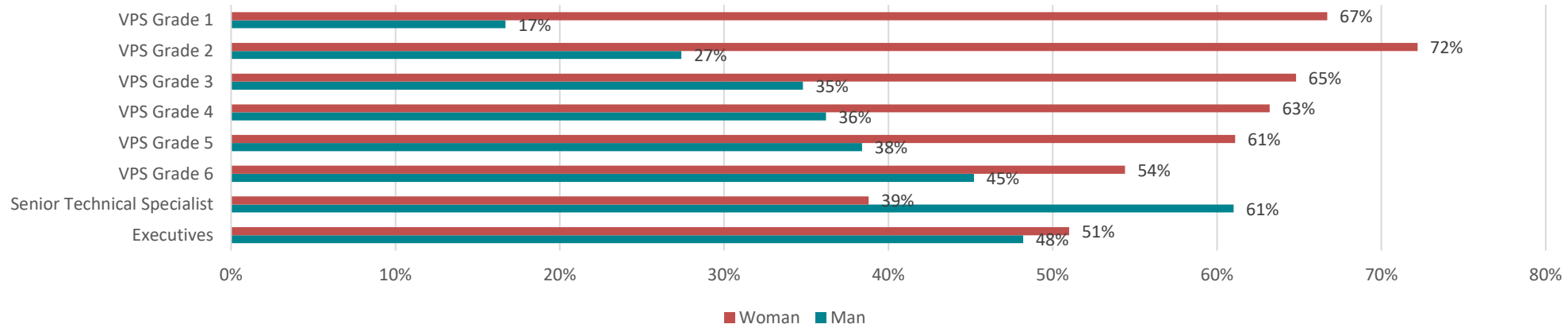
Workforce data collection 2020 to 2024



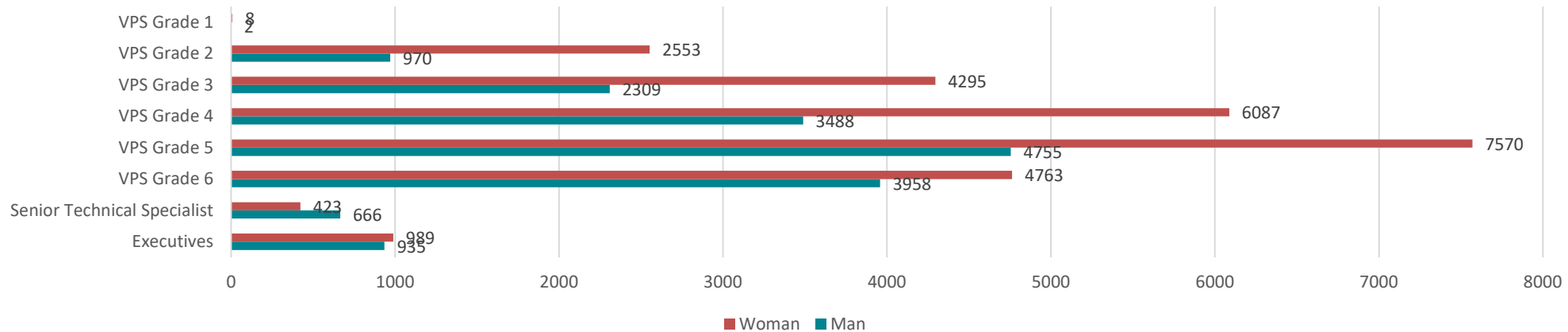
● Public entities ◆ Victorian Public Service ■ Whole of public sector

Employees by gender and classification

Percentage of employees by grade and gender



Percentage of employees by grade and gender

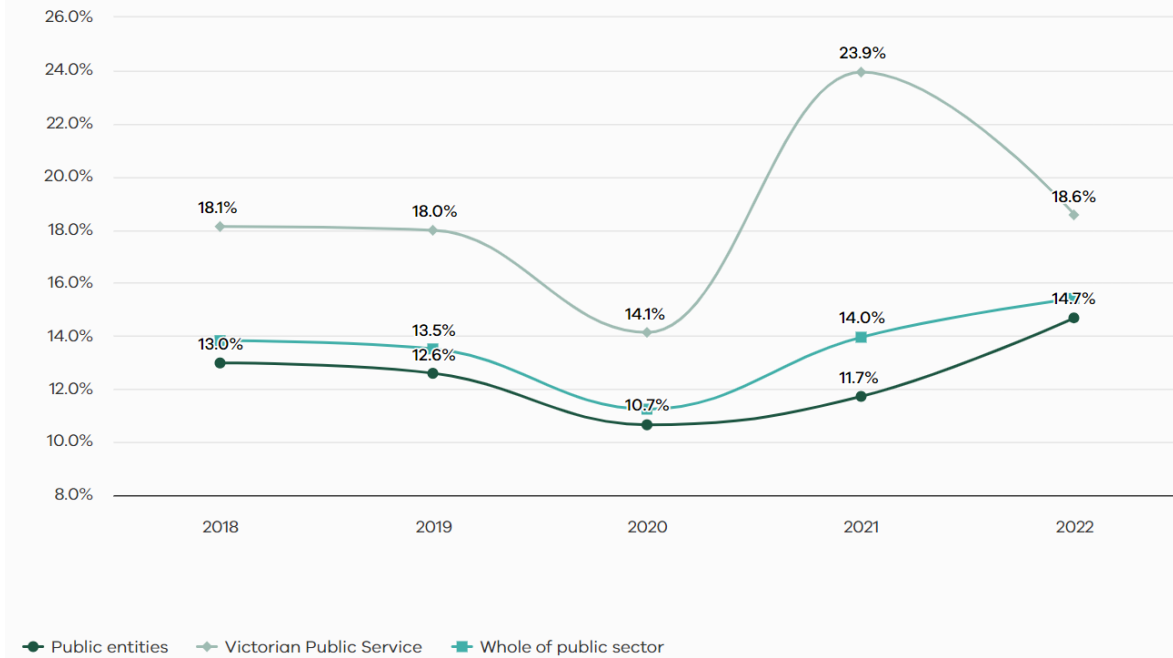


Facts, visuals and data on the Victorian public sector workforce 2023

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

Workforce data collection 2019 to 2023



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

Victorian Public Sector Commission 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%.

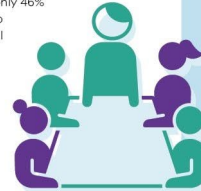


2 The gender pay gap favouring men increased with age.

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.

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



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



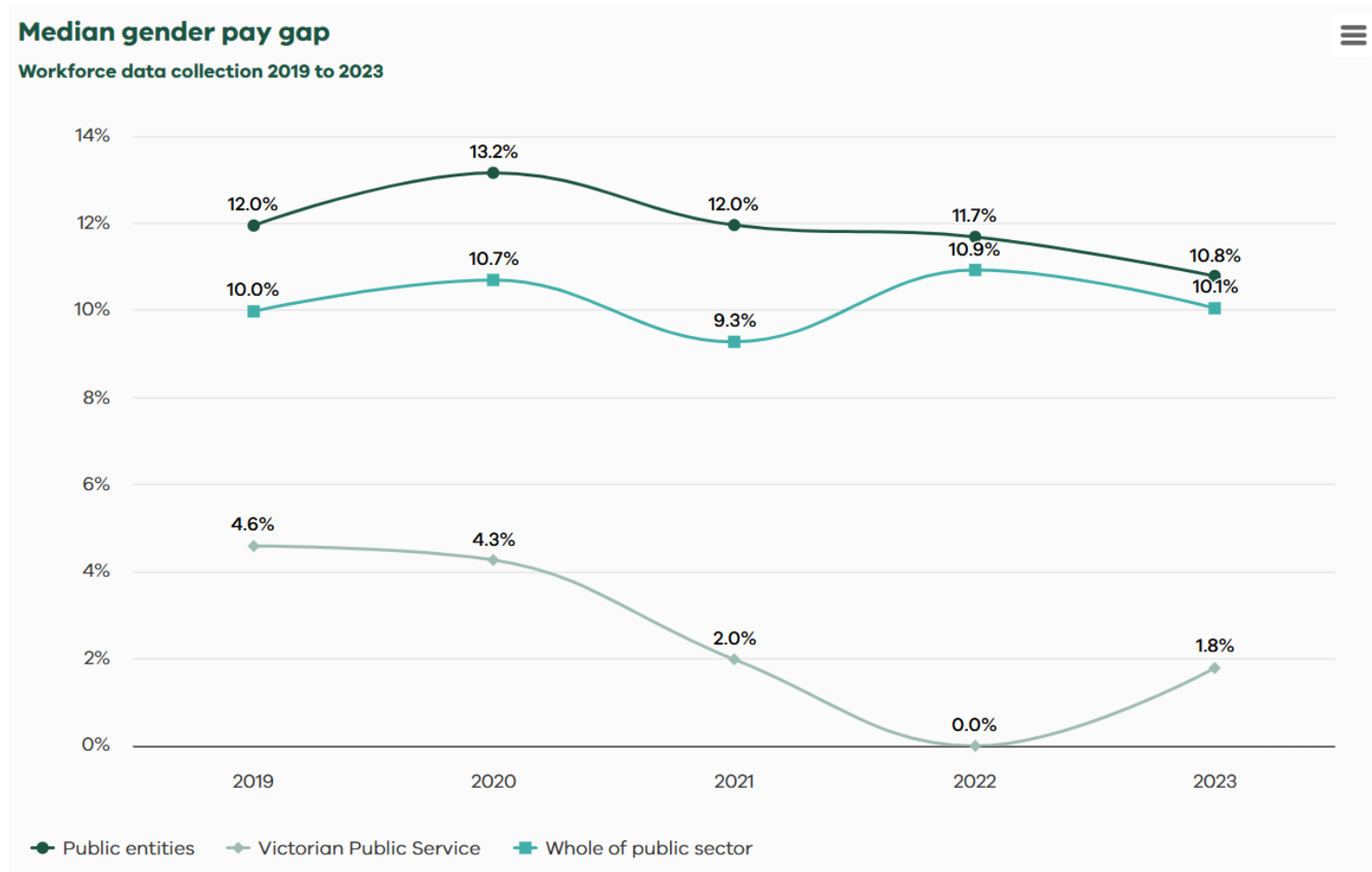
11 Of those taking carer's leave, 68% were women, and women were more likely to believe that flexibility, family responsibilities and caring are barriers to success in their organisation.



12 There is gender balance across the sector in governing bodies.

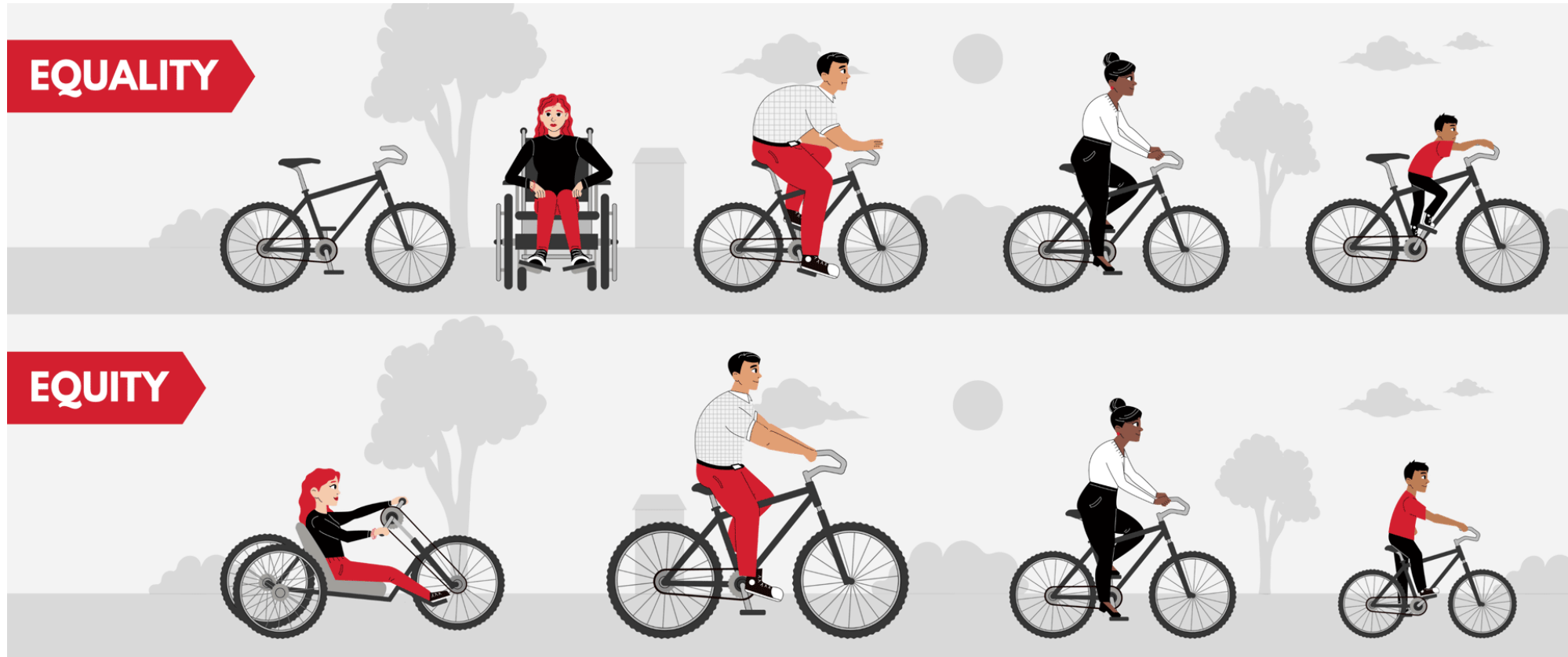


Gender pay gap based on median annual salary



Facts, visuals and data on the Victorian public sector workforce 2023

Why? Equality v Equity?



Employing organisation numbers

Employing organisation	June 2024 headcount	June 2024 full time equivalent
Department of Education	4,931	4,630
Department of Energy, Environment and Climate Action (includes Sustainability Victoria excluding CEO, Solar Victoria and the Office of the Commissioner for Environmental Sustainability)	6,226	5,953
Department of Families, Fairness and Housing	7,172	6,688
Department of Government Services	1,629	1,558
Department of Health (includes the Health Complaints Commission, the Mental Health Tribunal and the National Health Practitioner Ombudsman)	2,393	2,267
Department of Jobs, Skills, Industry and Regions	1,745	1,703
Department of Justice and Community Safety (includes non-executive and non-forensic employees from Victorian Institute of Forensic Medicine)	9,852	9,463
Department of Premier and Cabinet (includes Yoorrook Justice Commission)	651	625
Department of Transport and Planning	4,761	4,652
Department of Treasury and Finance (includes State Revenue Office and Commission for Better Regulation)	1,612	1,547
Total	40,972	39,085

How governments raise and spend money



The **FEDERAL GOVERNMENT** raises money through taxing incomes, spending and businesses.



FEDERAL MATTERS SUCH AS

MEDICARE DEFENCE

IMMIGRATION

FOREIGN POLICY



STATE/TERRITORY GOVERNMENTS receive more than half their money from the federal government and also collect taxes.



STATE MATTERS SUCH AS

ROADS HOUSING PRISONS

PUBLIC TRANSPORT

POLICE and AMBULANCE SERVICES



LOCAL COUNCILS collect taxes (rates) from all local property owners and receives money from the federal and state governments.



LOCAL MATTERS SUCH AS

TOWN PLANNING

SEWERAGE LOCAL ROADS

RUBBISH COLLECTION

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

	2023-24 revised	2024-25 budget	2025-26 estimate	2026-27 estimate	2027-28 estimate
Taxation	36921	38979	40988	42922	45084
Interest income	1892	1283	1136	1140	1145
Dividends, income tax equivalent and rate equivalent income	2342	1015	1156	1244	1310
Sales of goods and services	6421	6794	6904	6987	7076
Other revenue and income	3442	3201	3237	3744	3457
Subtotal	51018	51272	53421	56037	58072
Grants	40990	44812	47642	48764	48831
Total revenue and income from transactions	92008	96084	101063	104801	106903

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
Local Member	Party Representative	Representative of Government	Member of Parliament	Cabinet Member (as appropriate)	Head of Department
<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 Public Administration Act 2004
- 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.

There are 3 types:

1. statutory authorities – bodies established by or under legislation
2. corporations – established under the Corporations Act
3. advisory bodies – formally constituted to provide advice or report to the government.

Public entities

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.

Examples of entities with employees:

- hospitals
- schools
- emergency service organisations
- water and land management bodies.

Examples of entities without employees:

- most cemetery trusts
- some crown land committees of management.

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
- Independent Broad-based Anti-corruption Commission • Victoria Police
- Mental Health Complaints Commissioner • Victorian Auditor-General's Office
- Mental Health Tribunal • Victorian Civil and Administrative Tribunal
- Office of the Health Complaints Commissioner • Victorian Electoral Commission
- Office of the Ombudsman • Victorian Independent Remuneration Tribunal (the Tribunal)
- Office of the Victims of Crime • The Victorian Inspectorate.

Key features of entities

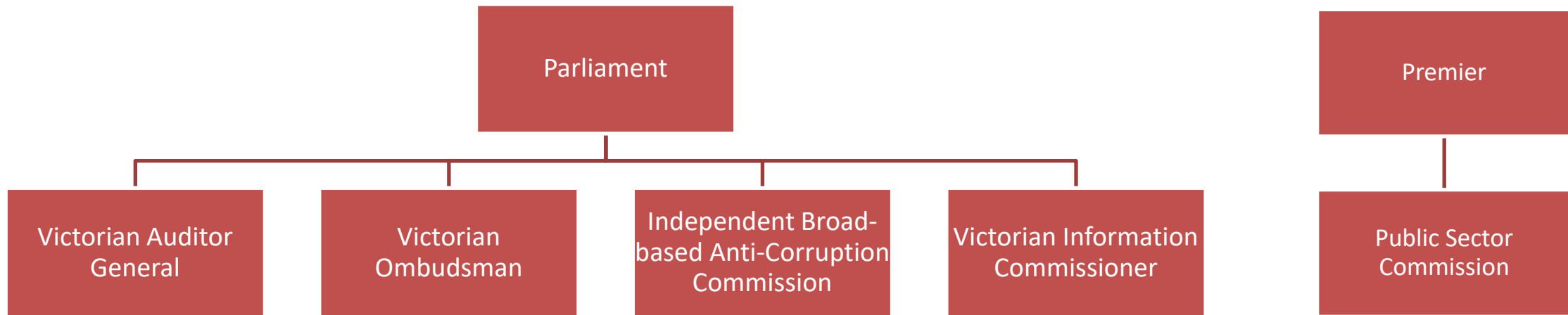
Feature	Department	Administrative Office	Public Entity
Legal form	Part of Crown. No separate legal identity.	Part of Crown. May have a separate legal identity for the exercise of some functions.	Many possible forms including unincorporated body such as an advisory body and an incorporated body. Generally have separate legal status to the Crown.
Established mechanisms	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).
Governance structure and relationship with minister	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.
Financial arrangements	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.
Employment arrangements	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.
Functions	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.

How IBAC works to prevent corruption

Under the law IBAC can:

- examine public sector systems, practices and legislation
- inform, consult with, and make recommendations to the public sector
- provide advice, training and education to help the public sector prevent corruption
- inform the community about the impacts of corruption on public administration and how to prevent it
- publish information on preventing corruption.

During IBAC investigations they:

- use investigative techniques to gather information
- analyse information to determine if there is evidence of corrupt conduct or police misconduct
- hold public or private examinations (hearings) to question witnesses.

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

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:

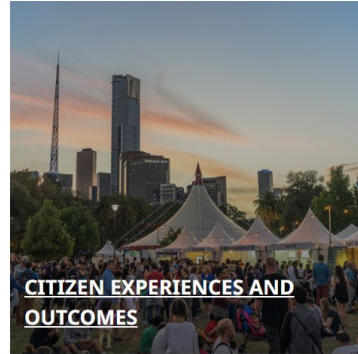
- it’s an entity that can receive disclosures and
- the person believes the entity they disclosed to was the right one

VAGO

VAGO plays a key role in promoting confidence in the public sector.

They conduct audits to ensure that public sector entities are transparent and accountable to the Victorian Parliament and the community.

Planned and in-progress engagements



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

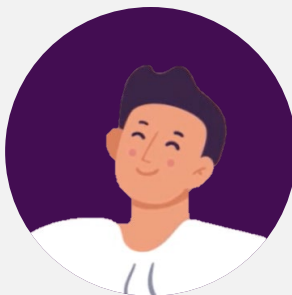
For privacy related questions or to seek feedback on a Privacy Impact Assessment contact:

privacy@ovic.vic.gov.au

Information Security



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

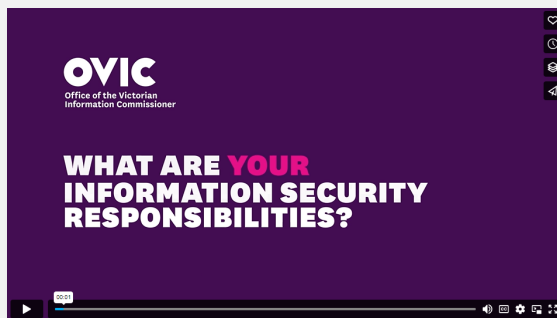


Ensures the **right people** have access to the **right information** at the **right time**.



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

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



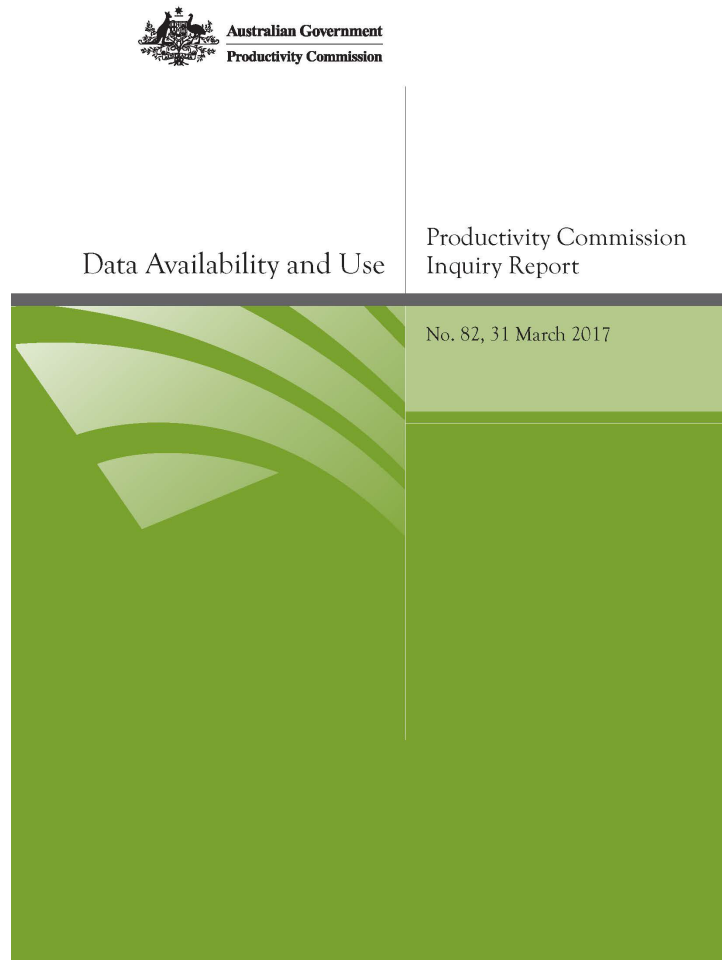
Royal Commissions and Inquiries



Productivity Commission

INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

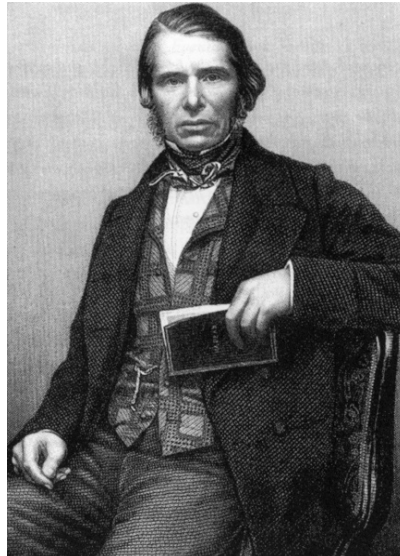
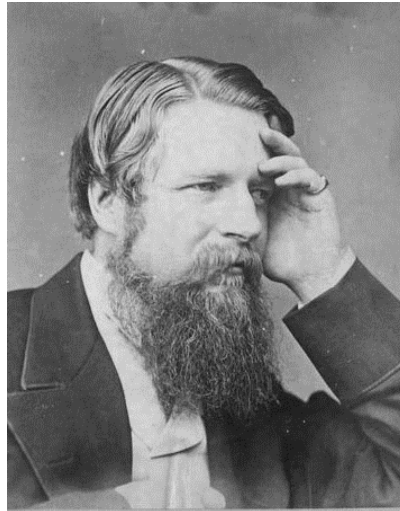
IPAA
VICTORIA



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~~ ¹¹⁷⁸ _{5/10} REV. B. JOWETT.

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

HOUSE OF COMMONS



LONDON:
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FOR HER MAJESTY'S STATIONERY OFFICE.

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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



Yes, Minister. BBC Television, 1986

Ministers now have access to advice from diverse and pluralised sources:

- think tanks,
- consultants,
- academics/researchers,
- professional lobbyists,
- interest groups and other advocates,
- political parties,
- ministerial staff,
- expert advisory committees/panels,
- taskforces,
- inquiries,
- Media and social media;
- their own personal and professional networks.

Ministerial advisers

In Victoria, advisers are appointed by the Premier to work in a ministerial office.

They provide advice on policy, political and other issues.

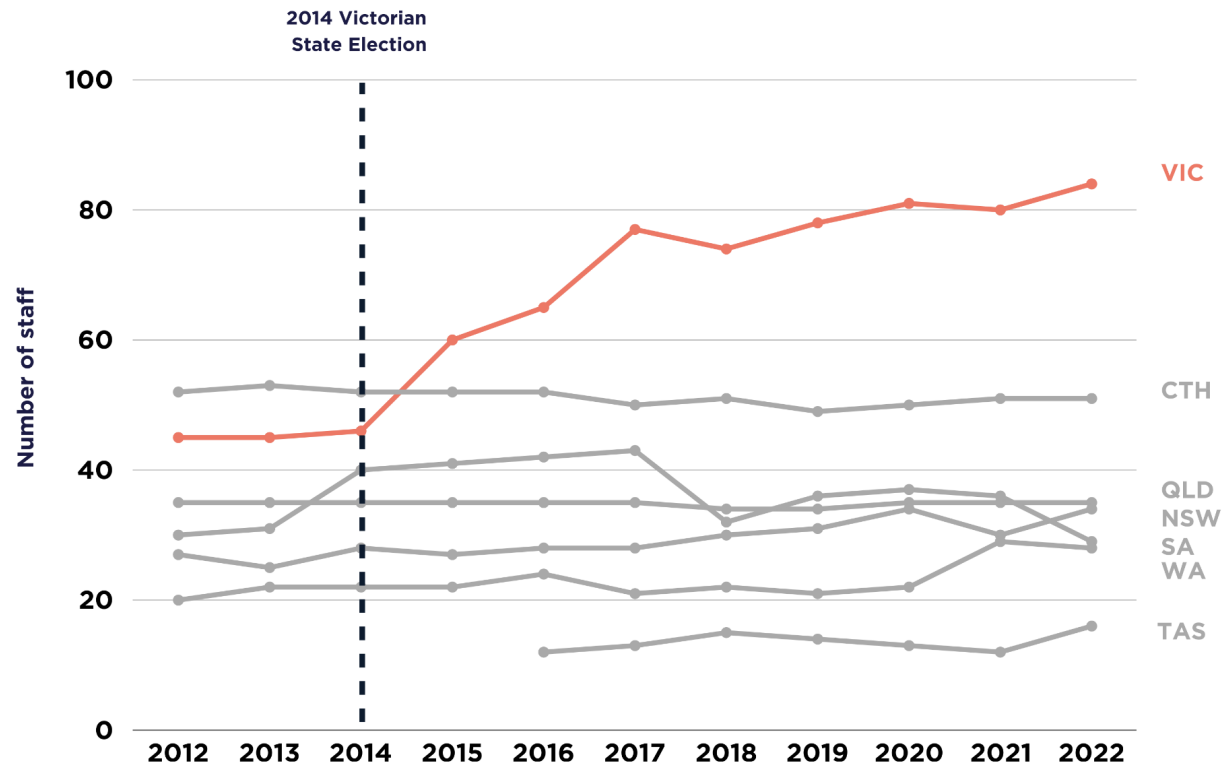
The main adviser a Secretary will interact with in practice is the Minister's Chief of Staff.

Advisers are not public officials even though they are employed under the PAA.

Their responsibilities may include:

- Providing strategic advice on political and electoral issues
- Coordinating and managing the minister's public appearances and media relations
- Liaising with stakeholders, including interest groups, industry, and constituents
- Developing and analysing policy options and proposals
- Advising on legislative and regulatory issues

Premier's private office (PPO)



The PPO is made up of ministerial staffers employed under the Public Administration Act and is responsible for assisting the Premier with their Parliamentary, ministerial, and party-political responsibilities. It is distinct from DPC, which is comprised of VPS employees.

Staff assigned to Premiers and Prime Minister (FTE), 2012-2022
<https://www.ombudsman.vic.gov.au/>

Accountability issues

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.

VICTORIAN ombudsman

Alleged politicisation of the public sector

Investigation of a matter referred from the Legislative Council on 9 February 2022 – Part 2

December 2023



Departmental Liaison Officers

DLOs' responsibilities may include:

- assisting with the administration of the Minister's office
- assisting the Minister, the Minister's office and the secretary with correspondence
- coordinating briefings
- coordinating cabinet and parliamentary papers within the Minister's office
- channelling information between the Minister's office and the department
- overseeing the work of other departmental employees within the Minister's office (for example, administrative support staff).

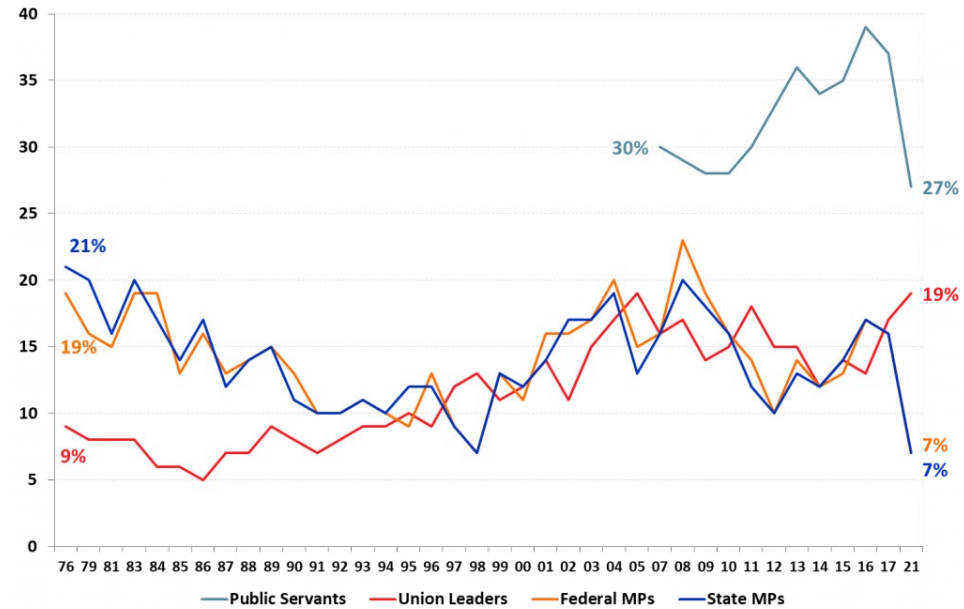
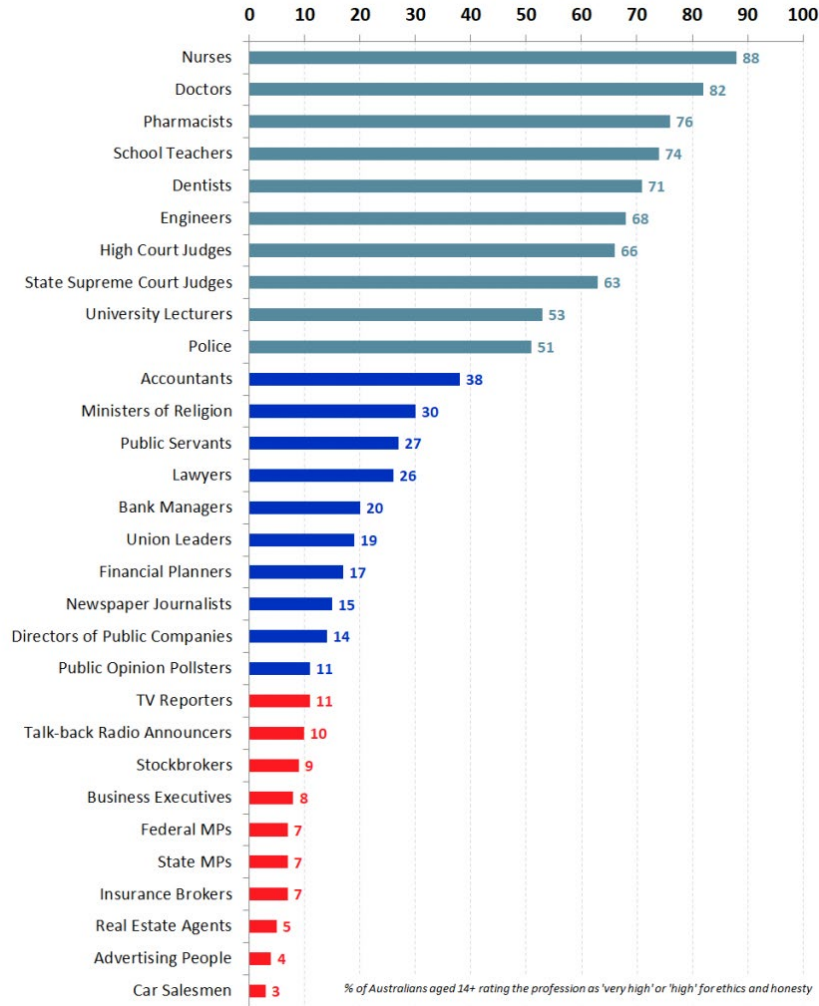
Your role in the VPS

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

The Victorian code of conduct requires you to:

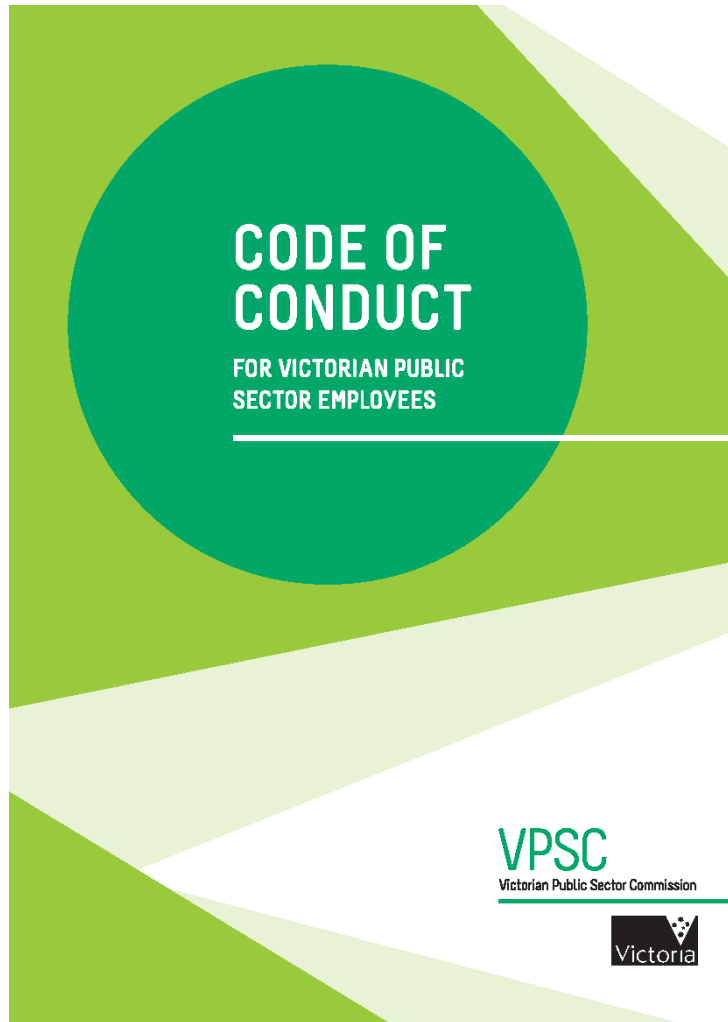
- be responsive to the government of the day
- demonstrate integrity
- be impartial and accountable
- respect and promote human rights
- comply with all applicable Australian laws
- respect colleagues, public officials and the Victorian community.

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.



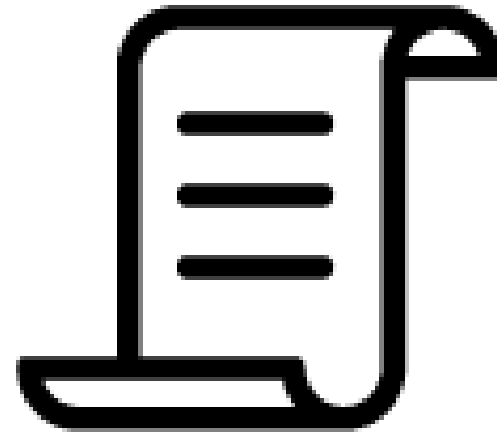
Leadership

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

SPORT

KIDS DIE IN HOUSE SHOOTING

JACK HOUGHTON AND AAP

TWO young teenagers are dead after what police described as an "absolutely horrific" shooting.

So far police last night have had a mauling for a middle-aged man dubbed a "person of interest" after the teen's mother returned to find a crime scene at her home.

Inside, in their bedroom, her son and daughter were dead.

The suspected domestic violence-related incident happened in West Pennant Hills, a relatively wealthy suburb in the city's northwest with a low violent crime rate.

Neighbours called police just after 9pm when they heard a series of gunshots.

NW Ambulance Inspector Kevin Innes said it was an "extremely distressing and stressful situation".

"Two teenagers were discovered in their bedrooms and unfortunately at that time there was nothing we could do to help them," Insp Innes said.

Their mother was treated to paramedics for severe shock and was last night in the care of friends.

CONTINUED PAGE 4

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

REJECTING ROOM

DREUG users are continuing to show up in public almost a week after Melbourne's controversial new safe injecting room opened its doors.

The night drug deals and shocking assaults continue, and bloodied syringes litter North Richmond streets, despite assurances the suburb's injecting room would make people safer.

The injecting room opened at the North Richmond Community Health centre on Saturday.

But the Herald Sun saw numerous men and women injecting in laneways, parks and front yards only a few hundred metres from it.

And police were yesterday investigating the assault of a woman on Lancelot St, outside the centre.

The centre's medical director Nick Clark said there was needed for people to become "more familiar with" the injecting room.

CONTINUED PAGE 4

GENEVIÈVE ALISON

But multiple drug users told the Herald Sun they had no interest in visiting the centre. One man seen injecting in the car park of the housing estate, within view of the centre, said he "didn't know anything about" the injecting room.

"No, I'm not doing that ... I'm not using it," he said.

"I don't know anything about it and neither does anyone know."

Another had used the room once, but would not do so with his partner because he wasn't allowed to inject for her.

"It's a problem when I'm with my missus ... we just go do it elsewhere. I think a lot of people will have the same problem ... they won't like that."

CONTINUED PAGE 4

A man holds a needle just 200m away from the injecting room. Picture: NICOLE GAUMSTON

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

Event feedback **survey**



Scan the QR or use
link to join



Links and useful stuff

Victoria

Parliament of Victoria

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

Federal

Parliamentary Education Office

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



Thank **you**