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# Appendices

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## APPENDIX 1

### Consistency of budget and financial reporting

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The Government's budgeting framework reports each department's financial estimates in the annual State Budget Papers on a basis that consolidates all budget sector agencies within the Department.

Budget sector agencies are those agencies owned by the State Government that receive the majority of their income from State Government sources.

The financial statements provided in this appendix are consistent with those published in the 2007–08 State Budget Paper Number 4 – Budget Estimates. Provision of the statements in this appendix allows comparison of the actual financial results of the Department consolidated budget sector agencies with the estimates published in the State Budget Papers. This is consistent with the Government's commitment to more transparent financial reporting.

The total resources made available to a department are applied to three uses:

- provision of outputs
- asset investment
- payments on behalf of the State.

The financial statements on the following pages support the Department's provision of outputs. The information provided includes the operating statement, balance sheet and cash flows for the Department, and are presented in the format consistent with the AAS29 Accounting Standard. However, for

the purposes of this report they have been divided into controlled and administered items.

Controlled items reflect those resources applied by the Department to carry out its functions and provide outputs. Administered items refer to those resources over which the Department cannot exercise direct control. Authority is provided through an appropriation for payments made on behalf of the state. Under the AAS29 Standard, these items would normally appear as notes to the financial statements.

Due to machinery-of-government changes in 2007–08, responsibility for part of the Office for Children in DHS moved to the Department.

The Department has assumed responsibility for Adolescent Health Services, Child Health and Support Services, Early Childhood Education and Care and Early Childhood Intervention Services.

The financial information consolidates information for the following portfolio entities for 12 months:

- Department of Education (including government schools)
- Merit Protection Boards
- VCAA.

The financial information consolidates information for the following responsibility for nine months from September 2007:

- Children and Early Childhood Development.

Operating statement for the year ended 30 June 2008

Controlled items	Notes	2007–08 Actual (\$ million)	2007–08 Budget (\$ million)	Variation <sup>(a)</sup> (%)
<b>Revenue from ordinary activities</b>				
Output appropriations	1	6422.3	6,213.3	3.4%
Special appropriations		5.9	0.3	n/a
Resources received free of charge or for nominal consideration		0.0	0.0	n/a
Sale of goods and services	2	204.0	163.7	24.6%
Commonwealth grants	3	34.0	6.6	n/a
Other revenue and revenue from other parties <sup>(b)</sup>	2	452.4	307.6	47.1%
<b>Total</b>		<b>7,118.5</b>	<b>6,691.4</b>	<b>6.4%</b>
<b>Expenses from ordinary activities</b>				
Employee benefits <sup>(c)</sup>		4,042.8	4,044.6	-0.04%
Depreciation and amortisation	4	217.2	277.9	-21.8%
Resources provided free of charge or for nominal consideration	5	4.7	0.0	n/a
Grants and other payments		597.3	598.9	-0.3%
Capital asset charge		727.3	727.3	n/a
Supplies and services <sup>(d)</sup>	6	1,504.1	883.0	70.3%
Other expenses from ordinary activities		0.0	0.0	n/a
Borrowing costs		0.9	0.5	69.6%
<b>Total</b>		<b>7,094.3</b>	<b>6,532.1</b>	<b>8.6%</b>
<b>Result from ordinary activities</b>		<b>24.2</b>	<b>159.3</b>	<b>-84.8%</b>
<b>Net result for the reporting period</b>		<b>24.2</b>	<b>159.3</b>	<b>-84.8%</b>
Net increase in asset revaluation reserve		2,067.0	0.0	n/a
Total revenues, expenses and revaluation adjustments recognised directly in equity		2,067.0	0.0	n/a
<b>Total changes in equity other than those resulting from transactions with Victorian State Government in its capacity as owner on behalf of the Crown</b>		<b>2,091.2</b>	<b>159.3</b>	<b>n/a</b>

Operating statement for the year ended 30 June 2008

Administered items	Notes	2007–08 Actual (\$ million)	2007–08 Budget (\$ million)	Variation <sup>(a)</sup> (%)
<b>Administered income</b>				
Sale of goods and services		1.7	1.5	13.6%
Commonwealth grants	7	2,324.2	2,175.4	6.8%
Other	8	(50.1)	9.9	n/a
<b>Total</b>		<b>2,275.8</b>	<b>2,186.8</b>	<b>4.1%</b>
<b>Administered expenses</b>				
Grants and other payments	7	1,647.9	1,541.4	6.9%
Supplies and services		0.6	0.0	n/a
Payments into the Consolidated Fund		630.0	645.4	-2.4%
<b>Total</b>		<b>2,278.6</b>	<b>2,186.8</b>	<b>4.2%</b>
<b>Revenue less expenses</b>		<b>(2.7)</b>	<b>0.0</b>	<b>n/a</b>

<sup>(a)</sup> Variation between 2007–08 Actual and 2007–08 State Budget.

<sup>(b)</sup> Includes investment revenue, gains on disposal of physical assets, revenue for services delivered to parties outside of government.

<sup>(c)</sup> Includes salaries and allowances, superannuation contributions and payroll tax.

<sup>(d)</sup> Includes payments to non-government organisations for delivery of services.

The variances for controlled items can be explained as follows:

During the year there was a machinery-of-government transfer effective from 1 September 2007. As a result, the Office for Children was transferred from the DHS to the Department. This resulted in the Department's name being changed to the Department of Education and Early Childhood Development.

**Note 1**

The variance mainly reflects an increase in additional appropriation funding due to the machinery-of-government transfer of Office for Children from DHS effective from 1 September 2007.

**Note 2**

The variance is mainly due to understated initial published budget for schools' third party revenue and lower actual revenues raised by schools from non-government sources. Offset by an increase in actual revenue collected for international education fees in 2007–08.

**Note 3**

The variance reflects increased revenue from the Commonwealth Government for new

programs introduced into Schools such as national testing, Even Start National Tuition program and Digital Education Revolution which were not included in the initial budget.

**Note 4**

The variance is mainly due to a change in the Department's policy threshold for capitalisation of schools' plant and equipment. The threshold for capitalisation was raised from \$1000 to \$5000 and asset purchases less than \$5000 in 2007–08 are recorded as an expense under supplies and services.

**Note 5**

The variance is due to the machinery-of-government transfer of employee benefits for the Office for Children from DHS effective from 1 September 2007.

**Note 6**

The variance is mainly due to machinery-of-government transfer of Office for Children and the effect of the change in the Department's policy threshold for capitalisation of schools' plant and equipment. In addition, schools' expenditure was greater than budgeted for in most areas, especially for maintenance.

The variances for administered items can be explained as follows:

#### Note 7

The variance reflects additional operating and capital grants from the Commonwealth for government and non-government schools

associated with the extension of the Investing in our Schools program, enrolment growth and indexation.

#### Note 8

The variance is due to recognition of a loss on the sales of land and buildings in schools.

#### Balance sheet as at 30 June 2008

Controlled items	Notes	2007-08 Actual (\$ million)	2007-08 Budget (\$ million)	Variation <sup>(a)</sup> (%)
<b>Assets</b>				
<b>Current assets</b>				
Cash assets	1	776.1	719.6	7.9%
Other financial assets	2	0.0	57.3	-100.0%
Receivables		821.6	831.9	-1.2%
Inventories		0.0	0.0	n/a
Prepayments	3	33.2	4.6	n/a
Other assets		0.0	0.0	n/a
		<b>1,630.9</b>	<b>1,613.3</b>	<b>1.1%</b>
Non-current assets classified as held for sale	4	38.6	23.9	61.8%
<b>Total current assets</b>		<b>1,669.5</b>	<b>1,637.2</b>	<b>2.0%</b>
<b>Non-current assets</b>				
Receivables <sup>(b)</sup>		0.4	0.3	19.9%
Other financial assets	1	24.8	19.3	28.3%
Property, plant and equipment	5	11,478.8	9,582.0	19.8%
Intangible assets		0.0	4.4	-100.0%
<b>Total non-current assets</b>		<b>11,504.0</b>	<b>9,605.9</b>	<b>19.8%</b>
<b>Total assets</b>		<b>13,173.5</b>	<b>11,243.1</b>	<b>17.2%</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Payables	6	251.4	323.3	-22.2%
Interest-bearing liabilities		3.7	3.1	21.0%
Employee provisions	7	1,070.8	949.5	12.8%
Other		89.1	85.7	4.0%
<b>Total current liabilities</b>		<b>1,415.1</b>	<b>1,361.6</b>	<b>3.9%</b>
<b>Non-current liabilities</b>				
Interest-bearing liabilities		2.9	3.2	-10.1%
Employee provisions		77.8	73.9	5.3%
Amounts owing to other departments		0.0	0.0	n/a
<b>Total non-current liabilities</b>		<b>80.7</b>	<b>77.1</b>	<b>4.7%</b>
<b>Total liabilities</b>		<b>1,495.8</b>	<b>1,438.7</b>	<b>4.0%</b>
<b>Net assets</b>		<b>11,677.6</b>	<b>9,804.4</b>	<b>19.1%</b>

Balance sheet as at 30 June 2008

Administered items	Notes	2007–08 Actual (\$ million)	2007–08 Budget (\$ million)	Variation <sup>(a)</sup> (%)
<b>Assets</b>				
<b>Current assets</b>				
Cash assets		0.3	0.1	n/a
Receivables		2.1	5.1	-59.7%
Other financial assets		1.6	1.5	2.3%
Prepayments		3.9	3.3	18.6%
<b>Total current assets</b>		<b>7.8</b>	<b>10.0</b>	<b>-21.7%</b>
<b>Non-current assets</b>				
<b>Property, plant and equipment</b>				
Total non-current assets		<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>
Total administered assets		<b>7.8</b>	<b>10.0</b>	<b>-21.7%</b>
<b>Current liabilities</b>				
Other		3.9	3.3	18.2%
Total current liabilities		<b>3.9</b>	<b>3.3</b>	<b>18.2%</b>
Total administered liabilities		<b>3.9</b>	<b>3.3</b>	<b>18.2%</b>
Net assets		<b>3.9</b>	<b>6.7</b>	<b>-41.3%</b>

<sup>(a)</sup> Variation between 2007–08 Actual and 2007–08 State Budget.

<sup>(b)</sup> Includes cash balance held in trust in the Public Account.

<sup>(c)</sup> Includes employee benefits and superannuation.

During the year there was a machinery-of-government transfer effective from 1 September 2007. As a result, the Office for Children was transferred from DHS to the Department. This resulted in the Department's name being changed to the Department of Education and Early Childhood Development.

**Note 1**

The variance is due to higher cash and investment balances being greater than expected due to an increase in schools' third party revenue, rising interest rates and unspent capital funding for schools.

**Note 2**

The variance is due to the redemption of a short-term investment that was transferred to the Department of Innovation, Industry and Regional Development due to the machinery-of-government transfer in 2006–07, and a decrease in short-term deposits held by the VCAA.

**Note 3**

The variance reflects early payment of service fees to kindergartens prior to 30 June 2008. Other items that contributed increase in prepayments in 2007–08 are for expenses relating to notebook leasing and copyright which were higher than budgeted for.

**Note 4**

The variance reflects the increase in assets to be transferred to the Department of Innovation, Industry and Regional Development due to the machinery-of-government transfer in 2006–07. This is offset by a decrease in the level of activity associated with land and buildings held for sale for the Department.

**Note 5**

The variance mainly reflects the impact of the re-valuation of the Department's land and buildings. This is offset by a decrease in plant and equipment used in schools due to policy change in the capitalisation threshold.

## Note 6

The variance represents overstatement of budget for creditors due to the machinery-of-government transfer in 2006–07 of the Victorian Learning and Employment Skills Commission to the Department of Innovation, Industry and Regional Development.

## Note 7

The variance represents the impact of the teachers' Enterprise Bargaining Agreement beginning 11 May 2008 and current estimate of commitments in relation to oncost balances, and the machinery-of-government transfer in 2007–08 with recognition of employee entitlements for the Office for Children.

### Cash flow statement for the year ended 30 June 2008

Controlled items	Notes	2007–08 Actual (\$ million)	2007–08 Budget (\$ million)	Variation <sup>(a)</sup> (%)
<b>Cash flows from operating activities</b>				
Receipts from Government	1	5,529.0	6,158.3	-10.2%
Receipts from other entities	2	194.1	118.9	63.2%
Payments for supplies, grants and employees	3	(6,088.9)	(5,509.3)	10.5%
		<b>(365.8)</b>	<b>767.9</b>	<b>n/a</b>
Interest received	4	45.1	27.6	63.8%
Other receipts	5	419.4	295.6	41.9%
Capital asset charge		(727.3)	(727.3)	0.0%
Borrowing costs expense		(0.9)	(0.5)	69.6%
<b>Net cash inflow (outflow) from operating activities</b>		<b>(629.4)</b>	<b>363.2</b>	<b>n/a</b>
<b>Cash flows from investing activities</b>				
Payments for non-financial assets	6	(487.3)	(633.1)	-23.0%
Proceeds from sale of non-financial assets	7	2.6	2.4	7.3%
Payments for investments	3	850.7	0.0	n/a
Repayment of financial investments by other entities	8	46.8	(5.0)	n/a
<b>Net cash inflow/(outflow) from investing activities</b>		<b>412.8</b>	<b>(635.7)</b>	<b>n/a</b>
<b>Cash flows from financing activities</b>				
Net proceeds from capital contribution by State Government		(727.3)	(727.3)	0.0%
Net proceeds of borrowings		(1.7)	0.0	n/a
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(729.0)</b>	<b>(727.3)</b>	<b>0.2%</b>
<b>Net increase (decrease) in cash held</b>		<b>(945.6)</b>	<b>(999.8)</b>	<b>-5.4%</b>
Cash at beginning of the financial year		639.5	639.5	0.0%
<b>Cash at the end of the financial year</b>		<b>776.1</b>	<b>719.6</b>	<b>7.9%</b>

<sup>a)</sup> Variation between 2007–08 Actual and 2007–08 State Budget.

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The variances for controlled items can be explained as follows:

During the year there was a machinery-of-government transfer effective from 1 September 2007. As a result, the Office for Children was transferred from DHS to the Department. This resulted in the Department's name being changed to the Department of Education and Early Childhood Development.

**Note 1**

Refer to note 1 of the operating statement.

**Note 2**

Refer to note 2 of the operating statement.

**Note 3**

Refer to note 6 of the operating statement and note 3, 6 and 7 of the balance sheet.

**Note 4**

The variance reflects a higher return on schools' investments than originally budgeted.

**Note 5**

Refer to note 2 of the operating statement.

**Note 6**

Refer to note 4 of the operating statement and note 5 of the balance sheet.

**Note 7**

Refer to note 8 of the operating statement.

**Note 8**

Refer to note 1 and 2 of the balance sheet.

## APPENDIX 2

### Portfolio statistics

#### School education

*FTE government school students by year level, February 2007 and February 2008*

Year level	2007	2008
<b>Preparatory</b>	43,490.1	43,967.5
Year 1	43,378.0	42,880.8
Year 2	43,780.8	43,291.5
Year 3	43,713.6	43,771.8
Year 4	43,813.3	43,683.4
Year 5	43,906.9	43,523.2
Year 6	44,134.3	43,886.3
Ungraded	6.2	1.4
<b>Primary total</b>	<b>306,223.2</b>	<b>305,005.9</b>
Year 7	38,737.7	37,882.0
Year 8	39,417.7	38,959.7
Year 9	39,931.8	39,772.5
Year 10	37,991.8	38,921.9
Year 11	37,523.9	36,867.3
Year 12	29,663.5	30,792.7
Ungraded	24.0	135.0
<b>Secondary total</b>	<b>223,290.4</b>	<b>223,331.1</b>
Special	8,005.3	8,579.2
Language	1,339.0	1,200.0
<b>Total</b>	<b>538,857.9</b>	<b>538,116.2</b>

*FTE students by student type and sector, February 2005–08*

Student type	Government			Catholic			Independent			All schools						
	2005	2006	2007	2008	2005	2006	2007	2008	2005	2006	2007	2008				
Primary	309,972.6	307,576.5	306,223.2	305,005.9	98,406.6	98,373.0	98,307.1	98,978.9	41,117.5	42,310.3	43,282.0	44,706.8	449,496.7	448,259.8	447,812.3	448,691.6
Secondary	221,618.3	222,826.7	223,290.4	223,331.1	82,921.3	84,375.2	85,604.2	87,016.0	67,074.0	68,694.4	70,293.1	72,622.6	371,613.6	375,896.3	379,187.7	382,969.7
Special	7,219.4	7,756.1	8,005.3	8,579.2	160.4	170.0	153.6	182.3	356.4	408.6	445.6	430.4	7,736.2	8,334.7	8,604.5	9,191.9
Language	1,142.0	1,184.0	1,339.0	1,200.0	–	–	–	–	–	–	–	–	1,142.0	1,184.0	1,339.0	1,200.0
<b>Total</b>	<b>539,952.3</b>	<b>539,343.3</b>	<b>538,857.9</b>	<b>538,116.2</b>	<b>181,488.3</b>	<b>182,918.2</b>	<b>184,064.9</b>	<b>186,177.2</b>	<b>108,547.9</b>	<b>111,413.3</b>	<b>114,020.7</b>	<b>117,759.8</b>	<b>829,988.5</b>	<b>833,674.8</b>	<b>836,943.5</b>	<b>842,053.2</b>
% of all students	65.1	64.7	64.4	63.9	21.9	21.9	22.0	22.1	13.1	13.4	13.6	14.0	100.0	100.0	100.0	100.0

*Number of schools by school type and sector, February 2005–08*

School type	Government			Catholic			Independent			All schools						
	2005	2006	2007	2008	2005	2006	2007	2008	2005	2006	2007	2008				
Primary	1,222	1,213	1,206	1,201	380	378	378	379	54	52	51	47	1,656	1,643	1,635	1,627
Primary–secondary	50	48	50	53	12	13	13	12	132	134	133	139	194	195	196	204
Secondary	261	263	258	253	84	84	86	87	19	20	21	21	364	367	365	361
Special	80	78	76	76	7	7	7	8	12	12	12	13	99	97	95	97
Language	4	4	4	4	–	–	–	–	–	–	–	–	4	4	4	4
<b>Total</b>	<b>1,617</b>	<b>1,606</b>	<b>1,594</b>	<b>1,587</b>	<b>483</b>	<b>482</b>	<b>484</b>	<b>486</b>	<b>217</b>	<b>218</b>	<b>217</b>	<b>220</b>	<b>2,317</b>	<b>2,306</b>	<b>2,295</b>	<b>2,293</b>
% of all schools	69.8	69.6	69.5	69.2	20.8	20.9	21.1	21.2	9.4	9.5	9.5	9.6	100	100	100	100

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## APPENDIX 3

### Human resources policies

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#### Human resources

Effective human resources, recruitment, development, retention and management policies and the delivery of associated services are essential if a high-quality and diverse workforce is to contribute to the delivery of the Department's outputs in an efficient and responsive manner.

The Department applies the standards issued by the Public Sector Standards Commissioner, which set out the essential requirements for managers and principals to apply the public sector values and employment principles under the *Public Administration Act 2004*.

The standards stipulate that:

- employment decisions are based on merit
- public sector employees are treated fairly and reasonably
- equal employment opportunity is provided
- public sector employees have a reasonable avenue of redress against unfair or unreasonable treatment
- in the case of the Public Service Bodies, the development of a career public service is fostered.

The Department's human resources policies go beyond the minimum requirements set by these standards and reflect best practice, consistent with the Commissioner's non-binding guidelines documents.

#### **Key policies**

The Department is committed to developing and supporting its workforce by:

- building leadership capacity
- building the future workforce through enhancing workforce capacity
- actively shaping supply and managing employee relations
- creating and supporting a culture of health, safety and wellbeing

- creating and supporting a performance and development culture
- implementing robust human resource management systems.

#### **Staff development**

Development of the Victorian Public Service (VPS) staff is focused on the human resources strategic priorities of building leadership capacity (particularly on improving the development of senior leaders within the VPS) and building the future workforce by enhancing workforce capacity through the building of corporate workforce capabilities.

Projects established to review and update the Department VPS Accountability and Capability Framework resulted in revised corporate leadership and VPS behavioural capability frameworks designed to underpin the key human resource functions of attraction, selection, development and retention.

A range of learning and development opportunities were provided, with a greater emphasis being placed on development through on-the-job, experience-based activities and the building of beneficial working relationships.

The award of internal scholarships for the Executive Fellows program and the Executive Master of Public Administration offered through the Australia and New Zealand School of Government, the Davos Future Summit and the Williamson Community Leadership program provided opportunities for policy and leadership skills development.

Development for VPS staff continued through a range of programs from project management and presentation skills to Certificate IV in Assessment and Training. The induction and orientation program, strongly supported by senior executives, was well received by new staff.

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Professional development for school staff is discussed on pages 44–46 of this report.

### ***Focus on women***

Women represented 74.2 per cent of the Department's workforce in June 2008.

The Department's Focus on Women strategy aligns with the human resources strategic priorities to build leadership capacity by improving leadership opportunities and career pathways for women, together with the targeting of initiatives to accelerate leadership development and cultural change. It also supports the building of the Department's future workforce through the expansion of skill development programs which build the capability of all employees.

Women represented 70.1 per cent of teaching staff and 89.2 per cent of non-teaching staff in government schools in June 2008. The percentage of women in the principal class in government schools continued to rise, with an increase from 51.1 per cent in June 2007 to 52.6 per cent in June 2008.

Women represented 67.8 per cent of VPS staff in central and regional offices. The percentage of women at executive officer level increased from 36.2 per cent in June 2007 to 36.6 per cent in June 2008.

The Eleanor Davis School Leadership program, a Women in Leadership initiative, is a key component of the Department's Focus on Women strategy. The program, available to women seeking to move into school leadership positions, continued to attract a high number of applicants. The program was successful in supporting aspiring school leaders and providing experienced principals with opportunities to assist in the development of future leaders. On average, 17 (56 per cent) of the 30 participants each year receive promotion to the principal class within three years.

To support the increased participation of women in leadership roles, the Julia Flynn program was revived in 2007, offering 15 scholarships to women identified as potential leaders.

The program provides for enrolment in an accredited graduate certificate course designed around public sector management capabilities. In 2008, 16 scholarships were awarded.

### ***Diversity and equal opportunity***

The Department continued to demonstrate leadership in the application of equal opportunity principles and encouragement of diversity across all its workplaces and services.

Initiatives were undertaken to strengthen systems and processes supporting diversity and equity, aligned to strategic education and early childhood objectives and outcomes.

These initiatives ranged from reviews of human resource policies to production and communication of publications such as *Non-discriminatory and Harassment Free Workplaces* to all schools and Departmental workplaces. Further diversity plans were incorporated in the Department's business planning processes. The employee survey ('Your Job, Your Say') addressed employee diversity information, which enables the Department to plan future inclusion strategies for recruitment, retention and building capability.

The Department continued promotion of the workplace behaviour and sexual harassment online training for all employees and maintained an active partnership with the Victorian Equal Opportunity and Human Rights Commission. The Department's compliance responsibilities with regard to the *Human Rights and Responsibilities Act 2006* were a focus of activity.

The Disability Action Plan 2005–08 continued to be progressively implemented under the stewardship of the Disability Action Plan Committee, which included active participation of staff with a disability. A highlight was the publication of the *Accessible Communication Workplace Guide* as a resource for managers and employees.

To increase the participation of people with a disability in the Department's workforce,

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a disability employment scheme was implemented in partnership with Disability Works Australia. Modification of buildings and facilities and other reasonable adjustments were undertaken to ensure improved access by and accommodation of people with a disability.

The Department continued to maintain its commitment to promoting flexible work–life balance arrangements, in particular to assist staff with family responsibilities. Flexible hours, part-time employment, job-share arrangements and telecommuting were implemented in both schools and corporate workplaces.

Staff participated in various diversity awareness celebration events including Cultural Diversity Week, Day of People with a Disability and Reconciliation Week.

The Department is proud of supporting and valuing Victoria’s culturally and linguistically diverse communities and this is reflected in the development of the Cultural Diversity Plan 2008–10. This plan promotes activities to improve access by such communities to education and early childhood services. Commitments in the plan promote social inclusion, recognise the disadvantage experienced by some communities and focus on the provision of culturally sensitive services.

### ***Employee relations***

Extensive support was provided to managers and staff to ensure that comprehensive consideration was given to the industrial relations and human resource policy perspectives associated with implementation of the new Departmental organisational structure.

Negotiations in respect to the Victorian Government Schools – School Services Officers Agreement commenced in March 2008 while the Nurses Agreement negotiations commenced in May 2008.

In-principle agreement on key issues for the Victorian Government Schools Agreement was reached with the Australian Education Union in May 2008.

## **Human resources systems and services**

The Department provided high-quality personnel services, including staffing, employment and payroll administration, together with advice on performance management, conduct and ethics.

### ***Workforce planning***

The Department continued work to enhance the capacity and capability of the Department’s current and future workforce.

During 2007–08, the Department implemented two new initiatives focusing on mathematics and science. These complemented a range of teacher supply initiatives announced by the Government in January 2004 in the report *Teacher Supply and Demand for Government Schools*.

### **Highlights**

- The Career Change program continued in 2008 with a fourth intake of 30 non-teaching professionals. Priority was given to schools with vacancies in mathematics and science. The program combines supervised classroom teaching experience with part-time study towards gaining a teaching qualification.
- Fifty-five of the 63 trainees from the 2005 and 2006 Career Change intakes successfully completed the two-year school-based training program, while 32 trainees from the 2007 intake continued into the second year of their program.
- Fifty mathematics and science graduate scholarships were made available to graduates to undertake studies in pre-service education courses.
- The Special Education Scholarship enabled 34 participants to commence special education studies in 2008.
- The Rural Retraining program enabled 256 teachers, mainly in rural schools, to commence studies in curriculum areas experiencing teacher recruitment difficulties.

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Eighty-eight teachers completed their courses, 53 during 2007–08.

- A total of 238 student teachers and more than 140 schools benefited from the Student Teacher Practicum Scheme. The scheme provides student teachers with financial incentives to undertake their practicum in targeted schools, predominantly in rural areas.
- The promotion of teaching as a career option in non-traditional areas of recruitment was pursued via career fairs, university career expos and visits. This was enhanced by the publicity generated as a result of advertising Career Change and the Mathematics and Science Scholarship programs.
- Links continued to be strengthened between the Department and universities, particularly education faculties delivering pre-service teacher education courses, both through formal forums, such as the Teacher Supply and Demand Reference Group and the Victorian Council of Deans of Education meetings, and through informal dialogue on a range of teacher supply issues.
- Other initiatives designed to assist schools in filling vacancies in specialist subject areas and in particular geographic locations resulted in:
  - the appointment of more than 1466 recent teacher graduates through the Teacher Graduate Recruitment program
  - 150 scholarships being awarded to student teachers and new graduates under the Teaching Scholarship Scheme.

In 2007–08, there were eight exemptions from advertisements for VPS recruitment approved by the Secretary or his delegate, consistent with the requirements of the Public Sector Standards Commissioner. These exemptions related to the appointment of staff at the conclusion of the Graduate Recruitment Scheme and the appointment of staff from a disadvantaged group.

### ***Employee health, safety and wellbeing***

The Health, Safety and Wellbeing strategy 2007–09 continues to support the integration of employee health, safety and wellbeing in schools and other Departmental workplaces. The strategy focuses on Occupational Health and Safety (OHS) accountability through the development and implementation of OHS systems, training and targeted hazard and risk reduction programs. This strategy aims to ensure that the Department meets legislative compliance requirements and strengthens OHS and injury management systems.

#### **Highlights**

- A joint mediation pilot with Dispute Settlements Centre Victoria to deliver consistent standards and quality mediation service to Departmental employees commenced.
- Return to Work training by the Department and the Department's WorkCover agent (CGU Workers' Compensation) for principals and business managers was developed and delivered.
- The Healthy Schools are Effective Schools resource package was revised to integrate WorkCover's Stresswise and provide an effective tool for use with the School Climate Survey.
- The Machine Safety in Technology training course and assessment for all government school technology teachers was delivered.
- The Occupational Violence training course for government schools was delivered.
- Regional funding allocations to cover OHS mandated training such as Health and Safety Representative and Management Nominee training was significantly increased.
- The first phase of a pilot examining positive behaviour support as a way of addressing student challenging behaviour in special schools was completed. The eight pilot schools provided feedback on the program and its impact in improving student engagement and addressing challenging behaviour.

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## Key performance indicators

The Department is committed to reporting on the Victorian WorkCover Authority's lag and lead indicators. The tables on pages 137 and 138 provide measurements against the 14 agreed OHS key performance indicators.

### *People Matters survey of OHS*

People Matters survey of OHS	Questions	Average per cent who 'Agree' and 'Strongly agree' (%)
Management commitment	My manager is committed to health and safety improvements.	93
Organisational commitment	My organisation is committed to health and safety improvements.	93
Health and safety representatives	Elected health and safety representatives regularly take up health and safety issues with management in my organisation.	84
Consultation	There is meaningful employee consultation in my organisation on health and safety matters.	84
Policy awareness	Matters that can affect health and safety in my organisation are addressed by work instructions, policies and procedures.	90
Proactive OHS action	My organisation regularly undertakes proactive action to improve health and safety.	82
OHS reporting	Employees in my organisation are encouraged to report health and safety incidents and injuries.	93
Corrective action	Corrective action is taken by my organisation when unsafe conditions are identified through incident and/or injury reports.	93

## Conduct and ethics

### *Criminal record checks*

In 2007–08, the Department conducted over 5500 criminal record checks in collaboration with the Commonwealth CrimTrac Agency via the Department's online criminal record check system. Of these checks, approximately 50 per cent were for people wishing to perform volunteer work in schools. The number of criminal record checks conducted through the Department has decreased from the previous year due to the introduction of the Working with Children Check.

The *Working with Children Act 2005* introduced a minimum mandatory checking standard, the Working with Children Check, for those who are employed or volunteer in child-related work in educational institutions in Victoria. From 31 December 2007, suitability to be employed in a non-teaching role or perform volunteer work in government schools has been demonstrated by a Working with Children Card issued by the Department of Justice.

Since 1 January 2008, criminal record checks for teachers in government schools have been conducted through the Victorian Institute of Teaching.

## Occupational Health and Safety measures

Measure	OHS lag key performance indicators	2007–08 Target	2007–08 Actual	
			Number	Rate
Claims	Number and rate of standardised WorkCover claims <sup>1</sup> , including sprains and strains, stress, other	816	917	1.697
	Number and rate of lost-time WorkCover claims <sup>2</sup>	302	369	0.683
	Number and rate of claims exceeding 13 weeks <sup>3</sup>	149	175	0.357
Fatalities	Fatality claims <sup>1</sup>	No fatalities	0	
Claims costs	Average cost per WorkCover claim <sup>4</sup>	\$44,497	\$42,947	

Measure	OHS lead key performance indicators	2007–08 Target	2007–08 Actual
Management commitment	Evidence of OHS policy statement; OHS objectives	Reported quarterly and/or annually Empirical evidence of OHS plans, policies and reporting processes	Department's OHS policy including objectives at < <a href="http://www.eduweb.vic.gov.au/hrweb/ohs/accp/riskm.htm">www.eduweb.vic.gov.au/hrweb/ohs/accp/riskm.htm</a> > Quarterly health, safety and wellbeing reports to Departmental Leadership Team regarding OHS trends, issues and project plans, achievements and milestones
	Regular reporting to senior management of OHS, and OHS plans (signed by CEO or equivalent)		
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel)	Reported quarterly and/or annually Empirical evidence of OHS criteria in purchasing guidelines	Schedule 21 Part D of the Department tender documents addresses health and safety management Part E – Ethical purchasing requires tenderers to declare any OHS legislative breaches
Consultation and participation	Evidence of agreed structure of Designated Work Groups, Health and Safety representatives, and issue resolution procedures	Reported quarterly and/or annually	The Department's OHS consultation policy outlines the structure for Designated Work Groups, Health and Safety Representatives and issue resolution procedures < <a href="http://www.education.vic.gov.au/hrweb/ohs/accp/riskm.htm">http://www.education.vic.gov.au/hrweb/ohs/accp/riskm.htm</a> >
Risk management	Per cent of internal audits/inspections conducted as planned	80 per cent of planned internal audits conducted	100 per cent
	% of issues identified actioned arising from: <ul style="list-style-type: none"> <li>• internal audits</li> <li>• Health and Safety Representatives Improvement Notices</li> <li>• WorkSafe notices</li> <li>• OHS Committee recommendations</li> <li>• OHS projects</li> </ul>		71 per cent issues actioned in internal audits
Training	Per cent of OHS representatives trained	75 per cent of representatives trained	78 per cent
	Percentage of managers and staff who have received OHS training		65 per cent of schools have management nominee with some OHS training (2006) Staff risk-specific training: <ul style="list-style-type: none"> <li>• 61 per cent special education</li> <li>• 55 per cent science, arts and technology</li> <li>• 56 per cent physical education</li> </ul>

<sup>1</sup> Standardised claims are those that have exceeded the employer excess (days or dollars) or are registered as a standard claim and are open with no payments at the time of extraction. Fatality claims are also based on the same definition of standardised claims. Date for standardised claims and death claims is at 30 June each financial year.

<sup>2</sup> A lost-time claim is a claim with one or more days compensated by the Victorian WorkCover Authority (that is, once the employer has paid the ten-day excess) at the time of extraction. Lost-time claims are a sub-set of standardised claims. Date for lost-time claims is at 30 June each financial year.

<sup>3</sup> 13-week claims is a measure of a number of claims exceeding 13 weeks, compensation based on derived day count. The 13-week measure begins at day one (that is, employer excess and Victorian WorkCover Authority payments). Data for 13-week claims is based on the calendar year (that is, January to December) extracted as at 30 June each year.

<sup>4</sup> Data for average cost per claim based on claims reported from April to March each year extracted as at 30 June each year.

## APPENDIX 4

### Workforce statistics and senior officers

#### Workforce data

The following workforce data is based on business unit (cost centre) and charge location. It includes:

- staff on pay (including paid leave) who were employed in the Department in the last fortnight of June 2008
- ongoing and fixed-term staff.

It excludes:

- VPS staff who ceased employment with the Department in the last fortnight of June 2008
- school-based staff who ceased employment prior to the last fortnight of June 2008
- staff on leave without pay (including family leave) or absent on secondment
- external contractors/consultants and temporary staff employed by employment agencies
- staff employed directly by individual school councils.

*FTE of teaching service staff in schools by classification and sex on pay as at June 2008*

	Classification	Males	Females	Total
Primary	Principal Class	842.5	1,038.5	1,881.0
	Teaching staff	3,272.2	15,383.7	18,655.9
	Instructors	11.0	10.7	21.7
	<b>Total</b>	<b>4,125.7</b>	<b>16,432.9</b>	<b>20,558.6</b>
Secondary	Principal Class	493.8	445.3	939.1
	Teaching staff	7,273.9	11,440.5	18,714.4
	Instructors	165.0	70.1	235.1
	<b>Total</b>	<b>7,932.7</b>	<b>11,955.9</b>	<b>19,888.6</b>
<b>Total</b>		<b>12,058.4</b>	<b>28,388.8</b>	<b>40,447.2</b>

*FTE of non-teaching staff in schools by classification and sex on pay as at June 2008*

Classification	Level	Males	Females	Total
School Services Officer (SSO)	SSO3-8	17.6	55.1	72.7
	SSO3-7	28.4	94.1	122.5
	SSO3-6	47.0	276.1	323.1
	SSO2-5	64.9	451.2	516.2
	SSO2-4	106.6	557.7	664.3
	SSO2-3	136.3	910.0	1,046.2
	SSO1-2	224.4	1,759.4	1,983.7
	SSO1-1	549.7	5,762.5	6,312.1
<b>Subtotal</b>		<b>1,174.8</b>	<b>9,866.0</b>	<b>11,040.8</b>
VPS staff	Allied Health 4	27.2	78.2	105.4
	Allied Health 3	23.9	166.7	190.6
	Allied Health 2	5.0	80.3	85.3
	VPSG6	–	6.0	6.0
	VPSG5	6.2	29.3	35.5
	VPSG4	1.6	4.1	5.7
	VPSG3	–	4.7	4.7
	VPSG2	1.0	5.6	6.6
	VPSG1	1.0	1.0	2.0
<b>Subtotal</b>		<b>65.9</b>	<b>375.9</b>	<b>441.8</b>
<b>Other</b>		–	0.1	0.1
<b>Total</b>		<b>1,240.7</b>	<b>10,242.0</b>	<b>11,482.7</b>

*FTE of staff on pay by location as at June 2008*

Location	FTE
<b>School</b>	
Teaching	40,447.2
Non-teaching	11,482.7
<b>Subtotal</b>	<b>51,929.9</b>
Central office and regions	2,091.4
<b>Total</b>	<b>54,021.3</b>

*FTE of staff in non-school locations and statutory authorities by classification and sex on pay as at June 2008*

Classification		Males	Females	Total
<b>Teaching staff</b>		54.1	72.0	126.1
<b>Executive officer</b>	Secretary	1.0	–	1.0
	EO1	2.0	1.0	3.0
	EO2	24.0	12.0	36.0
	EO3	12.8	10.0	22.8
	<b>Subtotal</b>	<b>39.8</b>	<b>23.0</b>	<b>62.8</b>
<b>VPS staff</b>	Senior technical specialists	1.8	2.0	3.8
	VPSG6	113.7	106.6	220.3
	VPSG5	181.2	357.9	539.1
	VPSG4	95.9	184.3	280.2
	VPSG3	88.6	240.7	329.3
	VPSG2	38.9	138.4	177.3
	VPSG1	2.8	7.8	10.6
	Graduate recruits	–	6.0	6.0
	Allied Health 4	–	9.1	9.1
	Allied Health 3	2.8	59.9	62.7
	Allied Health 2	2.7	59.1	61.8
	Allied Health 1	–	1.8	1.8
	<b>Subtotal</b>	<b>528.4</b>	<b>1,173.5</b>	<b>1,701.9</b>
<b>Nurse</b>	11.0	176.5	187.5	
<b>Ministerial staff</b>		1.0	1.0	2.0
<b>Other</b>		2.0	9.1	11.1
<b>Total</b>		<b>636.3</b>	<b>1,455.1</b>	<b>2,091.4</b>

**Note**

A total of 22.8 FTE casual staff who were employed for the last pay period in June in central and regional locations and classified as VPSG1–6, AH2–3 or Nurse have not been included in the above table.

'Other' includes child protection workers, juvenile justice workers, senior medical advisor, LOTE advisor, other miscellaneous classifications and appointees to a statutory office, as defined in the *Public Administration Act 2004* (for example, persons appointed to a non-executive board member role, to an office of Commissioner, or to a judicial office).

Victorian Public Service staff on pay as at June 2008

	Ongoing			Fixed-term and casual	
	Employees (headcount)	Full-time (headcount)	Part-time (headcount)	FTE	FTE
June 2008	2,284	1,690	594	2,066	358
June 2007	1,699	1,367	332	1,578	255

	June 2008			June 2007		
	Ongoing Employee (headcount)	Ongoing FTE	Fixed-term and casual FTE	Ongoing Employee (headcount)	Ongoing FTE	Fixed-term and casual FTE
<b>Gender</b>						
Male	606	590	67	579	569	56
Female	1,678	1,476	291	1,120	1,009	199
<b>Age</b>						
Under 25	36	34	60	32	31	43
25–34	376	345	131	263	243	88
35–44	506	447	50	370	335	43
45–54	898	814	64	680	640	37
55–64	435	398	52	327	306	43
Over 64	33	28	1	27	23	1
<b>Classification</b>						
VPSG1	10	10	5	12	12	4
VPSG2	159	147	42	143	133	32
VPSG3	303	283	57	269	255	46
VPSG4	270	258	29	214	207	19
VPSG5	535	510	67	432	416	44
VPSG6	215	211	18	190	187	12
Senior technical specialists	3	3	1	3	2	1
Executives	63	63	–	58	58	–
Graduate recruits	–	–	6	–	–	8
AH1	2	1	–*	–	–	–
AH2	122	98	50	57	46	41
AH3	259	201	53	183	141	45
AH4	131	111	3	136	119	2
Nurses	205	164	26	–	–	–
Other	7	6	1	2	2	1

**Note**

'Headcount' means the number of people employed where each person counts as an employee regardless of the number of hours engaged to work.

FTE has been rounded to the nearest whole number.

\*Due to rounding this figure drops to 0.

'Casual' means a person who is subject to clause 25, Casual Employees – Loading of the VPS Agreement 2006, or similar clauses in other relevant agreements. It includes a person employed on a sessional basis where such provision is made under an applicable industrial agreement.

'Other' includes child protection workers, juvenile justice workers, senior medical advisor, LOTE advisor and ministerial drivers.

Age of staff for 2008 is calculated as at pay date 19 June 2008 and for 2007 as at 21 June 2007.

The increase in employment levels from June 2007 to June 2008 is a result of machinery-of-government changes with the transfer of staff from DHS into the Department.

*Number of executive officers classified by 'Ongoing' and 'Special projects'*

Class	All		Ongoing		Special projects	
	Number	Variation	Number	Variation	Number	Variation
Secretary	1	-	1	-	-	-
EO1	3	-	3	-	-	-
EO2	33	+8	32	+8	1	-
EO3	20	-2	20	-2	-	-
<b>Total</b>	<b>57</b>	<b>+6</b>	<b>56</b>	<b>+6</b>	<b>1</b>	<b>-</b>

*Number of executive officers by sex for 'Ongoing' and 'Special projects'*

Class	Ongoing					Special projects				
	Male		Female		Vacancies Number	Male		Female		Vacancies Number
	Number	Variation	Number	Variation		Number	Variation	Number	Variation	
Secretary	1	-	-	-	-	-	-	-	-	-
EO1	2	-	1	-	-	-	-	-	-	-
EO2	21	+4	11	+4	-	1	-	-	-	-
EO3	10	-1	10	-1	6	-	-	-	-	-
<b>Total</b>	<b>34</b>	<b>+3</b>	<b>22</b>	<b>+3</b>	<b>6</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

*Number of executives*

	2008	2007
Executives with remuneration over \$100,000 (refer to note)	47	50
Add vacancies (see table above)	6	7
Executives employed with total remuneration below \$100,000	10	-
Accountable officer (Secretary)	1	1
Less separations	7	7
<b>Total executive numbers at June</b>	<b>57</b>	<b>51</b>

**Note**

Figures above do not include Victorian Curriculum and Assessment Authority and Victorian Registration and Qualifications Authority executives.

Figures include early childhood development staff from DHS who merged with the Department of Education to form the Department of Education and Early Childhood Development as a result of machinery-of-government changes in 2007.

*Number of executive officers in the Department's portfolio entities*

Portfolio agencies	Total		Vacancies		Male		Female	
	Number	Variation	Number	Variation	Number	Variation	Number	Variation
Victorian Curriculum and Assessment Authority	4	-1	1	+1	4	-1	-	-
Victorian Registration and Qualifications Authority	2	+1	-	-	1	-	1	+1
<b>Total</b>	<b>6</b>	<b>-</b>	<b>1</b>	<b>+1</b>	<b>5</b>	<b>-1</b>	<b>1</b>	<b>+1</b>

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## Senior officers as at 30 June 2008

The Department's organisational chart as of 30 June 2008 appears on page 15.

Addresses of the Department's key business areas are provided below. The telephone number for all sections of the Department is (03) 9637 2000, except where otherwise specified.

### ***Department of Education and Early Childhood Development***

2 Treasury Place  
East Melbourne Victoria 3002  
Professor Peter Dawkins  
Secretary

### ***Office for Government School Education***

1st floor, 33 St Andrews Place  
East Melbourne Victoria 3002  
Mr Darrell Fraser  
Deputy Secretary

### **Group Coordination**

Ms Dina Guest  
General Manager

### **Student Wellbeing and Support**

Mr Ian Claridge  
Assistant General Manager  
  
(\*Acting) Ms Kristine Arcaro  
Assistant General Manager

### **Education Regeneration and Community Partnerships**

Mr John Allman  
General Manager

### **School Workforce Reform and School Improvement**

Ms Judy Petch  
General Manager

Ms Louise McDonald  
(\*Acting) Assistant General Manager  
School Improvement

Ms Raylene Dodds  
(\*Acting) Assistant General Manager  
School Workforce Reform

### **Student Learning Programs**

Ms Dianne Peck  
General Manager

Ms Carol Kelly  
Assistant General Manager  
Targeted Programs

### **Regions**

Regional office contact details appear on page 50.

### **Broadmeadows Regeneration**

Mr David Brooks  
Project Director

### ***Office for Policy, Research and Innovation***

Level 3, 33 St Andrews Place  
East Melbourne Victoria 3002  
Dr Dahle Suggett  
Deputy Secretary

### **Education Policy and Research**

Mr Ian Burrage  
General Manager  
  
Ms Kerryn Rozenbergs  
Assistant General Manager

### **Youth Transitions**

Mr George McLean  
General Manager  
  
Ms Janet Thompson  
Assistant General Manager

### **System Policy**

Mr John Sullivan  
General Manager  
  
Mr Edmund Misson  
Assistant General Manager

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**Innovation and Next Practice**

Ms Diane Joseph  
General Manager

Ms Katrina Reynen  
Assistant General Manager

**International Education**

Ms Sue Christophers  
General Manager

**Commonwealth–State Relations**

Mr John McCarthy  
General Manager

***Office for Planning, Strategy and Coordination***

1st floor, 2 Treasury Place  
East Melbourne Victoria 3002  
Mr Tony Cook  
Deputy Secretary

**External Relations and Strategic Coordination**

Mr Colin Twisse  
General Manager

Ms Susan Dennett  
(\*Acting) Assistant General Manager

Mr Steve Metcalfe  
(\*Acting) Assistant General Manager

**Statewide Outcomes for Children**

Mr Andrew Abbot  
(\*\*Acting) General Manager

**Communications**

Ms Julie Alliston  
General Manager

**Corporate Planning, Strategy and Audit**

Mr James Kelly  
General Manager

**Data and Evaluation**

Dr Sara Glover  
General Manager

***Office for Resources and Infrastructure***

1st floor, 2 Treasury Place  
East Melbourne Victoria 3002  
Mr Jeff Rosewarne  
Deputy Secretary  
Chief Operating Officer

**Corporate Services**

Ms Gail Hart  
General Manager

**Resources and Infrastructure Strategy**

Mr Jim Miles  
General Manager  
Mr Dean Tighe  
Assistant General Manager

**Human Resources**

Mr Tony Bugden  
General Manager  
Mr Rex Hardman  
Assistant General Manager  
Policy and Employee Relations

Mr Ian Dawes  
(\*Acting) Assistant General Manager  
Strategy Planning and Development

**Education Chief Information Officer**

Mr Adam Todhunter

**Financial Services**

Ms Claire Britchford  
Chief Finance Officer  
Mr Nino Napoli  
Assistant General Manager  
Schools Resource Allocation  
Mr Ron Cooper-Thomas  
Assistant General Manager  
Accounting Policy and Taxation

Mr Wayne Benbow  
Assistant General Manager  
Budget and Reporting

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**Infrastructure**

Dr Peter Stewart  
General Manager

Ms Andrée Butler  
Assistant General Manager  
Planning and Provision

Mr Paul Jones  
Assistant General Manager  
Facilities and Infrastructure

**Information Technology**

Mr Erle Bourke  
General Manager

Mr Steve Loquet  
Assistant General Manager  
Information Technology

***Office for Children and Early  
Childhood Development***

1st floor, 2 Treasury Place  
East Melbourne Victoria 3002

Mr Michael White  
(\*Acting) Deputy Secretary

**Early Childhood Strategic Policy and  
Projects**

Ms Susan McDonald  
General Manager

Vacant  
Assistant General Manager

Ms Dawn Davis  
Assistant General Manager  
Early Years Learning Framework

Ms Connie Forbes  
Assistant General Manager  
Legislation and Regulation Reform

**Early Childhood Programs**

Ms Jeanette Nagorcka  
General Manager

Vacant  
Assistant General Manager

**Operations**

Ms Madeleine Smith  
General Manager

Ms Lesley Hubble  
(\*Acting) Assistant General Manager

***Merit Protection Boards***

Level 9, 35 Spring Street  
Melbourne Victoria 3000  
(03) 9651 0290

Mr Peter Hibbins\*\*\*  
Senior Chairperson

***Victorian Curriculum and Assessment  
Authority***

41 St Andrews Place  
East Melbourne Victoria 3002  
(03) 9651 4300

Mr John Firth  
Chief Executive Officer

***Victorian Registration and  
Qualifications Authority***

Level 6, 35 Spring Street  
Melbourne Victoria 3000  
(03) 9637 2806

Ms Lynn Glover  
Director

\* Acting assignment by a non-substantive executive officer

\*\* Acting assignment by a substantive executive officer

\*\*\* Governor-in-Council appointee

## APPENDIX 5

### Statutory bodies

Statutory bodies are authorities, boards and other entities established under an Act of Parliament for a specific purpose. Five statutory bodies fall under the education portfolio and two fall under the children and early childhood development portfolio. The functions, powers, membership and other details relating to each body are outlined in the relevant Act. Some of the bodies produce separate annual reports for Parliament, while information about the activities of the other bodies is included in this report. The table below lists the statutory bodies within the two portfolios as at 30 June 2008, the Act under which each body was established and the reporting method for each body. Staff of some of these bodies are on the Department's payroll, as reflected in the workforce data on pages 139–146.

The Registered Schools Board and the Victorian Qualifications Authority were abolished on 1 July 2007 when the *Education and Training Reform Act 2006* was proclaimed. The functions of those two bodies are now

carried out by the VRQA. The Children's Services Coordination Board and the Victorian Children's Council were transferred from the human services portfolio as part of the machinery-of-government changes made in August 2007.

### Merit Protection Boards

The Merit Protection Boards were established in 1993 under the *Teaching Service Act 1981* and are currently empowered by the *Education and Training Reform Act 2006* to:

- advise the Minister about principles of merit and equity to be applied in the teaching service
- hear reviews and appeals in relation to decisions made under the *Education Training and Reform Act 2006* (except Part 2.4, Division 10) or any other Act
- advise the Minister or the Secretary about any matter referred to them by the Minister or the Secretary relating to merit and equity in the teaching service

#### Statutory bodies

Body	Act of Parliament	Portfolio(s)	Annual report
Children's Services Coordination Board	<i>Child Wellbeing and Safety Act 2005</i>	Children and Early Childhood Development Community Services*	See page 154
Disciplinary Appeals Boards	<i>Education and Training Reform Act 2006</i>	Education	See page 152
Merit Protection Boards	<i>Education and Training Reform Act 2006</i>	Education	See page 147
Victorian Children's Council	<i>Child Wellbeing and Safety Act 2005</i>	Children and Early Childhood Development Community Services*	See page 153
Victorian Curriculum and Assessment Authority	<i>Education and Training Reform Act 2006</i>	Education Skills and Workforce Participation*	Separate report
Victorian Institute of Teaching	<i>Education and Training Reform Act 2006</i>	Education	Separate report
Victorian Registration and Qualifications Authority	<i>Education and Training Reform Act 2006</i>	Education Skills and Workforce Participation*	Separate report

\* Refer to the administration of Acts in Appendix 10 for details regarding the allocation of responsibilities.

- hear reviews and appeals in relation to any decision prescribed by the regulations or Ministerial Order to be a decision in respect of which there is a right of review by or appeal to a Merit Protection Board
- to hear reviews and appeals in relation to any decision of the Secretary if the Secretary has delegated his or her function or power to hear reviews and appeals to a Merit Protection Board.

The Senior Chairperson, Mr Peter Hibbins, and the Secretary's nominee, Mr Gavan Schwartz, are full-time members of the Merit Protection Boards. Ms Beverly Trease is the Registrar.

There are seven Merit Protection Boards. Each of these Boards comprises a chairperson, nominated by the Minister, a nominee of the Secretary and a teacher nominated by the Minister. Most Board members are part-time.

The Senior Chairperson establishes Review of Action Boards to hear and determine grievances from members of the VPS in the Department. These boards generally comprise three members appointed by the Senior Chairperson and include suitably trained and experienced members of the VPS. The Review of Action Boards make recommendations to the Senior Chairperson who, in turn, makes recommendations to the Secretary of the Department.

The Merit Protection Boards and Review of Action Boards provide an independent

mechanism to hear appeals and grievances for employees of the Department and associated statutory authorities in education.

Appeals and grievances include transfer and promotion, incapacity, grievances of a general personal nature, including sexual harassment and discrimination, and appeals in relation to police records checks. Appeals and grievances can be heard in the metropolitan area and regional centres, as appropriate.

Access to the Merit Protection Boards is available to employees in the Department, including principals, teachers and school-based non-teaching staff. Public servants, excluding executive officers, have access to Review of Action Boards.

## Members of the Merit Protection Boards

In February 2008, after providing 14 years of outstanding service to the Merit Protection Boards, Mr Ian Adams retired and Mr Peter Hibbins was appointed by Governor-in-Council as his replacement.

Members of the Merit Protection Boards and Review of Action Boards have a duty to act as individuals in an independent and objective manner in fairly hearing and determining appeals and grievances. The hearing procedures of both Boards are consistent with the principles of procedural fairness.

## Members of the Merit Protection Boards

		Date first appointed	Date term expires
<b>Senior Chairperson (full-time)</b>			
Mr Ian Adams		5 October 1993	Retired February 2008
Mr Peter Hibbins		3 March 2008	31 July 2011
<b>Secretary's nominee (full-time)</b>			
Mr Gavan Schwartz		22 September 2004	21 September 2010
<b>Chairpersons</b>			
Ms Debbie Meirisch	Wheelers Hill Primary School	15 April 1997	21 September 2010
Ms Lorraine Dell	Ormond Primary School	01 January 2000	21 September 2010
Ms Catherine Christensen	Rosamond Special School	22 September 2004	21 September 2010
Ms Leonie Fitzgerald	Dandenong South Primary School	22 September 2004	21 September 2010
Mr Wayne Hill	Merrilands College	22 September 2004	21 September 2010
Ms Sharon Walker	Wembley Primary School	22 September 2004	21 September 2010
<b>Secretary's nominees</b>			
Ms Vincenzina Calabro	Noble Park English Language Centre	22 September 2004	21 September 2010
Ms Cheryl Judd	Preston Girls Secondary College	22 September 2004	21 September 2010
Ms Angeliki Karvouni	Southern Metropolitan Region	22 September 2004	21 September 2010
Ms Karen O'Dowd	Altona Green Primary School	22 September 2004	21 September 2010
Mr Wayne Smith	Eumemmerring Secondary College	22 September 2004	21 September 2010
Mr Peter Rock	Cobden Secondary College	22 September 2007	21 September 2010
<b>Minister's nominees</b>			
Ms Jennifer Pringle	Mount Waverley Secondary College	01 January 2001	Resigned March 2008
Mr Robert Bertagnolio	Altona Secondary College	22 September 2004	21 September 2010
Ms Eileen O'Brien	Croydon Secondary College	22 September 2004	21 September 2010
Ms Mary-Anne Pontikis	Meadow Heights Primary School	22 September 2004	21 September 2010
Ms Gail Shaw	Sunshine North Primary School	22 September 2004	21 September 2010
Ms Sandra Greenhill	Montmorency Secondary College	22 September 2007	21 September 2010
Mr Nuccio Gurciullo	Mac.Robertson Girls High School	22 September 2007	21 September 2010
Ms Joanna Young	Keilor Downs Secondary College	22 September 2007	21 September 2010
<b>Secretary's emergency nominees</b>			
Ms Sheryl Skewes	Sandringham Primary School	01 January 2000	21 September 2010
Mr John Baston	Croydon Secondary College	22 September 2004	21 September 2010
Mr Ian Hall	Gippsland Region	22 September 2004	21 September 2010
Mr Mathew Underwood	Campbells Creek Primary School	22 September 2007	21 September 2010
<b>Minister's emergency nominees</b>			
Ms Clare Berger	Gilmore Girls College	22 September 2007	21 September 2010
Mr Shane Crerar	Gisborne Secondary College	22 September 2007	21 September 2010
Ms Janet Evison	Kunyang Primary School	22 September 2007	21 September 2010
Mr Michael Rogan	Yarraville West Primary School	22 September 2007	21 September 2010

## Other activities

The Merit Protection Boards provided advice to the Department on merit and equity issues in relation to major policy initiatives in response to requests from the Department as well as advice when existing policies and procedures were being reviewed.

The Senior Chairperson and the Secretary's nominee accepted invitations to address groups of principal class officers, field officers of the principals' associations, school service officer networks and regional personnel.

In October 2007, the Board conducted a seminar in Melbourne for newly appointed and re-appointed Board members at which the roles, structure, membership of Boards, responsibilities of Board members and the hearing process were discussed.

In May 2008, the Board conducted a half-day seminar in Melbourne for all members of the Merit Protection Boards and Review of Action Boards. At this seminar the role, responsibilities and future of the Boards were discussed.

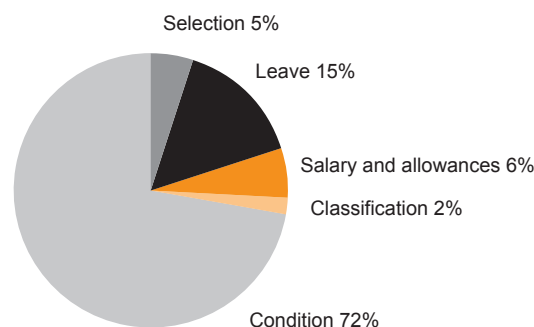
Information is available on the Merit Protection Boards' website in relation to the appeal and grievance process, as well as the Merit Protection accreditation programs. The website address is <[www.mpb.vic.gov.au](http://www.mpb.vic.gov.au)>.

The Senior Chairperson and the Secretary's nominee attended the National Public Sector Appeals Conference held in Perth in September 2007.

## Appeals and grievances

### Teaching service

*Breakdown of personal grievances received from teaching service, July 2007 – June 2008*



During the year to 30 June 2008, the Merit Protection Boards for the teaching service received a total of 140 appeals and grievances, including 30 selection grievances, one discipline and 109 personal grievances. Of the 140 grievances received, 77 were conciliated, withdrawn, lapsed or pending, or there was no jurisdiction for the Board to hear them. Sixty-three and grievances were heard and 35 (56 per cent) were upheld.

Selection grievances received for this year were approximately the same as in the previous year and, of the 16 heard, 50 per cent were upheld. There were 109 personal grievances received, compared with 110 for the previous year and, of the 46 heard, 58 per cent were upheld.

### *Teaching service – appeals and grievances, 2007–08*

Category	Upheld		Disallowed		Withdrawn		Pending		No jurisdiction, out of time or lapsed		Conciliated		Received		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Promotion	3	5	7	1	4	2	1	–	3	4	–	–	18	12	30
Incapacitated officer	–	–	1	–	–	–	–	–	–	–	–	–	1	–	1
Personal	6	21	6	13	11	18	4	5	5	6	2	12	34	75	109
<b>Total</b>	<b>9</b>	<b>26</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>20</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>12</b>	<b>53</b>	<b>87</b>	<b>140</b>

There was a wide range of issues raised in personal grievances. The majority of grievances concerned teachers and school services officers with compassionate transfer status and excess status not being managed in accordance with Department policy. Other matters related to leave, especially the refusal to grant long service leave and leave without pay.

### **Public sector**

There were 16 grievances received from public servants – four selection and 12 personal grievances, which is almost the same number and type of grievances received in the previous year. Of the 16 grievances received from the VPS, seven were heard and one (14 per cent) was upheld. The majority of the issues raised in personal grievances related to leave, range reviews, redeployment and general employment issues.

### **Merit protection accreditation**

It is a requirement for all selection panels in the Department to include a merit-accredited employee as a member of any selection panel. To facilitate this requirement, the Merit Protection Boards provide training in the principles of merit and equity for principal class officers, teachers, school services officers and

members of the public service. This year the Boards conducted 31 seminars and provided training for 1116 employees.

Since the inception of these training programs, a total of 31,045 employees have been trained. This figure includes 1803 employees who have retrained.

### **Principal class officers**

One hundred and twenty-five members of the principal class have been accredited in training programs conducted by the Boards in metropolitan and country centres this year. These accredited principal class officers are available to serve on principal class officer selection panels.

### **Teachers and school services officers**

Six hundred and eighty-eight members of the teacher class and 122 school services officers were accredited in training programs conducted by the Boards in metropolitan and country centres this year. Teachers and school services officers who have been accredited are available to assist principals with personnel management decision making in schools where panels must include a merit protection accredited teacher.

*Public sector – appeals and grievances, 2007–08 Victorian Public Service staff*

Category	Upheld		Disallowed		Withdrawn		Pending		Lapsed		Conciliated		Received		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Selection	–	–	–	1	1	–	–	–	–	2	–	–	1	3	4
Personal	–	1	1	5	1	1	1	1	–	1	–	–	3	9	12
<b>Total</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>–</b>	<b>3</b>	<b>–</b>	<b>–</b>	<b>4</b>	<b>12</b>	<b>16</b>

Number of employees trained July 2007 – June 2008 by region (includes reaccreditation)

Region	Teachers	Principal class	SSO	VPS	Total
Barwon South Western	39	4	7	9	59
Central – Corporate	0	0	0	108	108
Eastern Metropolitan	131	21	9	9	170
Gippsland	15	5	7	2	29
Grampians	81	7	21	17	126
Hume	40	16	9	5	70
Loddon Mallee	74	27	17	7	125
Northern Metropolitan	129	28	23	12	192
Southern Metropolitan	55	2	10	5	72
Western Metropolitan	124	15	19	7	165
<b>Total</b>	<b>688</b>	<b>125</b>	<b>122</b>	<b>181</b>	<b>1116</b>

### **Members of the Victorian Public Service**

During 2007–08, 181 VPS employees were accredited. Accredited VPS employees are available to assist on panels in decision making concerning selection. The Board also ran three training programs for public servants who worked in DHS prior to the establishment of the new Department.

### **Disciplinary Appeals Boards**

The Disciplinary Appeals Boards were established in 2005 following an amendment to the *Teaching Service Act 1981* and are empowered under the *Education and Training Reform Act 2006* to hear and determine appeals in relation to decisions of the Secretary made under section 2.4.6.1.

The Senior Chairperson of the Disciplinary Appeals Boards is the Senior Chairperson of the Merit Protection Boards. In this role the Senior Chairperson administers the Disciplinary Appeals Boards and selects members to constitute the Boards as required. The Merit Protection Boards staff provide administrative support to the Disciplinary Appeals Boards.

In May 2005, the following Board members were appointed for an initial five-year period after calling for expressions of interest through advertisement. All members are called upon on a sessional basis.

The Disciplinary Appeals Boards had two appeals pending at the start of the reporting period. One of these was withdrawn and the other was upheld. Four appeals were received in 2007–08. One of these was withdrawn and three are pending.

## Members of the Disciplinary Appeals Boards

	Date appointed	Date term expires
Chairspersons, nominated by the Secretary, were appointed under Sections 75D(2)(a) and 75E of the <i>Teaching Service Act 1981</i> . It is a requirement that they have been admitted to legal practice in Victoria for not less than five years.		
Ms Judith Benson	May 2005	April 2010
Dr Ian Freckelton SC	May 2005	April 2010
Mr Geoffrey Gibson	May 2005	April 2010
Mr Peter Harris	May 2005	April 2010
Ms Clare Lethlean	May 2005	April 2010
Mr Rohan Millar	May 2005	April 2010
Mr Damian Murphy	May 2005	Resigned December 2006
Mr Peter Rose	May 2005	April 2010
Ms Elspeth Strong SC	May 2005	April 2010
Mr Peter Wills	May 2005	April 2010
Minister's nominees, who are officers in the teaching service, were appointed under Sections 75D(2)(b) and 75E of the <i>Teaching Service Act 1981</i> .		
Mr Ross Adamson	May 2005	April 2010
Ms Moira Findlay	May 2005	April 2010
Mr David Finnerty	May 2005	April 2010
Ms Wayne Hill	May 2005	April 2010
Ms Angeliki Karvouni	May 2005	April 2010
Ms Denise Leggett	May 2005	April 2010
Ms Anne Longmire	May 2005	Resigned October 2005
Mr Brian O'Dea	May 2005	April 2010
Ms Mary-Anne Pontikis	May 2005	April 2010
Mr Paul Rose	May 2005	April 2010
Mr Steven Silestean	May 2005	April 2010
Secretary's nominees, who have knowledge and experience in education, education administration or public sector administration, were appointed under Sections 75D(2)(c) and 75E of the <i>Teaching Service Act 1981</i> .		
Mr Brian Burgess	May 2005	April 2010
Mr James Davidson	May 2005	April 2010
Ms Leonie Fitzgerald	May 2005	April 2010
Mr Gregory Gibbs	May 2005	April 2010
Ms Avis Grahame	May 2005	April 2010
Mr Dale Hendrick	May 2005	April 2010
Mr Russell Isaac	May 2005	April 2010
Mr Eric Keenan	May 2005	April 2010
Mr David List	May 2005	April 2010
Mr Ian Martin	May 2005	April 2010
Ms Bronwyn Valente	May 2005	April 2010

## Victorian Children's Council

The Victorian Children's Council was established by the Victorian Government under the *Child Wellbeing and Safety Act 2005* to support the Premier, the Minister for Children and Early Childhood Development, and the Minister for Community Services with expert independent advice relating to policies and services that enhance the health, wellbeing, development and safety of children.

The Victorian Children's Council was established in response to the 2004 report of the Premier's Children's Advisory Council.

The Victorian Children's Council is made up of recognised experts in policies and services that underpin and can improve child safety, health, development, learning and wellbeing across Victoria. In 2007–08, the Victorian Children's Council had 16 members.

The Department's Statewide Outcomes for Children Division provides secretariat support to the Victorian Children's Council.

In 2007–08, the Council held regular meetings every two months, as well as additional meetings when needed. Several sub-committees were established to work on various reform areas including:

- implementation and monitoring of the *Children, Youth and Families Act 2005*
- implementation of Victoria's plan to improve outcomes in early childhood under the National Reform Agenda
- the Children's Services Legislative and Regulations Review
- enhancing the skills of the early childhood workforce
- the Early Learning and Development Framework.

*Victorian Children's Council members  
as at 30 June 2008*

Ms Lynne Wannan	Chair, Victorian Children's council
Professor Frank Oberklaid (Deputy Chair)	Director, Centre for Community Child Health
Mr Bernie Geary (Ex-Officio Member)	Child Safety Commissioner
Dr Maria Apostolopoulos	Parent advocate and Board member, Kalparrin Early Child Intervention program
Ms Aileen Ashford	Chief Executive Officer, Bethany Community Support
Ms Muriel Bamblett	Chief Executive Officer, Victorian Aboriginal Child Care Agency
Dr Ray Cleary	Chief Executive Officer, Anglicare Victoria
Dr Don Edgar	Social policy and research consultant
Professor Gay Edgecombe	Department of Nursing and Midwifery, RMIT University
Ms Sue Harper	National President, OMEP Australia
Mr Paul Linossier	Chief Executive Officer, MacKillop Family Services
Mr David Pugh	Chief Executive Officer, St Luke's Anglicare
Mr Rob Spence	Chief Executive Officer, Municipal Association of Victoria
Ms Sandi de Wolf	Chief Executive Officer, Berry Street Victoria

## Children's Services Coordination Board

The Children's Services Coordination Board brings together key decision makers in government departments to ensure coordination of activities affecting children. The Board was established in 2005 under the *Child Wellbeing and Safety Act 2005*. It comprises the Chief Commissioner for Police and the Secretaries of the Departments of Premier and Cabinet, Treasury and Finance, Human Services, Justice, Education and Early Childhood Development, and Planning and Community Development.

The role of the Children's Services Coordination Board is to coordinate the efforts of different programs and consider how to best deal with cross-portfolio issues. The Board's work therefore includes identifying strategic opportunities for cross-agency collaboration, particularly regarding more integrated service delivery, monitoring Government activities and overseeing interdepartmental mechanisms.

The Children's Services Coordination Board reports annually to the Minister for Children and Early Childhood Development and the Minister for Community Services on Victoria's children and young people. In 2008, the Victorian Government published *The State of Victoria's Young People Report 2007*.

The Statewide Outcomes for Children Division of the Department provides secretariat support to the Children's Services Coordination Board. The Children's Services Coordination Board met three times in 2007.

*Children's Services Coordination Board members  
as at 30 June 2008*

Professor Peter Dawkins (Chairperson)	Secretary, Department of Education and Early Childhood Development
Ms Penny Armytage	Secretary, Department of Justice
Mr Yehudi Blacher	Secretary, Department of Planning and Community Development
Mr Grant Hehir	Secretary, Department of Treasury and Finance
Ms Christine Nixon	Chief Commissioner of Police, Victoria Police
Ms Helen Silver	Secretary, Department of Premier and Cabinet
Ms Fran Thorn	Secretary, Department of Human Services

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## APPENDIX 6

### Whole-of-government reporting on target groups

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On coming to office, the Government pledged a whole-of-government reporting approach in relation to cultural diversity, women, youth and Indigenous affairs. This appendix provides highlights of the Department's commitments and priorities in these four areas for 2007–08 and the Department's performance against relevant performance outputs and measures.

#### Cultural diversity

Education is seen as a key to social inclusion and offers the means to redressing factors contributing to social exclusion. The Department is proud of supporting and valuing Victoria's culturally and linguistically diverse communities by providing accessible and culturally inclusive education and early childhood services.

The Department recognises that some individuals and groups face particular challenges in education and in participating in the community because of their cultural or linguistic background. These individuals and groups often need to be actively supported to participate and achieve learning success.

Schools, including specialist language schools and centres, help build proficiency in English and other languages, and shape student attitudes to cultural diversity through multicultural education.

The Department's workforce management and development practices help to ensure that its workforce reflects the cultural and linguistic diversity (CALD) of the community it serves and is well equipped to work with Victoria's growing culturally, linguistically and faith-diverse community.

#### Highlights

- In 2007, 240 full-time equivalent multicultural education aide positions were funded across 458 schools, and 26 positions were funded in English language centres.
- Transition coordinators were provided to all English language schools and centres to assist students with their transition from intensive ESL programs to mainstream schools.
- Over \$980,000 was provided for interpreting and translation services to enable non-English speakers to access information in government schools.
- The Department provided \$40,000 in funding for Australian Breastfeeding Association projects. Some of this funding was used for women from a variety of cultural backgrounds, including Vietnamese, Burmese, Lebanese and Indigenous women. Each project has led to different outcomes. For example, in Shepparton, networks and understanding of issues facing the Arabic-speaking community were developed. In Hobsons Bay, increasing awareness of the importance of breastfeeding and promoting the range of supports available to breastfeeding CALD mothers were the main outcomes.
- The Department also provided \$757,000 in funding for the Supported Parenting and Playgroup initiative. Some of this funding was used to establish supported playgroups targeting CALD families and 12 CALD groups have been established.
- The School Compliance Checklist tools were updated to reflect obligations under the Victorian *Charter of Human Rights and Responsibilities Act 2006* and the *Racial and Religious Tolerance Act 2001*.

- A research project was initiated to identify ways to improve communications with CALD communities, including the development of a training package for Departmental employees.
- The Department's annual cultural diversity calendar included staff celebration and recognition of Victorian Cultural Diversity Week, Refugee Week and Human Rights Day.
- A cultural diversity plan was developed to ensure progress in the Department's engagement with CALD individuals and communities. The plan sets out the Department's key commitments for strengthening social inclusion, services and outcomes for CALD communities over a three-year period. Key strategies include providing culturally appropriate training for staff, ensuring accessible information on the Department's services to CALD communities and building assessment of the effectiveness of services into program evaluation.

### ***Performance measures***

The Department's key performance measures on cultural diversity relate to the provision of both intensive ESL support for new-arrival students and ongoing ESL support for eligible students.

In 2007, 91 per cent of eligible primary students in regular schools received ESL support, and 89 per cent of eligible secondary students in regular schools received ESL support.

These performance measures are reported annually in the State Budget Papers.

Further information on programs and achievements relating to cultural diversity is contained in the sections on ESL (page 41) and Multicultural education (page 42), and in the Diversity and equal opportunity section in Appendix 3 (page 134).

## **Women**

The Department made major contributions to the achievement of the priorities for women. These included those outlined in the Forward Plan: Leading with Victoria's Women 2004–2007 and in the Women's Safety Strategy, in particular the priorities related to education, work and economic independence.

The Department's services for women aim to equip girls and women with the education they need to have high-quality jobs, a full and creative life, and opportunities to contribute to their communities. As an employer, the Department aims to provide a working environment that is responsive to the needs of women.

As part of its strategy to achieve sustainable equality for women, the Department provided family-friendly workplaces and work policies that accommodated women's family and carer responsibilities. Women have been active users of the Department's carer and lactation rooms. Women were also the highest take-up group in many of the Department's flexible work and leave options available in both schools and central and regional offices. Part-time employment, job share, working from home via use of telecommunications, purchased leave and the utilisation of recreation leave on half pay were all popular choices for female staff.

### ***Highlights***

- The Eleanor Davis School Leadership program is a Women in Leadership initiative and, together with programs such as the Julia Flynn program, is a key component of the Department's Focus on Women strategy. Further information on these programs is contained on page 134.
- The Department's funding to the Australian Breastfeeding Association was used to support projects targeting areas of disadvantage and young mothers as well as CALD women to enhance breastfeeding rates.

- In 2007–08, \$30,000 was provided to the Post and Antenatal Depression Association to assist in the establishment of post-natal depression support groups in the initial 13 Best Start sites (as mentioned on page 30).

### **Performance measures**

Key features of the Department's progress in girls' education include the following:

- the Years 7–12 apparent retention rate for girls in Victoria was 87.24 per cent in August 2007 compared with 80.1 per cent for girls nationally (the apparent retention rate refers to the number of full-time students in Year 12 expressed as a proportion of the number of full-time students in Year 7 five years earlier)
- the Years 10–12 apparent retention rate for girls in Victoria was 87.7 per cent in August 2007 compared with 80.8 per cent for girls nationally.

## **Young people**

Research shows that young people who are engaged with schooling until Year 12 have better long-term employment and economic and social outcomes. For this reason, the Department recognises the need to develop and provide broad pathways for young people in Victoria. Through the provision of education and training services in schools, the Department makes a major contribution to the achievement of the following priorities for young people:

- inclusion – improving outcomes for all young people while narrowing the gap between those who do well and those who do not
- diversity – recognising and responding to the full diversity of young people and making services more responsive to young people and their needs
- collaboration – involving a wide range of organisations from the public, voluntary,

community and private sectors in order to increase choice and secure the best outcomes for and with young people.

### **Highlights**

- In 2007, through the Youth Transition Support Initiative, the Department assisted 1108 young people who had disengaged from the education and training system to achieve a sustainable education, training or employment outcome.
- The LLENs re-engaged a further 5089 young people with education or training.
- The Department continued to offer, value and promote the three Victorian Year 12 qualifications, the VCE, the VCAL and the IB Diploma, and the number of students participating in each of these qualifications increased.

Further information on achievements relating to youth is contained on pages 52–57.

### **Performance measures**

The Department's key performance measures for young people are the Government's targets for education. Details of progress towards the targets are on page 18.

## **Indigenous affairs**

The Department recognises the importance of working with the Indigenous community to improve Indigenous students' participation and achievement levels in education.

Indigenous education initiatives are designed to support improved educational outcomes for Indigenous students and increase all students' knowledge and understanding of Indigenous cultures and issues.

### **Highlights**

- Wannik: Learning Together – Journey to our Future was launched by the Minister for Education. Wannik is the Government's education strategy for Indigenous students.

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It aims to reposition the education of Indigenous students within all government schools and, through strong leadership, create a culture of high expectations.

- Consistent with Wannik's focus on improving attendance and engagement, Portland Secondary College has focused on engaging both students and parents in education through the establishment of its Cultural Resource Centre. This highly successful initiative has resulted in improved attendance rates and a drop in suspensions for Indigenous students.
- Two major projects targeting literacy for Indigenous students have been initiated in Gippsland. Targeted Reading Recovery teachers in central Gippsland have seen marked improvement in the literacy levels of participating students, while literacy support for both students and parents in east Gippsland has also had a positive impact.
- An equally successful approach has been undertaken in the Loddon Mallee Region, where additional Literacy Improvement Team specialists have been employed to work in schools with high numbers of Indigenous students.
- The Department has funded ten hours of free kindergarten for 4-year-old Indigenous

children who hold, or whose parents or guardians hold, an appropriate concession card. In addition, 100 children will benefit in the 2008 school year from free kindergarten for Indigenous 3-year-olds.

- Early childhood scholarships aiming to increase the number of Indigenous early childhood teachers were offered to 13 students.
- The Department provided funding for the Supported Parenting and Playgroup initiative, to establish supported playgroups targeting Indigenous families. Twelve Indigenous groups were been established.

### ***Performance measures***

The Department collects data on the enrolments of Indigenous students in schools, by year level and school type, in August each year. In 2007, there were 7595.1 FTE Indigenous students enrolled in government schools in Victoria, representing 1.4 per cent of the student cohort.

Further information on Indigenous programs and achievements is contained on pages 31–32 and 39–40.

## APPENDIX 7

### Office-based environmental impacts

This appendix discloses the Department's office-based environmental impacts on energy use, waste production, paper use, water consumption, transportation and green purchasing for its central and regional offices, as required by FRD 24 – Reporting of Office-based Environmental Impacts by Government Departments.

Due to the 2007 machinery-of-government change, the Department now includes the Office for Children and Early Childhood Development staff. These staff are currently co-located within DHS. Data for these staff is reported separately to enable comparable performance.

The data for 2006–07 reported central and regional offices separately to enable comparable performance. This data was added together to enable comparison with 2007–08 data. The data is based on 1,253.4 FTE at end June 2008 in central and regional offices. The data does not

include Office for Children and Early Childhood Development staff or contract staff.

The Department has implemented a number of programs to reduce environmental impacts and more comprehensively collect data for non-office facilities (schools). These include AussiVic, Ecologically Sustainable Development Guidelines, Schools Water Efficiency program, Tool for Replication of Energy Efficiency in Schools and the Energy Reporting System.

### Central and regional offices

#### Energy

The Department reports on its energy consumption in office facilities only.

The data represented below was collected through energy retailer billing information and represents 100 per cent of sites and 100 per cent of FTE staff.

	2006–07			2007–08		
	Electricity	Natural gas	GreenPower	Electricity	Natural gas	GreenPower
Total energy usage segmented by primary source (MJ)	7,564,463	225,023	1,324,640	7,914,180	366,009	1,657,170
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> -e)	2,784	14	0	2,880	21	0
Percentage of electricity purchased as GreenPower	15%	–	–	17%	–	–
Cost of GreenPower (\$)	35,281	–	–	42,139	–	–
Units of energy used per FTE (MJ/FTE)	7,669	–	–	7,928	–	–
Units of energy used per unit of office area (megajoules per m <sup>2</sup> )	292	–	–	341	–	–
<b>Actions undertaken</b>						
Awareness programs	Participant in Earth Hour, educational posters regarding 'Switch-off', CFLs and GreenPower.					
Energy Performance Contract	Scoping and tendering for Victorian Government's Energy Performance Contract. Includes all tenancy and base building energy and water-saving opportunities to be implemented during 2008–09.					

## Targets

- Reduce energy consumption per square metre by 20 per cent of 1999–2000 consumption by 30 June 2010.
- Purchase 25 per cent GreenPower as percentage of total electricity consumption by 30 June 2010.

## Explanatory notes

- The overall increase in energy usage is partly due to the inefficient heating and cooling system in the Gippsland Regional Office.
- The increase in natural gas usage is due to the Northern Metropolitan Regional Office relocating in March 2007 to a site supplied with natural gas.
- Energy and water data for the Northern Metropolitan Regional Office is calculated as a percentage of meter reading for Coburg Senior High School, the Island School and the Victorian Curriculum and Assessment Authority.
- The increase in electricity used per unit of office area is due to down-sizing

the Northern Metropolitan and Barwon South-Western regional offices and associated training facilities.

- The 2007–08 target to reduce energy consumption per square metre by 20 per cent of 1999–2000 consumption by 30 June 2010 will be addressed through energy reduction initiatives.
- The 2007–08 target to purchase 25 per cent of total electricity from GreenPower by 30 June 2010 is on track.

## Waste

The triple waste system within the Department's offices facilitates easy segregation of waste materials for recycling, composting or landfill.

The data presented below is derived from a five-day waste audit conducted at four Central Office sites and a four-day waste audit conducted at Barwon South Western Regional Office, covering over 70 per cent of staff.

Indicator	2006–07			2007–08		
	Landfill	Commingled recycling	Compost	Landfill	Commingled recycling	Compost
Total units of waste disposed of by destination (kg/yr)		135,074		24,339	70,811	13,877
				Total: 109,027		
Units of waste disposed of per FTE by destinations (kg/FTE)	n/a	n/a	n/a	19.42	56.49	11.07
				Total: 86.98		
Recycling rate (% of total waste)		90		78*		
Greenhouse gas emissions associated with waste disposal (t CO <sub>2</sub> -e)		n/a		27		

\* This figure would increase to 82 per cent if the following were included: Green Collect, Close the Loop (mobile phone, batteries, corks, toner cartridges) and shredding recycling.

### Actions undertaken

Triple waste system	The system is in place in all central offices and was introduced as part of Green Star best endeavours at two new regional office sites.
e-Waste	Over 180 monitors, PCs, servers and printers were sent to Clearhouse Technology for green-friendly recycling. Approximately 900 monitors, PCs, printers and laptops were sent to schools as part of the RePC program.

## Targets

- Make triple waste system available to 80 per cent of central and regional offices by 30 June 2009.
- Reduce total waste generated per FTE to 85 kilograms by 30 June 2009.
- Divert 70 per cent of waste from landfill by 30 June 2009.

## Explanatory notes

- The recycling rate percentage has decreased. This can partly be explained by improved audit processes. The 2006–07 audit was conducted over one day; the 2007–08 audit was conducted over five days.
- The 2007–08 target to reduce total waste generated per FTE by 10 per cent of 2004–05 data was exceeded. The Department achieved a 50 per cent reduction (173.50 kg/FTE to 86.98 kg/FTE).
- The 2007–08 target to divert 60 per cent of waste from landfill was exceeded. The Department diverted 78 per cent.

## Paper

Paper consumption data is sourced from purchases made through the whole-of-government stationery contract and some independent stationery suppliers. (Some regional offices source paper from independent suppliers to support local business).

The Department is implementing multi-function devices incorporating printing, photocopying and faxing, and an online record management program that will assist paper reduction.

## Targets

- Reduce paper consumption to 20 reams per FTE by 30 June 2009 (approximately 80 per cent of 2007–08 usage).
- Purchase a minimum 95 per cent of copy paper with a recycled content of at least 50 per cent.

## Explanatory notes

- Paper consumption increased from 2006–07 results. This can partly be explained by a miscalculation in 2006–07 independent stationery supplier data.
- The 2007–08 target to reduce paper consumption per FTE by 5 per cent of 2004–05 consumption was exceeded. The Department achieved a 29 per cent reduction.
- The 2007–08 target to purchase a minimum 95 per cent of A4 office paper with a recycled content of at least 50 per cent was not met. However, during 2007–08 the Department increased the purchase of A4 office paper with a recycled content of at least 50 per cent from 18 per cent to 69 per cent.

Indicator	2006–07	2007–08
Total units of copy paper used (reams)	26,158	31,515
Units of copy paper used per FTE (reams per FTE)	22	25
Percentage 75–100% recycled content copy paper purchased (%)	15	48
Percentage 50–74% recycled content copy paper purchased (%)	3	21
Percentage 0–49% recycled content copy paper purchased (%)	82	31
<b>Actions undertaken</b>		
Departmental standards of A4 copy paper	Purchase of A4 copy paper through stationery suppliers is restricted to minimum 50 per cent recycled content.	
Duplex default	Multi-function devices installed throughout the Department are set to duplex default.	

## Water

The data below is based on mains water meter readings at nine Departmental regional office sites covering 30 per cent of Departmental staff. Water consumption for the remaining 70 per cent of staff in the Department's Central Office is reported by the building owner, the Department of Treasury and Finance (DTF). DTF has advised that there has been an approximate 22 per cent decrease in water consumption on the Treasury Precinct in comparison to 2006–07.

### Targets

- Reduce water consumption to 10 kilolitres per FTE by 30 June 2009.
- Install semi-waterless urinals at government-owned Department buildings where appropriate by 30 June 2009.

### Explanatory notes

- The 2007–08 target to implement actions identified in whole-of-government water targets was achieved. Water-flow restrictors and water-efficient showerheads and dishwashers were installed at all central and regional offices.
- The 2007–08 target to improve collection of water data for central office was achieved as indicated in the table below.

## Transport

The Department's fleet comprises 254 vehicles, 81 per cent of which are operational vehicles and the remainder executive fleet. Of the operational vehicles, 60 per cent are LPG, 24 per cent are 4-cylinder petrol-fuelled, 9 per cent are 6-cylinder dual petrol/LPG fuelled and 7 per cent are hybrid. The executive fleet comprises 94 per cent 6-cylinder petrol-fuelled and 6 per cent hybrid/LPG vehicles.

### Targets

- Reduce consumption of unleaded petrol used by the Department's passenger vehicle fleet by 5 per cent compared to 2007–08 by 30 June 2009.
- Make Metcards and V/Line tickets available for business travel to all staff within Departmental divisions and regions by 30 June 2009.

### Explanatory notes

- The 2006–07 transport data was not reported due to its unreliability. Transport data management has since improved.
- The 2007–08 target to optimise the proportion of commuter trips taken on public transport, walking, cycling etc. of 75 per cent of staff, in line with Government commitment, was not met. However, the Department improved the overall percentage of staff commuting sustainably to and from work from 57 per cent to 63 per cent.

Indicator	2006–07	2007–08
Total units of metered water consumed by usage types (KL)	7,098	4,305*
Units of metered water consumed in offices per FTE (KL/FTE)	20	11
Units of metered water consumed in offices per unit of office area (KL/m <sup>2</sup> )	0.4785	0.4171
*The significant reduction in water consumption may be attributed to the elevated water consumption in 2006–07 due to an approximate 2,500,000 litre water leak at the Loddon Mallee Regional Office.		
<b>Actions undertaken</b>		
Smart meters	Installation of smart meters to all buildings and major end-users on the Treasury Precinct.	
Energy Performance Contract	Scoping and tendering for Victorian Government's Energy Performance Contract. Includes all tenancy and base building energy and water-saving opportunities to be implemented during 2008–09.	

Operational vehicles	2006–07	2007–08	
		Petrol	LPG
Total energy consumption by vehicles (MJ)	n/a	10,547,039	12,960,017
Total vehicle travel associated with entity operations (km)	n/a	4,020,497	3,010,454
Total greenhouse gas emissions from vehicle fleet (t CO <sub>2</sub> -e)	n/a	771	841
Greenhouse gas emissions from vehicle fleet per 1000 km travelled (t CO <sub>2</sub> -e)	n/a	0.19	0.30

	2006–07	2007–08
Total distance travelled by aeroplane (km)	n/a	2,117,880**

	2006–07		2007–08	
	CBD	Regional	CBD	Regional
Percentage of employees regularly (>75 per cent of work attendance days) using public transport, cycling, walking or car pooling to and from work or working from home, by locality type	78	12	89	21

Actions undertaken	
Hybrid vehicles	Increased number of Toyota Prius Hybrid vehicles from 3 to 16.
Dedicated LPG and dual fuel vehicles	Increased numbers of dedicated LPG and dual fuel vehicles.
Encouraged executive officers to purchase environmental friendly vehicles	Executive officers have purchased one LPG vehicle and four Toyota Prius vehicles.
Public transport	Encouraged all staff to consider the environment prior to requesting a pool vehicle.

\*\* Includes statutory authority data

## Greenhouse gas emissions

The data below is taken from the previous sections and brought together here to show the Department's greenhouse footprint.

## Target

- To reduce the Department's carbon footprint by 50 per cent by 2030.

Indicator	2006–07	2007–08
Total greenhouse gas emissions associated with energy use (t CO <sub>2</sub> -e)	2,798	2,901
Total greenhouse gas emissions associated with waste production (t CO <sub>2</sub> -e)	n/a	27
Total greenhouse gas emissions associated with paper purchases (t CO <sub>2</sub> -e)	n/a	149
Total greenhouse gas emissions associated with water consumption (t CO <sub>2</sub> -e)	n/a	10
Total greenhouse gas emissions associated with vehicle fleet (t CO <sub>2</sub> -e)	n/a	1,612
Total greenhouse gas emissions associated with air travel (t CO <sub>2</sub> -e)	n/a	652
Greenhouse gas emissions offsets purchased (t CO <sub>2</sub> -e)	n/a	1,612*

\*In line with the Victorian Government's commitment outlined in *Our Environment, Our Future 2006*, the Department of Sustainability and Environment will purchase offsets equivalent to the Department's passenger vehicle emissions for the 2007–08 financial year.

Actions undertaken
All the actions undertaken in the energy, waste and transport sectors will help to reduce the Department's greenhouse gas emissions.

## Purchasing

The Department met the 2007–08 target to incorporate environmental purchasing in procurement planning and tender procedures. For example, environmental criteria and their respective weighting were applied to the Department's Notebook and CASES Refresh tenders. Both tenders included energy efficiency, reduced and recyclable packaging and product recycling criteria. The Department also met the 2007–08 target to improve its consideration of environmental impacts in the selection of goods and services. For example:

- the online purchasing system now restricts the purchase of copy paper to those with a minimum 50 per cent recycled content
- the Department hosted a contracted supplier roadshow to demonstrate environmentally friendly stationery options, and worked with the contracted supplier to ensure environmentally friendly stationery products were easily identifiable in the online stationery catalogue
- the Department's internal catering service replaced polystyrene cups with crockery and paper cups.

### Target

- Development and implementation of the Department's procurement policy by 30 June 2009.

## Office for Children and Early Childhood Development

Due to the machinery-of-government change, the Office for Children and Early Childhood Development (OCECD) was transferred from DHS to the new Department. OCECD staff are located in DHS-owned and leased buildings.

Data for OCECD is based on information provided by DHS. OCECD comprises 7.86 per cent of DHS FRD 24 data. Introductions to each FRD 24 section are based on the whole of DHS.

Actions reported in the FRD 24 data are DHS initiatives at OCECD sites.

Targets apply to all of the Department, including DHS-owned and leased buildings.

## Energy

DHS consumes energy for a number of different uses, including office facilities, storage, archives, call centres, community housing precincts and public lighting.

The data below was collected through energy retailer billing information and represents 100 per cent of office-based sites and 100 per cent of FTE staff.

### Actions undertaken

- Ecotracker: weekly smart metering and base-level energy assessments in Bendigo.
- Delamping: in hallways, offices and toilets in Barwon South Western Region.

	2006–07			2007–08		
	Electricity	Natural gas	GreenPower	Electricity	Natural gas	GreenPower
Total energy usage segmented by primary source (MJ)	n/a	n/a	n/a	4,564,321	231,817	486,304
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO <sub>2</sub> -e)	n/a	n/a	n/a	1,661	13	0
Percentage of electricity purchased as GreenPower	n/a	–	–	9.63%	–	–
Cost of GreenPower (\$)	n/a	–	–	n/a	–	–
Units of energy used per FTE (MJ/FTE)	n/a	–	–	9,187	–	–
Units of energy used per unit of office area (MJ per m <sup>2</sup> )	n/a	–	–	483	–	–

- Lighting: control system installed in Cheltenham, Footscray and Geelong.
- Retrofitting: T8 lights replaced by T5 adaptors in Cheltenham, Footscray and Geelong.
- Computer night-time shut down initiative: communications of computer audits in Barwon South Western Region.
- Printer rationalisation: reduced numbers of printers and faxes in Barwon South Western Region.
- Hardware default modes: set to power-save modes in all regions.
- Energy audit recommendations: implemented recommendations in Southern Metropolitan, Eastern Metropolitan and Hume regions.

### Targets

- Reduce energy consumption per square metre by 20 per cent of 1999–2000 consumption by 30 June 2010.
- Purchase 25 per cent GreenPower as percentage of total electricity consumption by 30 June 2010.

### Waste

The waste generated by processes within DHS is divided into four general classes – landfill, compost, paper and recycling. DHS waste management system was made available to a greater proportion of Departmental staff in 2007–08, with most regional sites ready

for implementation. This program facilitates the easy segregation of waste materials for paper, recycling, composting or landfill within the Department's offices.

The data below is derived from a one-day waste audit conducted at 19 sites.

### Actions undertaken

- DHS waste management system: introduced at 12 sites and now covers 20 per cent of sites and 62 per cent of office-based FTE.
- Fluro-tube recycling: introduced in Southern Metropolitan Region.
- Mobile phone recycling: introduced in Southern Metropolitan Region.
- Toner cartridge recycling: cartridges recycled at all sites.
- Secure document waste stream: secure bins available in all DHS offices.
- e-waste: all computers and printers recycled in all regions.

### Targets

- Make triple waste system available to 80 per cent of central and regional offices by 30 June 2009.
- Reduce total waste generated per FTE to 85 kilograms by 30 June 2009.
- Divert 70 per cent of waste from landfill by 30 June 2009.

Indicator	2006–07			2007–08		
	Landfill	Commingled recycling	Compost	Landfill	Commingled recycling	Compost
Total units of waste disposed of by destination (kg/yr)	n/a	n/a	n/a	10,350	36,800	3,450
				Total 50,600		
Total units of waste disposed of per FTE by destinations (kg/FTE)	n/a			18	64	6
				Total 88		
Recycling rate (% of total waste)	n/a			73		
Greenhouse gas emissions associated with waste disposal (t CO <sub>2</sub> -e)	n/a			12		

## Paper

DHS is becoming more efficient in relation to paper utilisation. Additional programs commenced during the reporting period that provided additional reductions in consumption.

Indicator	2006–07	2007–08
Total units of copy paper used (reams)	n/a	6,857
Units of copy paper used per FTE (reams per FTE)	n/a	11.93
Percentage 75–100% recycled content copy paper purchased (%)	n/a	3%
Percentage 50–74% recycled content copy paper purchased (%)	n/a	83%
Percentage 0–49% recycled content copy paper purchased (%)	n/a	11%

### Actions undertaken

- Default paper: office paper policy to only purchase 50 per cent recycled paper content as a minimum for A4 white copy paper.
- Printer audit: set printer configurations to duplex to cope with non-Windows-based printer drives.

### Targets

- Reduce paper consumption to 20 reams per FTE by 30 June 2009 (approximately 80 per cent of 2007–08 usage).
- Purchase a minimum 95 per cent of copy paper with a recycled content of at least 50 per cent.

## Water

The data below is based on water meter readings at 49 major Departmental sites covering 59.69 per cent of FTE staff.

Indicator	2006–07	2007–08
Total units of metered water consumed by usage types (KL)	n/a	3,953
Units of metered water consumed in offices per FTE (KL/FTE)	n/a	7
Units of metered water consumed in offices per unit of office area (KL/m <sup>2</sup> )	n/a	0.367

### Actions undertaken

- Flow controllers: low-flow restrictors fitted for all taps within DHS tenancies and AAA showerheads installed.
- Water efficient toilets: low-flow restrictors, dual flush and small cisterns installed at Fitzroy.

### Targets

- Reduce water consumption to 10 kilolitres per FTE by 30 June 2009.
- Install semi-waterless urinals at government-owned Departmental buildings where appropriate by 30 June 2009.

## Transport

DHS's fleet comprised 1720 vehicles, 93 per cent of which are operational vehicles, and the remainder executive fleet. Of the operational fleet, 28 per cent are LPG, 8 per cent are hybrid, 37 per cent are 4-cylinder unleaded petrol, 18 per cent are 6-cylinder ULP, 7 per cent are diesel buses and the others include tractors, mowers, motorbikes, and amphibious and emergency vehicles.

### Targets

- Reduce consumption of ULP used by Department passenger vehicle fleet by 5 per cent compared with 2007–08 by 30 June 2009.
- Make Metcards and V/Line tickets available for business travel to all staff within Departmental divisions and regions by 30 June 2009.

### Explanatory notes

- OCECD's fleet comprised 62 vehicles, 97 per cent of which are operational vehicles, and the remainder executive fleet. Of the operational vehicles, 41 per cent are LPG, 34 per cent are 4-cylinder petrol-fuelled, 18 per cent are 6-cylinder petrol-fuelled and 7 per cent are hybrid. The executive fleet comprised 50 per cent 6-cylinder petrol-fuelled and 50 per cent hybrid vehicles.

Executive and operational vehicles	2006-07			2007-08		
	Petrol	Diesel	LP gas	Petrol	Diesel	LP gas
Total energy consumption by vehicles (MJ)	n/a	n/a	n/a	5,187,227	540,125	1,799,122
Total vehicle travel associated with entity operations (km)	n/a	n/a	n/a	1,351,693	109,040	509,332
Total greenhouse gas emissions from vehicle fleet (t CO <sub>2</sub> -e)	n/a	n/a	n/a	379	41	117
Greenhouse gas emissions from vehicle fleet per 1000 km travelled (t CO <sub>2</sub> -e)	n/a	n/a	n/a	0.281	0.372	0.229

	2006-07	2007-08
Total distance travelled by aeroplane (km)	n/a	116,012

	2006-07			2007-08		
	CBD	Metropolitan	Regional	CBD	Metropolitan	Regional
Percentage of employees regularly (>75% of work attendance days) using public transport, cycling, walking, or car pooling to and from work or working from home, by locality type.	n/a	n/a	n/a	93	41	42

## Greenhouse gas emissions

The data below is taken from the previous sections and brought together here to show OCECD's greenhouse footprint.

### Actions undertaken

- All the actions undertaken in the energy, waste and transport sectors will help to reduce OCECD's impacts.

### Target

- To reduce the Department's carbon footprint by 50 per cent by 2030.

## Purchasing

Environmental considerations are incorporated into the DHS purchasing and funding tender template. DHS purchased the desired energy ratings for all major electrical goods and introduced a paper procurement policy with recycled content requirements. Purchase of stationery and office supplies maximises the use of environmentally preferred goods, including paper, printer and toner cartridges, personal computers and laptops.

### Target

- Develop and implement the Department's procurement policy by 30 June 2009.

Indicator	2006-07	2007-08
Total greenhouse gas emissions associated with energy use (t CO <sub>2</sub> -e)	n/a	1674
Total greenhouse gas emissions associated with waste production (t CO <sub>2</sub> -e)	n/a	12
Total greenhouse gas emissions associated with paper purchases (t CO <sub>2</sub> -e)	n/a	32
Total greenhouse gas emissions associated with water consumption (t CO <sub>2</sub> -e)	n/a	n/a
Total greenhouse gas emissions associated with vehicle fleet (t CO <sub>2</sub> -e)	n/a	537
Total greenhouse gas emissions associated with air travel (t CO <sub>2</sub> -e)	n/a	37
Greenhouse gas emissions offsets purchased (t CO <sub>2</sub> -e)	n/a	537*

\*In line with the Victorian Government's commitment in *Our Environment, Our Future 2006*, to offset the Victorian Government's passenger vehicle fleet emissions, the Department of Sustainability and Environment will purchase offsets equivalent to the OCECD's passenger vehicle emissions for the 2007-08 financial year.

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## APPENDIX 8

### Freedom of Information

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During 2007–08, 195 requests were received for documents under the *Freedom of Information Act 1982* (the Act). Full access was granted for 62 requests and partial access for a further 66. Access was denied for 13 requests and documents could not be located or did not exist for 23 requests. Thirteen requests were withdrawn. At the end of the reporting period, there were 18 requests for which no decision had been made.

Where access was not granted to a document, the major exemption categories in the Act used in decision making were:

- section 30 (opinions, advice and recommendations that are against the public interest to release)
- section 32 (legal professional privilege)
- section 33 (to protect the privacy of the personal affairs of others)
- section 34 (documents relating to business or trade secrets)
- section 35 (communications in confidence).

Five applicants sought an internal review. The original decisions of three were fully upheld while one original decision was varied. One internal review had not been completed at the end of the financial year. There was one appeal to the Victorian Civil and Administrative Tribunal for review of a decision made under the Act. This was withdrawn before a hearing was scheduled.

#### Publication requirements

The information required to be published pursuant to section 7 of the Act is either contained below or is found in other parts of this report. This information relates to the following agencies:

- Department of Education and Early Childhood Development
- Merit Protection Boards.

Queries about the availability of and charges for other material prepared under Part II of the Act should be directed to the relevant authorised officer (see table on page 169).

#### Categories of documents

The Department produces a large number of documents in a decentralised record-keeping environment. Accordingly, the Department does not maintain a single, consolidated list of detailed categories of documents. The Department maintains collections of policy files, transaction files and records and, where necessary, personnel records. A variety of indexes and other search aids are used by agencies. In general, files and records are retrieved through subject descriptors or personal name. Following are the general categories of documents maintained.

##### ***Correspondence, administrative and policy documents***

The Department has a number of systems in place for recording, sharing and tracking these records. The Merit Protection Boards are responsible for their own records. Regional offices and schools maintain their own record-keeping systems. These are largely independent of the systems used by the central administration.

##### ***Personnel documents***

The Department and the Merit Protection Boards maintain record-keeping systems for their employees, including, where appropriate, records for members of the teaching service and the VPS.

##### ***Accounting records***

Accounting records are maintained on a computerised accounting system. The records

deal with general ledger entries, accounts payable, payroll and other accounting functions. Some paper records are also kept.

## Freedom of Information arrangements

### **Access to records**

All requests for access to records held by agencies are dealt with by the authorised officer of the appropriate agency (see table below). Applicants seeking access to documents held by agencies should attempt to specify the topic of interest rather than the file series in which the applicant considers the document might exist. Assistance in specifying the topic is available from the authorised officer.

### **Forms of request for access**

Applicants are required by the Act to submit applications requesting access to documents in writing. No form of application is specified. A letter clearly describing the document(s) sought is sufficient. The letter should specify that the application is a request made under the *Freedom of Information Act 1982* and should not form part of a letter on another subject. The applicant should provide the following information:

- name
- address
- telephone number (business hours)
- details of document(s) requested
- form of access required – copies of documents, inspection of file or other (specify).

### *Freedom of Information: authorised officers*

Agency	Authorised officer	Postal address	Telephone
Department of Education and Early Childhood Development	Neil Morrow	GPO Box 4367, Melbourne 3001	(03) 9637 2670
Merit Protection Boards	Beverly Trease	Level 9, 35 Spring Street, Melbourne 3000	(03) 9651 0290

### **Correction of personal information**

A request for correction or amendment of personal information contained in a document held by the agency must be made in writing. It should specify particulars of how and why the person making the request believes the information to be incorrect, incomplete, misleading or out of date, and specify the amendments they wish to make.

### **Fees and charges**

An application fee is required unless evidence of hardship is provided. Applicants are advised that other charges may be made in accordance with the Freedom of Information (Access Charges) Regulations 2004. Details of the fee and access charges can be found at <[www.foi.vic.gov.au](http://www.foi.vic.gov.au)>.

### **Appeals**

Applicants may appeal against a decision made in response to requests for access to documents and amendment of records, or against the cost levied for allowing access to documents. Information about the appropriate avenue of appeal will be conveyed to the applicant in the letter advising of the initial decision. Applicants are advised to consult Part VI of the Act for further information about appeal rights.

Further information about Freedom of Information can be found on the Department's website <[www.education.vic.gov.au](http://www.education.vic.gov.au)>.

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## APPENDIX 9

### Statement of support to whistleblowers

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The Department does not tolerate improper conduct by its employees or officers nor the taking of reprisals against those who come forward to disclose such conduct under the *Whistleblowers Protection Act 2001* (the Act).

The Department recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or a substantial risk to public health and safety or the environment. The alleged conduct must be serious enough to constitute, if proven, a criminal offence or reasonable grounds for dismissal to satisfy the Act.

The Department assessed two disclosures under the Act in 2007–08. Of these two disclosures:

- both were protected disclosures
- no matters were declined because the complainant could not substantiate them
- no matters are awaiting substantiation by the complainant.

Of the complaints examined during the year:

- one matter was referred to the Ombudsman, and later declined by the Ombudsman
- one matter was declined by the Department.

There were no matters taken over by the Ombudsman.

#### ***Corrupt conduct***

Corrupt conduct means:

- conduct that adversely affects the honest performance of functions
- the dishonest performance of functions or performance with inappropriate partiality
- conduct that amounts to a breach of public trust

- conduct that amounts to the misuse of information/ material acquired in the course of one's duties
- a conspiracy or attempt to engage in the above conduct.

#### ***The reporting system***

##### **Contact persons within the Department of Education and Early Childhood Development**

Disclosures of improper conduct or detrimental action by employees of the Department of Education and Early Childhood Development may be made directly to the following officers:

##### *Protected Disclosure Coordinator*

Mr Colin Twisse

General Manager

External Relations and Strategic Coordination

Telephone: (03) 9637 3535

##### *Protected Disclosure Officer*

Mr Bryan Sketchley

Privacy Officer

Telephone: (03) 9637 3601

All correspondence, telephone calls and emails from internal or external whistleblowers will be referred to the Protected Disclosure Coordinator. Where a person is contemplating making a disclosure and is concerned about confidentiality, he or she can call the Protected Disclosure Coordinator and request a meeting in a discreet location away from the workplace.

Employees can also obtain information about whistleblower policy and procedures from the Departmental regional offices.

##### **Alternative contact persons**

A disclosure about improper conduct or detrimental action by employees of the Department may also be made directly to the Ombudsman.

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*The Ombudsman Victoria*  
459 Collins Street  
Melbourne Victoria 3000  
(DX 210174)  
Internet: [www.ombudsman.vic.gov.au](http://www.ombudsman.vic.gov.au)  
Email: [ombudvic@ombudsman.vic.gov.au](mailto:ombudvic@ombudsman.vic.gov.au)  
Telephone: (03) 9613 6222

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## APPENDIX 10

### Portfolio responsibilities

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Until 3 August 2007, the then Minister for Skills, Education Services and Employment, Jacinta Allan, MP, had the following responsibilities within the portfolio:

- international education
- student wellbeing and safety (including truancy and absenteeism, welfare officers and school nurses, immunisation, student critical incidents, school bullying and other duty-of-care issues)
- Program for Students with Disabilities
- Education Maintenance Allowance
- School Start Bonus
- information technology infrastructure (delegated from the Minister for Education)
- youth transition (including LLENs)
- delivery of senior secondary certificates outside of school.

The then Minister for Education, John Lenders, MP, had responsibility for all other matters within the portfolio.

Since 3 August 2007, the Minister for Children and Early Childhood Development, Maxine Morand, MP, has had the following responsibilities within the portfolio:

- birth notification
- early years services
- youth services
- children's policy and research
- Program for Students with Disabilities
- Victorian Children's Council
- Children's Services Coordination Board.

The Minister for Education, Bronwyn Pike, MP, has responsibility for all other matters within the portfolio.

The Acts of Parliament currently administered by each Minister are as follows.

#### ***Minister for Education***

- *Education and Training Reform Act 2006* except:
  - Division 5 of Part 2.2 (these provisions are administered by the Minister for Children and Early Childhood Development)
  - Section 2.5.3 insofar as it relates to international education, vocational education and training, and senior secondary certificate delivery by registered education and training organisations and adult, community and further education providers; Chapter 3; Division 3 of Part 4.3 insofar as it relates to courses delivered and qualifications issued to students other than students in schools; Division 4 of Part 4.3; Division 5 of Part 4.3; Division 6 of Part 4.3; sections 4.4.1 and 4.4.2 insofar as they relate to courses delivered and qualifications issued to students other than students in schools; section 4.4.3; section 4.4.4; section 4.4.5 insofar as it relates to courses delivered and qualifications issued to students other than students in schools; Part 4.5 insofar as it relates to courses delivered to overseas students, other than overseas students in schools; section 4.6.3; section 4.6.4; section 4.7.5; section 4.7.6; section 5.2.1(2)(d)(ii); section 5.2.1(2)(d)(iii); section 5.2.1(2)(d)(iv); Divisions 2 and 3 of Part 5.4; Part 5.5; Schedules 3 and 4 (these provisions are administered by the Minister for Skills and Workforce Participation)
  - Sections 4.2.4, 4.2.5 and 4.2.8 are jointly administered with the Minister for Skills and Workforce Participation

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- Chapter 1; Part 4.1; sections 4.2.1, 4.2.2, 4.2.3, 4.2.6, 4.2.7; section 4.6.1; section 4.6.2; Part 4.7 (except sections 4.7.1, 4.7.5 and 4.7.6); Part 4.8; Part 4.9; Part 5.1; Part 5.2 (except subparagraphs (i) to (iv) of section 5.2.1(2)(d) and section 5.2.1(6)); section 5.3.1; section 5.3.2; section 5.3.3; Division 1 of Part 5.4; section 5.7.2; Part 5.8 (except section 5.8.5); Part 5.9; Part 5.10 and Schedules 2, 5 and 6 are jointly and severally administered with the Minister for Skills and Workforce Participation
  - *Mildura College Lands Act 1916*
  - *Royal Melbourne Hospital (Redevelopment) Act 1992*:
    - Section 7 (the Act is otherwise administered by the Minister for Health)
  - *Serpell Joint Schools Act 1981*

### ***Minister for Children and Early Childhood Development***

- *Child Wellbeing and Safety Act 2005* except:
  - Parts 4 and 5 (these Parts are jointly and severally administered with the Minister for Community Services)
  - Part 6 (this Part is administered by the Minister for Community Services)
- *Children’s Services Act 1996*
- *Education and Training Reform Act 2006*:
  - Division 5 of Part 2.2 (the remaining provisions of this Act are administered by the Minister for Education and the Minister for Skills and Workforce Participation)
- *Pre-school Teachers and Assistants (Leave) Act 1984*

Source: Administration of Acts General Order of 8 August 2007 and Supplement to the General Order of 8 August 2007

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## APPENDIX 11

### Contracts and consultancies

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Under the *Financial Management Act 1994* the following distinction is made between contractors and consultants.

Contractors:

- provide goods, works or services that implement a decision
- perform all or part of a new or existing ongoing function to assist an agency carry out its defined activities and operational functions
- perform a function involving skills or perspectives that would normally be expected to reside within the agency but at the time are unavailable.

Consultants:

- provide expert analysis and advice that facilitates decision making
- perform a specific, one-off task or set of tasks
- perform a task involving skills or perspectives that would not normally be expected to reside within the agency.

#### ***Disclosure of major contracts***

The Department has disclosed all contracts greater than \$10 million in value that it entered into in 2007–08. The disclosed contracts can be viewed on <[www.tenders.vic.gov.au](http://www.tenders.vic.gov.au)>.

#### ***Compliance with the Victorian Industry Participation policy***

The *Victorian Industry Participation Policy Act 2003* requires public bodies and departments to report on the implementation of the Victorian Industry Participation policy. Departments are required to apply the policy in all tenders over \$3 million in metropolitan Melbourne and \$1 million in regional Victoria.

During 2007–08, the Department commenced 33 contracts to which the Victorian Industry Participation policy applied, totalling \$274,840,820 in value. The contracts included 25 metropolitan contracts totalling \$251,214,058, and eight regional contracts totalling \$23,626,762.

The commitments under the policy included:

- an average level of local content of 82 per cent of the total value of the contracts
- 705 FTE jobs
- benefits to the Victorian economy through:
  - development and implementation of technology in schools
  - professional development for staff
  - skills development through work on infrastructure projects and participation in related training in OHS and various trade areas.

The Department completed four contracts to which the Victorian Industry Participation policy applied, totalling \$12,607,056 in value. The contracts included two metropolitan contracts totalling \$9,537,809 and two regional contracts totalling \$3,069,247.

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*Consultancies in excess of \$100,000*

<b>Consultant</b>	<b>Particulars</b>	<b>Amount paid in 2007–08</b>	<b>Future commitments as at 30 June 2008</b>
University of South Australia	To review the support of Indigenous students at school, with particular focus on the operation of both the dedicated Indigenous workforce and the broader education workforce.	\$307,105	\$0
Queensland University of Technology	To review culturally inclusive education, with particular focus on dedicated provision for Indigenous students through the Victorian College of Koorie Education.	\$108,240	\$0
Allen Consulting Group	To undertake the Next Phase Schools Workforce Development Research Project.	\$55,732	\$130,042
PriceWaterhouseCoopers	To provide the Department with a methodology about how the impact of school infrastructure investment on student outcomes can be measured.	\$105,050	\$0
<b>Total</b>		<b>\$576,127</b>	<b>\$130,042</b>

*Consultancies less than \$100,000*

Number engaged	4
<b>Total cost</b>	<b>\$267,756</b>

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## APPENDIX 12

### Other statutory requirements and Department policies

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#### ***Building Act 1993***

The Department conforms with the requirements of the *Building Act 1993* and other statutory obligations with respect to the construction of new educational facilities and modernisation. The school modernisation program and building compliance program progressively ensure that existing buildings comply with relevant legislative requirements.

#### **Purchasing and contracting**

The Department promotes consistent rules on probity and ethics in all of its purchasing and contracting arrangements, in line with the Victorian Government Purchasing Board's policy on probity. These rules ensure an equitable and sound purchasing process and the provision of equal opportunity for all parties. Compliance with these rules is guaranteed through routine internal audits and an accredited purchasing process.

The Department promotes staff attendance at training courses in purchasing, tendering and contracting, and ensures that probity and ethics are discussed at each session.

#### **National Competition Policy**

In 1995, the Commonwealth, State and Territory governments agreed to implement the National Competition Policy to promote greater competition and encourage economic growth. Three requirements of the policy are:

- legislative reviews to eliminate restrictions on competition
- assessment of new legislation and regulation to ensure continued compliance with the policy
- competitive neutrality to ensure consistency in pricing of services and/or facilities.

The Department has complied with the requirements of the National Competition Policy and is continuing to report to the Department of Treasury and Finance as required regarding implementation.

#### ***Legislative reviews***

The Department did not undertake any reviews of legislation under the National Competition Policy in 2007–08.

#### ***Assessment of new legislation and regulations***

All new legislation and regulations enacted within the portfolio during 2007–08 were subject to assessment against National Competition Policy requirements to ensure continued compliance with the policy.

#### ***Competitive neutrality***

Competitive neutrality requires government businesses to ensure, where services may compete with the private sector, that any advantages arising from their government ownership are removed if they are not in the public interest. The Department was not involved in any complaints for the year 2007–08.

#### **Information privacy**

The Department is committed to protecting the privacy of personal and health information. Personal and health information is collected and used by the Department to provide services or carry out statutory functions. All of the Department's central and regional offices, schools and funded services have been briefed on privacy laws, provided with tools to assist with compliance and assisted with tailored privacy advice as required.

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All of the Department's funded service providers are obliged contractually and by Victoria's privacy laws to ensure that they comply with the requirements of the legislation.

The Department's Information Privacy policy is reviewed periodically, and is made widely available. The Department works closely with the Office of the Victorian Privacy Commissioner and the Health Services Commissioner in providing privacy advice

and assistance, resources and reference materials to ensure ongoing compliance across the Department.

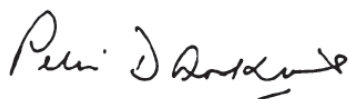
The Department's Freedom of Information and Privacy Unit investigates and responds to privacy complaints on a regular basis. Complaints are generally resolved at a local level; however, privacy complaints have been conciliated at the Office of the Victorian Privacy Commissioner and the Victorian Civil and Administrative Tribunal.

## APPENDIX 13

### Risk management attestation

I, Professor Peter Dawkins, certify that the Department of Education and Early Childhood Development has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard 4360:2004 and that an internal control system is in place that, subject to testing for operations transferred to the Department in 2007–08, enables the executive to understand, manage and satisfactorily control risk exposures.

The Portfolio Audit Committee verifies this assurance; that the risk profiles of the Department of Education and Early Childhood Development have been critically reviewed within the last 12 months and that steps have been taken to review and manage risks over the next reporting period for operations that have been the subject of machinery-of-government transfer in 2007–08.



Professor Peter Dawkins  
SECRETARY  
Department of Education and Early Childhood Development  
August 2008

#### *The Portfolio Audit Committee*

The Portfolio Audit Committee is a forum for monitoring and oversight of governance, risk management, audit and business assurance activity across the education and early childhood development portfolio, with a focus on functions and processes affecting the entire portfolio.

The committee comprises three independent members and two internal members.

#### *Portfolio Audit Committee members*

Independent	Internal
Ms Elizabeth Alexander AM (Chair)	Mr John Allman
Mr John Warburton	Mr Jim Miles
Mr John Thomson	

The main responsibilities of the committee are to:

- provide advice to the Secretary that key risk areas within the Department and those included in the Portfolio Audit Plan have appropriate management controls in place
- provide information to the statutory authority audit committees to facilitate monitoring and further action on significant risks to the portfolio that are within their sphere of control
- communicate with and receive reports from the statutory authority audit committees on issues of governance, risk management, audit and business assurance for which the committees have common interest
- advise the Secretary that the internal processes of the Department are operating at an acceptable level of risk
- advise the Secretary that appropriate controls are in place to meet external regulatory and public accountability requirements
- use internal audit to achieve appropriate levels of control and risk tolerance.

## APPENDIX 14

### Disclosure index and additional information

The Annual Report of the Department of Education and Early Childhood Development is prepared in accordance with all relevant Victorian legislation. This index was

prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

#### Disclosure index

<i>Legislation</i>	<i>Requirement</i>	<i>Page</i>
<b>Report of operations</b>		
<b>Charter and purpose</b>		
FRD <sup>1</sup> 22B	Manner of establishment and the relevant Ministers	10
FRD 22B	Objectives, functions, powers and duties	10
FRD 22B	Nature and range of services provided	10
<b>Management and structure</b>		
FRD 22 B	Organisational structure	15
<b>Financial and other information</b>		
FRD 8A	Budget portfolio outcomes	124–30
FRD 10	Disclosure index	179–80
FRD 12A	Disclosure of major contracts	174–75
FRD 15B	Executive officer disclosures	143
FRD 22A	Statement of availability of other information	180–81
FRD 22B	Operational and budgetary objectives and performance against objectives	19–28
FRD 22B	Employment and conduct principles	133–36, 147–52
FRD 22B	Occupational Health and Safety policy	136–38
FRD 22B	Summary of the financial results for the year	16–17
FRD 22B	Significant changes in financial position during the year	16–17
FRD 22B	Major changes or factors affecting performance	19–28
FRD 22B	Subsequent events	118
FRD 22B	Application and operation of the <i>Freedom of Information Act 1982</i>	168–69
FRD 22B	Compliance with building and maintenance provisions of the <i>Building Act 1993</i>	176
FRD 22B	Statement on National Competition policy	176
FRD 22B	Application and operation of the <i>Whistleblowers Protection Act 2001</i>	170–71
FRD 22B	Details of consultancies over \$100,000	174–75
FRD 22B	Details of consultancies under \$100,000	174–75
FRD 24B	Reporting of office-based environmental impacts	159–67
FRD 25	Victorian Industry Participation policy disclosures	174
FRD 29	Workforce data disclosures	139–42

Disclosure index (cont.)

<i>Legislation</i>	<i>Requirement</i>	<i>Page</i>
<b>Financial report</b>		
<b>Financial statements required under Part 7 of the <i>Financial Management Act 1994</i></b>		
SD <sup>2</sup> 4.2(a)	Statement of changes in equity	71
SD 4.2(b)	Operational statement	69
SD 4.2(b)	Balance sheet	70
SD 4.2(b)	Cash flow statement	72
SD 4.2(f)	Compliance with Model Financial Report	58–123
<b>Other requirements under Standing Directions 4.2</b>		
SD 4.2(c)	Australian accounting standards and other authoritative pronouncements	74
SD 4.2(c)	Compliance with Ministerial Directions	74
SD 4.2(c)	Accountable officer's declaration	121
SD 4.2(d)	Rounding of amounts	84
<b>Other disclosures in notes to the financial statements</b>		
FRD 9A	Departmental disclosure of administered assets and liabilities	92
FRD 11	Disclosure of ex-gratia payments	117
FRD 13	Disclosure of parliamentary appropriations	96
FRD 21A	Responsible person and executive officer disclosures	112
<b>Legislation</b>		
	<i>Freedom of Information Act 1982</i>	168–69
	<i>Building Act 1993</i>	176
	<i>Financial Management Act 1994</i>	174–75
	<i>Audit Act 1994</i>	122–23
	<i>Whistleblowers Protection Act 2001</i>	170–71
	<i>Victorian Industry Participation Policy Act 2003</i>	174

<sup>1</sup> *Financial Reporting Direction*

<sup>2</sup> *Standing Direction*

## Additional information

Consistent with the requirements of the *Financial Management Act 1994*, the Department has retained material on the following items which are available on request (subject to freedom of information requirements, if applicable):

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers of the Department
- details of shares held by senior officers as nominees or held beneficially in a statutory authority or subsidiary
- details of publications produced by the Department about the Department and the places where the publications can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the Department for its services
- details of major external reviews carried out on the operation of the Department

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- details of major research and development activities undertaken by the Department
  - details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
  - details of major promotional, public relations and marketing activities undertaken by the Department to develop community awareness of the Department and the services it provides
  - details of assessments and measures undertaken to improve the occupational health and safety of employees
  - a general statement on industrial relations within the Department and details of time lost through industrial accidents and disputes

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

Enquiries regarding this information should be directed to:

Secretary  
Department of Education and Early Childhood  
Development  
GPO Box 4367  
Melbourne Victoria 3001

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## Acronyms and abbreviations

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AAS	Australian Accounting Standard
AASB	Australian Accounting Standards Board
ACE	Adult community education
AESOC	Australian Education Senior Officials Committee
AIM	Achievement Improvement Monitor
CALD	Cultural and linguistic diversity
COAG	Council of Australian Governments
DHS	Department of Human Services
DLT	Departmental Leadership Team
DTF	Department of Treasury and Finance
ECIS	Early Childhood Intervention Services
FRD	Financial Reporting Direction
FTE	Full-time equivalent
GAAP	Australian Generally Accepted Accounting Principles
GFS	Government Finance Statistics
GST	Goods and Services Tax
IB	International Baccalaureate
ICT	Information and communications technology
LLEN	Local Learning and Employment Network
LOTE	Languages other than English
MCEETYA	Ministerial Council on Education, Employment, Training and Youth Affairs
OCECD	Office for Children and Early Childhood Development
OHS	Occupational Health and Safety
PMO	Program Management Office
RIS	Regulatory Impact Statement
SD	Standing Direction
SSO	School Services Officer
VCAA	Victorian Curriculum and Assessment Authority
VCAL	Victorian Certificate of Applied Learning
VCE	Victorian Certificate of Education (Years 11 and 12)
VELS	Victorian Essential Learning Standards
VET	Vocational education and training
VPS	Victorian Public Service
VRQA	Victorian Registration and Qualifications Authority