

## APPENDIX 1: Departmental Outcomes achievements

### 1.1 Introduction

The Committee gave departments the opportunity to outline the main five outcomes achieved in 2007-08 for each portfolio within their department. Departments were asked to quantify achievements wherever possible against planned outcomes/targets, particularly as outlined in the *2007-08 Budget Papers*. A summary and evaluation of the responses is contained within Chapter 11 of this report. This appendix is simply a record of the responses received from departments.

### 1.2 Department of Education and Early Childhood Development

The Department achieved the following Growing Victoria Together goals and targets for education and early childhood services in 2007-08.

1. **Participation rate in kindergartens** – The rate of four year old participation in kindergartens increased from 93 per cent in 2006 to 94 per cent in 2007.
2. **National benchmarks for reading, writing and numeracy** – In 2007, more than 93 per cent of Victorian Year 3 students achieved the national benchmark in reading, writing and numeracy while more than 91 per cent of Year 5 students achieved the national benchmark. 94.9 per cent of Year 7 students met the benchmark for reading and more than 95 per cent met the benchmark for writing.

In 2008, the new National Assessment Program – Literacy and Numeracy (NAPLAN) tests showed that more Victorian students are at or above the national minimum standard compared with Australia as a whole.

3. **Year 12 or equivalent completion** – 86.1 per cent of the 20-24 year old cohort completed Year 12 or its equivalent in 2007, an increase of 85.5 per cent from the previous year. The Victorian result for 2007 was higher than the national average of 83.5 per cent.

The completion rate is tracking towards the target of 90 per cent in 2010.

4. **Victorian Schools Plan** – In 2007-08, 131 schools received funding under Stage One of the Plan. Planning for two new selective entry schools in Melbourne's urban growth areas also commenced. A dedicated Program Management Office was established to achieve the target to build, rebuild or modernise 500 schools by 2011.
5. **Go For Your Life schools programs** – Several key programs were implemented in 2007. These programs promote the benefits of physical activity and health eating habits.

Under the programs, 183 government schools received the second round of Healthy Start in Schools grants, while 805 schools received grants under the second phase of Free Fruit Friday program. The programs also included phase one of the Kitchen Garden project with Stephanie Alexander.

### 1.3 Department of Human Services

The Department of Human Services' mission is to protect and enhance the health and wellbeing of all Victorians, emphasising vulnerable groups and those in need. The department has six objectives and associated outcomes. These are listed below along with achievements for 2007-08.

#### ***Building sustainable, well managed and efficient human services.***

- implemented initiatives to assist CSOs with workforce recruitment, support and retention;
- developed a model for establishing a community services sector staff bank;
- foundation work for establishment of Portable Long Service Leave (PLSL) scheme for the community services sector completed;
- report completed by URCOT, and funds have been allocated to a demonstration project;
- the State Government allocated \$1.2 million for PLSL scheme;
- increase in the number of mental health clinicians in Emergency Departments across fifteen health services by the recruitment of additional mental health clinicians;
- establishment of a statewide early intervention family services system;
- commencement of the Family Support Innovation Projects to provide statewide coverage in early intervention services for vulnerable families;
- the number of operational Family Support Innovation Projects was 79 at the end of 2007-08 against a target of 79;
- *Disability Act 2006* became operational from 1 July 2007. The new Act provides a framework for the delivery of supports based on a person's individual requirements, with stronger accountability to regulate and provide safeguards for service provision in relation to access, individual planning, complaints and review, residential rights, and quality outcomes;
- the new Act replaced the *Intellectually Disabled Persons' Services Act 1986* and *Disability Services Act 1991*;
- throughout 2007-08 the department supported the *Disability Act 2006* Implementation Advisory Group, which comprises people with a disability. The group provided invaluable advice on policy and information development matters emerging from the implementation of the Act;
- information sessions were facilitated by the Victorian Advocacy League for Individuals with Disability Inc (VALID) and were positively received by all stakeholders. In response the engagement of VALID, information sessions across the State have been extended into the 2008-09 financial year;
- a range of tools and resources, particular electronic formats, have been revised or developed and made available to all disability service providers to support implementation of the new Act with the aim of minimising the administrative burden imposed;
- the schedule to review all policies developed to support the Act is well on track, with all reviews to be completed by the end of 2008 as planned;
- information about the Act has been made available in accessible formats including: large print, audio, 16 community languages, Braille and Easy Read;
- implementing the food regulation reforms announced February 2008;
- reviewing Supported Residential Services (SRS) legislation to improve protections to residents while eliminating unnecessary regulatory costs;

- estimated reductions in administrative regulatory costs by \$20 million from the food reforms (estimates published in Feb 2008 anticipated to be realised in 2009-10); and
- public discussion paper released.

### ***Providing timely and accessible human services.***

- high quality, accessible health and community services;
- the Commonwealth Government released two major publications: *State of our public hospitals and Australian hospital statistics, 2006–07*;
- these reports show the strong performance and accessibility of the Victorian public hospital system in 2006–07 compared with Australia as a whole;
- on average, on any single day 3,700 Victorians access public hospital emergency departments; 18,000 patients are treated in hospital beds; 200 babies are born; and ambulance services transport 1,218 emergency cases;
- Victoria compared favourably in all areas of public hospital activity including emergency department treatment times, median waiting times for elective surgery and treatment of admitted patients in public hospitals;
- in 2007–08, there were 1,393,180 admissions to public hospitals – an increase of 36,901 or 2.7 per cent compared with 2006–07;
- in 2007–08, 1,350,046 patients attended the 38 Victorian public hospitals with 24-hour emergency departments – an increase of 47,316 patients or 3.6 per cent compared with 2006–07;
- a commitment to addressing demand for elective surgery has been made through a \$25.8 million package for hospitals, in addition to the \$34.2 million contribution made by the Commonwealth Government as part of the Elective surgery waiting list reduction plan early in 2008;
- the combined \$60 million has been made available this year to provide elective surgery to more than 9,400 additional Victorians and to help hospitals increase their elective surgery capacity through capital works and equipment improvements;
- at 30 June 2008 there were 37,529 people waiting for elective surgery, representing 0.7 per cent of the Victorian population. This is down 6.9 per cent on the 40,301 people who were waiting for elective surgery at the end of December 1999;
- Aged Care Land Bank - \$4.5 million – has been committed to purchase land at Lower Templestowe and Nth Williamstown sites subject to satisfactory resolution of sale conditions;
- Nathalia District Hospital Aged Care Redevelopment - \$18.0 million – This is currently under construction, estimated completion November 2009;
- Leongatha Hospital Stage 1, Residential Aged Care - \$10.0 million - construction has been completed October 2008;
- Caulfield GMC - \$28.0 million – This project is in pre-construction phase, with tenders being finalised. Construction is expected to commence in early 2009;
- Calvary HC - \$1.6 million – This project completed in November 2008;
- Regional Food Kitchen - \$6 million – payment was made to Regional Food Kitchen P/L before the end of June 2008. The company is using the funds to purchase land and to contribute to the costs of construction of the facility. It is expected to open in 2010;
- these facilities will support and improve services which currently deliver 4,000 high care places and 2,200 low care places;
- HACC – funding of \$11 million purchased an additional 215,000 hours of service as well as contributing to other activities, including HACC assessment and Flexible Service Response, supporting older people and their carers and reducing isolation and maintaining social links;

- services like HACC and Personal Alert Victoria (PAV) increase the ability of senior Victorians to live independently in their homes. PAV provided around 21,250 personal alert units each day across the state;
- Rural Maternity Initiative – continuation of provision of greater options for rural women during pregnancy and birth (see below);
- Youth Early Psychosis Services established (20 new positions);
- four new YEP services funded (at Austin Health, Bayside Health, Melbourne Health’s Northern Area Mental Health Service and St. Vincent’s). By the end of the reporting period, three of these had become operational, with service provision in the Northern AMHS YEP commencing in September 2008;
- four new beds opened to expand residential rehabilitation services targeting women with mental illness who are homeless or at risk of homelessness;
- expansion of Aged Persons Mental Health residential services - 15 new beds;
- establishment of new Prevention and Recovery Care (PARC) services;
- four new PARC services opened (delivering 40 new beds) in Bairnsdale, Bendigo, Geelong & Melbourne;
- each day Mental health services provided on average, 2,815 hours of clinical treatment across the state;
- the daily average of drug and alcohol treatment courses started each day was 144;
- the Sexual Assault Demand Management strategy which aimed to provide more timely counselling and support to children was implemented during the year;
- sexual assault support services clients receiving an initial response within five workings of referral occurred in 95% of cases against a target of 80%. The result in 2005-06 before the demand management strategy was introduced was 85%;
- the Strategic Replacement and Realignment Program (SRRP) capital program to replace outmoded non-compliant facilities, and refurbish and reconfigure the shared supported accommodation program asset base to meet current demand in more sustainable and appropriate facilities; and
- SRRP completed Stage 1 in 2007-2008 on budget and on time, which included the delivery of 44 new builds and 3 major refurbishments.

### ***Improving human service safety and quality;***

- \$1.7 million was allocated in 2007-08 for 38 projects across 6 small health services, 6 bush nursing hospitals, and 14 bush nursing centres;
- Rural Maternity Initiative (RMI) – continuation of provision of greater options for rural women during pregnancy and birth;
- the RMI was externally evaluated in 2007 which found enhanced sustainability of rural maternity services, improved clinical outcomes for women & babies at RMI funded hospitals, lower intervention rates eg. 68% normal vaginal birth rate (comparative hospitals: 55.5%), reduced low weight babies (<3%) and admissions to special care nurseries (5.1% comparative 13.5% -15.7%), improved consumer satisfaction with models of care increased options of care for rural women, improved access to clinical care for women improved professional relationships between maternity clinicians retention and recruitment of maternity workforce, and enhanced care for women in their own local community rather than having to travel long distances for care;
- embedding legislative reforms which are guided by the ‘best interests principle’ for protecting children and young people from harm and abuse;

- the number of child protection reports was predicted to increase to 41,600 to include new report types and heightened public awareness associated with the reforms. At the end of 2007-08, the total number of child protection reports received was 40,940. Our ongoing efforts combined with the legislative reforms have resulted in Victoria maintaining almost zero growth in child protection notifications;
- under the new CYFA Act, all providers of out of home care and family services are to be registered and comply with a set of standards as set out in the legislation. For the first year of operation, organisations were expected to undertake internal reviews; and
- the results showed that 96% of organisations complied with the requirement to undertake an internal review in relation to the standards required for registration.

### ***Promoting least intrusive and earliest effective care.***

- Child Protection services provided family services to an average of 23,150 families; responded to 114 new child protection reports; and cared for 5,400 children in care on any given day;
- Victoria has the nation's lowest rate of juvenile supervision in detention. The rates reflect the Victorian Government's emphasis on early intervention and diverting young people from custody where appropriate. Our intention was to continue to maintain this low rate of juvenile supervision in detention for the year;
- the average daily number of young people in custody was 158. Although the AIHW juvenile justice report for 2007-08 will be not released until 2009, the 2006-07 report confirmed our current status as the state with the lowest rate of juvenile supervision in detention;
- the redevelopment of Kew Residential Services is one of the most significant achievements for people with disabilities in Victoria;
- the redevelopment comprised of two key components – the relocation of the KRS residents and the redevelopment of the existing Kew site creating new Community Houses and private residential dwellings;
- the last remaining KRS residents were moved in April 2008, equating to a total of 377 people over the life of the project who were moved into 73 purpose-build homes across the Melbourne area and the state where they can share the ordinary experience of local communities;
- 20 the new on-site houses were handed over in April 2008, completing the Kew Residential Services Redevelopment - Accommodation component;
- provided alternative accommodation and support options for younger people in residential aged care (RAC) who choose to move, and for whom a suitable alternative can be created;
- minimise the number of new admissions of younger people to RAC by making more appropriate supports available;
- enhance the supports for those younger people who remain in RAC because this is what they choose;
- all new young people admitted into residential aged care were contacted in relation to the program, and since its inception over 300 younger people living in Victorian RAC services have been contacted and provided with information about My Future My Choice;
- 9 people have been assisted to leave their RAC service and find alternative accommodation & support;
- 20 people have avoided entry to RAC through the provision of individualised support to remain at home or in other community accommodation;
- over 100 continue to receive enhanced support packages whilst living in RAC (either because this is what they choose or because they are waiting for alternative accommodation to be made available);

- the Vehicle Modification Subsidy Scheme is an initiative under the Victorian Aids and Equipment Program which commenced operation in June 2008;
- implementation of this initiative had been brought forward as it was not due to commence until 2008-09;
- the scheme assists Victorians of all ages with a long-term disability who require vehicle modifications to either drive their primary vehicle or to travel as a passenger in their primary vehicle. A maximum subsidy of up to \$10,000 is available to assist with the purchase of prescribed vehicle modifications to suit individual circumstances;
- a total of 12 individuals were approved for a subsidy in the 2007-08 financial year, ahead of full implementation of this initiative in 2008-09; and
- the total value of these applications for 2007-08 was \$98,138. The average subsidy was \$7,549. The full subsidy of \$10,000 was approved for 69% of applications;

### ***Strengthening the capacity of individuals, families and communities.***

- *Go for your life!* community education program delivered across Victoria;
- this was delivered at over 260 schools across Victoria and over 41,000 school children. and at over 230 community events;
- HACC – funding of \$11 million purchased an additional 215,000 hours of service as well as contributing to other activities, including HACC Assessment and Flexible Service Response, supporting older people and their carers and reducing isolation and maintaining social links;
- services like HACC and Personal Alert Victoria (PAV) increase the ability of senior Victorians to live independently in their homes. PAV provided around 21,250 personal alert units each day across the state;
- the daily average of drug and alcohol treatment courses started each day was 144;
- Child Protection services provided family services to an average of 23,150 families; and
- Disability Services supported over 13,000 people to live and participate in the community.

### ***Reducing inequities through improving health and wellbeing, particularly for disadvantaged people and communities.***

- Oral Health Capacity Building to improve oral health outcomes for Victorians living in rural and regional areas and for disadvantaged senior Victorians;
- supported Residential Services Dental – funding was allocated to 2 pilot projects and DHSV for the development of kits, resources and project staff;
- Fluoridation - Water Fluoridation commenced in Castlemaine and Warrnambool. Statewide coverage is currently at 78%. Water authorities have been directed to commence the processes to construct fluoride plants in a further eight communities with a total population of 418,900;
- new regional dental school - support the establishment of a new pre-clinical teaching laboratory at La Trobe University's Bendigo campus with capital funding provided for satellite clinics in Wodonga, Mildura and Melton;
- in 2008 the first dental students were enrolled in La Trobe Bachelor of Health Science in Dentistry/Master of Dentistry, with an intake of 60 students, who are expected to graduate in 2012;
- the new course paves the way for an increase of dentists trained in rural Victoria, leading to increased workforce available for public service delivery to the regional communities of the Loddon Mallee, Grampians and Upper Hume regions;

- the capital funding has enabled expansion of an existing preclinical teaching laboratory in Bendigo (from 9 to 19) chairs and additional dental chairs at three new clinics at Melton, Wodonga and Mildura, which are currently at various stages of development;
- better dental health for seniors is providing more dentures to disadvantaged older Victorians. From July 2007 to June 2008 the average waiting time for dentures decreased from 21 months to 13 months, a decrease of eight months;
- the number of patients receiving care for emergency dentures and general denture increased from 43,860 in July 2007 to 51,817 in June 2008, an increase of 7957 patients. The number of denture treatments increased from 200,501 in July 2007 to 227,209 in June 2008, an increase of 26,708 treatments;
- with a plan to deliver 1,150 properties for long-term housing, 1,262 units were delivered, exceeding the target by 112 units;
- with a plan to assist 31,450 with housing establishment funding, 33,450 were assisted with housing establishment funds, exceeding the target by 2,000;
- facilitate the registration of housing agencies. The Housing Registrar conducted registration rounds of not-for-profit housing organisations seeking to manage properties beyond December 2008. By 30 June 2008, eight housing associations and four housing providers were registered;
- the redeveloped Parkside estate in Shepparton was launched, replacing 84 ageing cluster units with a mix of environmentally efficient one, two, three and four bedroom properties; and
- successfully piloted and reviewed of statewide homelessness referral framework.

## **1.4 Department of Innovation, Industry and Regional Development**

The Department achieved the following Growing Victoria Together and Moving Forward goals and targets in 2007-08:

- The International Coordination Office (ICO) was established in June 2008. The ICO is well in the process of delivering reforms in global markets. This includes an integrated response to businesses seeking to invest trade and migrate to Victoria. Activities are more tightly linked, across industry, education, tourism, primary industries and migration;
- The Skills Stores Initiative was launched in July 2007. All 13 Skills Stores started operations within 12 months of launch. Skills Stores provide free advice to employers and individuals on skills recognition, workforce training options and provide school career advisers with training information;
- the Department delivered 7 trade fairs, through the ICT Trade Events and Export Assistance Program, and promoted ICT strengths to key international markets. 48 ICT companies accessed the ICT Trade Events and Export Assistance Program, more than double the target of 20;
- 73 projects were funded under the Small Town Development Fund. The fund supported various types of projects, including tourism, water saving and re-use, industrial estates, halls, community centres, parklands and rail-trails; and
- the Department assisted 325 small businesses with workforce planning assessments and action plans through the My Business My People Program. More than 7,000 small businesses participated in one or more programs, including Grow Your Business and Under New Management workshops.

## 1.5 Department of Justice

The Department of Justice achieved the following *Growing Victoria Together* and *A Fairer Victoria* goals and targets in 2007-08. Further details can be found in the Department's 2007-08 Annual Report.

### **Attorney-General**

#### **Working with Children Checks**

The Working with Children Check scheme has helped to protect children from harm by checking that people who work or care for children are suitable to do so. This involved checking all applicants' criminal histories for serious sexual, violence or drug offences, and for any relevant findings from professional disciplinary bodies. This information is used to assess the risk posed by the applicant to the safety of children.

Ongoing monitoring ensures that cardholders continue to be checked for new relevant offences or disciplinary findings. If a cardholder commits a relevant offence after passing the check, their right to hold a card is reassessed.

Employers, volunteer organisations and agencies are required to ensure that staff who have received negative notices do not work with children. Employers, volunteer organisations and agencies face criminal sanctions if they fail to do so.

In 2007-08 there were 227,299 checks conducted and 85 negative notices issued.

The large number of applications demonstrates that the Victorian community has embraced the scheme. The number of checks conducted in the 2006-7 financial year significantly exceeded forecasts, demonstrating a strong commitment by the community to protect children.

Notwithstanding the significant number of applicants, the average turn around time to process and issue and assessment notice and card to applicants was just 18 days.

#### **Review of Gambling Licences**

Review of lotteries licences, which was concluded during 2007 and the first phase of the review of the electronic gaming machine, keno and wagering licences, which was concluded in April 2008.

*Lotteries Licences*:- two separate licences have been granted introducing competition to the Victorian lotteries market for the first time.

*New Arrangements for Electronic Gaming Machines*:- the existing Tatt's Group and Tabcorp gaming operator duopoly will transition to a venue operator system when the existing gaming machine licences expire in 2012

*The Keno Licence*:- there will be a single keno licence post 2012, which has also been opened up to a competitive tender process.

*Arrangements for Wagering*:- wagering arrangements after 2012 will continue under the existing exclusive pari-mutuel and fixed odds licence model, but the single licence will be opened up to a competitive tender process.

*Future Funding for the Racing Industry*:- the Victorian racing industry currently receives 25 per cent of Tabcorp's gaming machine profits but this will not continue under the new arrangements.

#### **Reducing Re-offending**

*Women offending*. In April 2008, a *Better Pathways* report card was released by the Department, which illustrates that achievements towards reducing women's re-offending since the program was initiated in November 2005 with a 4-year investment of \$25.5 million in better facilities, support programs and services;



- an intensive pre and post-release case management program is addressing critical integration issues such as access to long-term, affordable, secure housing and to education, training and employment programs, as well as a range of other support programs. The program is now supporting up to 100 high-risk, high-need women per year; and
- an ambitious building program has been completed at the Dame Phyllis Frost Centre, enhancing the capacity of this 260-bed maximum security women's prison to deliver rehabilitation services effectively in an environment that is conducive to behavioural change. This includes the new Marmak Mental Health Unit, expanded education and prison industries buildings, an upgraded medical centre and the refurbished visitors centre.

*Prisoner transition:-* The Judy Lazarus Transition Centre in West Melbourne is a secure residential facility that provides up to 25 carefully selected male prisoners who are nearing the end of their sentence, with a supervised pathway back into the community. Selected offenders must be serving a sentence of at least 3 years or be the type of repeat offenders who have been in prison so regularly they are sometimes serving 'life by instalments'. Since opening in 2007, the centre has taken 53 prisoners. Fifteen residents have graduated after completing their minimum sentence and are now on parole. More than 20 welfare agencies and non-profit organisations are providing work opportunities for residents of the centre.

### **Protecting Human Rights**

A charter implementation report, released by the Victorian Equal Opportunity and Human Rights Commission in April 2008, noted that government departments were well placed to meet the obligations of the charter and encouraged both state and local government agencies to engage with local communities on human rights issues.

The Department implemented a communications plan to raise the awareness of the charter amongst more than 270 government bodies and provided training in charter operations for more than 800 legal advisers, policy officers and service delivery staff.

### **Compliance with Consumer Laws**

Consumer Affairs Victoria (CAV) has realigned compliance and enforcement to maximise effectiveness in deterring those who breach consumer laws. In particular, CAV has undertaken several complex cases in the Supreme Court and won its first significant High Court application. It has actively pursued civil action, recovery for consumers and has advocated for higher penalties especially for repeat offenders. These actions are designed to send a message to traders and business that breaches of the consumer law will be taken seriously by CAV.

Complex cases won by CAV:

- Australian Finance Direct;
- Landmark Homes (Aust) Pty Ltd;
- Geeveekay Pty Ltd; and
- Merringtons Pty Ltd.

Large penalties awarded by the courts:

- Frank Cassar;
- Joseph Frendo aka Joe Capri;
- Samuel Halaseh aka Bassem Halaseh; and
- Matrix Pilates and Yoga Pty Ltd and Craig Langley Pty Ltd.

*Victoria leading the nation in unfair contract terms:-* VCAT found terms that prevented members from cancelling memberships during a minimum period, permitted automatic direct debit after the minimum term expired, and attempted to limit the rights of consumers under contract and the general law were unfair.

CAV's Compliance and Enforcement activity is closely aligned with the Consumer Protection principles of the Victorian Government's "A Fairer Victoria" strategy.

## **Victoria Police**

### **Reduce crime rate**

- 1.9 per cent reduction for 2007-08 when compared with the same time in the previous year.

### **Reducing road toll and incidence of road trauma**

- The road toll at the end of June 2008 was 333 deaths, two less than at the same time in the previous year.

### **Increase perceptions of safety above the 2002-03 baseline of 89.5 per cent**

- At the end of 2007-08, perceptions of safety was at 91.8 per cent

### **Increase customer satisfaction above the 2002-03 baseline of 83.0 per cent**

- At the end of 2007-08 customer satisfaction was at 83.0 per cent.

## **Fire and Emergency Services**

### **Better Emergency Preparedness and Response**

During 2007-08, the Emergency Services Commissioner reviewed two events, a chlorine fire in December 2007 in the Tottenham community (Westpoint) and a major windstorm in April 2008.

The review into the outcome of the storm addressed ways of improving storm response procedures and minimising the impact of future such events. It also identified greater opportunities for building community resilience and improved communications across and between government and essential service distributors and retailers. The review recommended better use of the media before, during and after and identified ongoing community education and awareness.

*The Westpoint Report* highlighted the significance of local government in emergency management and the important role public information plays in supporting a community through an emergency. Standard emergency practices are being revised to incorporate recommendations from this report to assist communities in their resilience.

The windstorm event in April 2008 saw gale storm winds ravage part of the State and cut power to more than 420,000 residents across Victoria. During the windstorm, VICSES had 5380 requests for assistance throughout the emergency, with the majority of calls coming from the Melbourne metropolitan area. This event was the second largest operation in the history of the service. The MFB usually responds to up to 100 calls a day but the windstorm generated 902 calls and 295 responses. Of those more than 120 calls were for fallen power lines.

Recommendations from such reviews have improved the State's preparedness and response to events and assist in minimising the impact of future adverse weather events while increasing community resilience in recovery. As an example of this community-based commitment, VICSES in 2007-08 responded to 20,317 tasks with a total of 135,566 volunteer hours.

### **Effective Emergency Management Capability**

Emergency management performance is continually evaluated and areas for improvement are identified. Victoria leads Australia with the highest percentage of households with operating smoke alarms – 97.2% (95.5% in 2006-07). Victoria reported 73.7% fires contained to room of origin compared to 73.9% in 2006-07.

## **Effective Response**

Victoria's emergency services, in conjunction with the call taking and dispatch agency (ESTA) ensure that there is rapid response to requests to incidents.

- In 2007-08 Victoria reported a response time to structure fires of 9.5 minutes in the 90th percentile, the same result as 2006-07. There were 6,051 structure fires in 2007-08 compared to 6,039 in 2006-07;
- VICSES responded to 20,317 tasks, a total of 135,566 volunteer hours. During the windstorm VICSES had 5,380 requests for assistance;
- MFB attended 35,673 calls, averages 100 responses per day. During windstorm attended 295 responses;
- CFA total number of incidents attended was 38,892. A total of 71,518 brigade turnouts; and
- ESTA answered 1,861,047 calls which equates to a call every 16 seconds. Calls to ESTA resulted in 1,292,307 dispatches.

## **1.6 Department of Planning and Community Development**

All initiatives undertaken by the Department relate directly to the Department's Corporate Plan and link to the appropriate government strategy and priority.

### **Priority Outcome One**

The Department undertook a number of activities aimed at improving the physical health of Victorians in 2007-08. The Premier's *Active Families Challenge* was launched in February 2008 and aimed to encourage more Victorians to become physically active and develop healthier eating habits. A significant number of Victorian families undertook the 30 minutes of physical activity a day for 30 days during the six-week period. The Challenge also served to increase awareness of the benefits of physical activity and healthy eating among Victorian families. More than 28,000 people registered for the Premier's Active Families Challenge, many of those being from families with young children. The three local government areas targeted for the Challenge had higher rates of participation, with almost one in five of all registrations and competitions coming from these areas.

The Department also continued to fund and contribute to increasing and maintaining recreational opportunities within local communities. The Department provided more than 740 grants to local sporting clubs towards the purchase of essential sports uniforms and footwear. In addition, the Department was involved in upgrading eight-joint school-community use playing fields across Victoria to create sustainable recreation opportunities. The Department also funded a new moveable pool floor at Melbourne Sports and Aquatic Centre that will increase its flexibility for a broader range of activities, including those for people with a disability.

### **Priority Outcome Two**

The Department is leading a number of major reforms to Victoria's land use planning. The reforms aim to increase liveability, improve housing affordability and move towards long-term environmental sustainability. These reforms include the application of the Urban Growth Zone across all broad acre land in growth areas, covering both residential and employment land. The new Urban Growth Zone and associated precinct structure planning in the growth areas will help to save about a year in the development approval process. This will help to meet the strong demand for residential land and help with housing affordability. Precinct Structure Plans will also be developed for these new suburbs and will identify where various facilities will be located. This will mean that as new communities are established, important local services and infrastructure are also developed.

The Department has also improved the processes for making significant planning decisions in places of shared state and local interest that have an impact on the wider region. A number of funding programs fund the construction of community facilities, particularly those shared by a variety of users.

The Department has been instrumental in the establishment of New Development Assessment Committees which provide a third avenue that will allow state and local governments to partner in making significant decisions and ensure that local and city-wide interests are balanced.

### **Priority Outcome Three**

The Victorian Community Support Grants program helped communities to achieve outcomes that mean the most to them through the development and maintenance of various community facilities. Under the program, funding is provided for three categories of grants: Planning, Strengthening Communities and Building Community Infrastructure. In 2007-08, 61 projects were approved to a value of \$11.8 million. These projects were both community driven and responsive to the government's planning, community development and social inclusion priorities. They also build on opportunities for coordinated investment. The total amount for grants in the Planning category was \$358,663; for the Strengthening Communities category it was \$2,609,900 and in the Building Community Infrastructure category, the total was \$8,836,759.

### **Priority Outcome Four**

The Department is responsible for the administration of the *Aboriginal Heritage Act 2006* which established the Aboriginal Heritage Council. The Council provides expert and strategic advice on cultural heritage management to the Victorian Government. One of the ways the Council does this is through the appointment of Registered Aboriginal Parties (RAPs) as Aboriginal groups responsible for Aboriginal matters at the local level and ensures that Aboriginal cultural heritage matters are addressed prior to the construction phase of a new project. RAPs are in place for approximately one-third of Victoria.

They are also responsible for evaluating and approving the Cultural Heritage Management Plans. Cultural Heritage Management Plans set out the recommendations for measures to be taken before, during and after a high-impact activity in order to manage and protect the Aboriginal cultural heritage identified in the assessment. By 30 June 2008, more than 150 plans were evaluated and then approved within the 30-day legislated time frame by the RAPs. These plans will guide major developments, including large housing projects in metropolitan growth areas and major infrastructure projects such as roads and pipelines.

Aboriginal Affairs Victoria (AAV), one of the Department's business units, worked closely with the stakeholders to ensure they understood and complied with the requirements of the Act. AAV prepared resource material to help determine whether particular areas needed Cultural Heritage Management Plans and worked closely with RAPs to ensure that were able to discharge their responsibilities under the Act.

### **Priority Outcome Five**

The *Bar None* project was an initiative led by the Department's Office for Disability to find long-term ways of helping to break down barriers creating unequal access to opportunities, transport and services for people living with a disability. More than 40 profiles of community members living with a disability were printed in local newspapers and delivered to thousands of Victorian households. The profiles ranged from sporting and community clubs making their facilities more accessible to advocacy groups making a real difference in their community, and to local businesses with a track record in including people with disabilities in their workforce. The coverage helped to create greater awareness of the disability support services available within local communities.

*Bar None* also targeted barriers and stereotypes in the mainstream media. Leader Community Newspaper journalists were given training in how to avoid stereotypes when reporting on disability issues. An editorial charter on how disability issues will be covered in the future was also developed through the *Bar None* project in order to ensure that the training resulted in long-term change.

## 1.7 Department of Premier and Cabinet

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Increased access to arts and culture	Actual attendances at Arts Portfolio Agencies exceeded target	BP3 performance measure: Access – number of users / attendances at all Agencies.	The Victorian Major Events Company provided assistance towards the Melbourne Winter Masterpieces exhibition program at the National Gallery of Victoria and at ACMI.	Aligned to: GVT outcome: Building friendly, confident and safe communities AFV Strategy: Providing fairer access to services
2. Increased access to arts and culture	Actual online visitor access to Arts Portfolio Agencies' websites exceeded target	BP3 performance measure: Access - number of online visitors to Agency websites	-	Aligned to: GVT outcome: Building friendly, confident and safe communities AFV Strategy: Providing fairer access to services
3. Increased access to arts and culture	Actual attendances at Major Performing Arts Companies exceeded target	BP3 performance measure: Number of attendances at Major Performing Arts Organisations	-	Aligned to: GVT outcome: Building friendly, confident and safe communities AFV Strategy: Providing fairer access to services
4. Increased access to arts and culture	Actual attendances at Major Festivals exceeded target	BP3 performance measure: Number of attendances at Major Festivals		Aligned to: GVT outcome: Building friendly, confident and safe communities AFV Strategy: Providing fairer access to services

## **National Gallery of Victoria**

### **Priority Outcome One**

Successful launch of Masterpieces for Melbourne campaign to restore the NGV's past buying power and ensure that great historic and contemporary masterpieces can be added to the State Collection for generations to come. Other agency involved: Arts Victoria.

### **Priority Outcome Two**

Successful development of new online education materials, including collaboration with the Broadband Innovation Project. Other agencies involved: Multimedia Victoria and Department of Education and Early Childhood Development.

### **Priority Outcome Three**

Regional Touring objectives met, including the first dedicated tour of the Victorian Foundation for Living Australian Artists acquisitions. Other agencies involved: Arts Victoria, Victorian Managed Insurance Agency and numerous regional Victorian galleries/local governments.

### **Priority Outcome Four**

Guggenheim and Art Deco delivered combined independently assessed economic benefit to State of over \$30 million. Overall, 28% of NGV visitors in 2007-08 were from interstate or international visitors. Other agencies involved: Australian Centre for the Moving Image, Arts Victoria and Victorian Major Events Company.

### **Priority Outcome Five**

First Melbourne Winter Masterpieces exhibition directly managed by the NGV broadened audiences and attracted significant media interest. Other agencies involved: Australian Centre for the Moving Image, Tourism Victoria, Victorian Major Events Company, Arts Victoria and Victorian Managed Insurance Agency.

## **1.8 Department of Primary Industries**

### **Priority Outcome One**

The Premier and Minister for Agriculture launched the Whole-of-Government Future Farming Strategy on 23 April 2008. Providing \$205 million over four years, the strategy aims to boost farm services, drive growth and innovation in agriculture and help the sector respond to new challenges. Producing the Future Farming Strategy required an unprecedented, department-wide effort.

### **Priority Outcome Two**

Agreements were finalised for the following Energy Technology Innovation Strategy projects:

- HRL – \$750 million Integrated Drying Gasification Combined Cycle (IDGCC) demonstration plant;
- International Power – \$369 million coal drying, combustion and carbon capture project; and
- Solar Systems – \$420 million large-scale solar photovoltaic demonstration facility.

### Priority Outcome Three

Victoria is playing a leadership role in developing and promoting a national framework for primary industries research, development and extension, which is being coordinated through the Primary Industries Standing Committee – Research & Development Sub-committee.

### Priority Outcome Four

As the lead state agency responsible for drought, the Department through Farm Services Victoria (FSV) worked collaboratively with other agencies to develop and deliver a series of on-ground initiatives to help rural families and communities in 2007-08, as part of the Victorian Government's \$400 million drought assistance package.

Activities included:

- providing one-on-one extension for farmers covering horticulture, grains, dairy, meat and wool industries across the state;
- developing 'A Step Ahead' – Stories of Farming Life DVD, which was released in August 2008, and is a resource assisting farm businesses to make decisions about their future;
- providing grants to organisations in northern Victoria who suffered from reduced income as a result of the drought;
- assisting irrigated horticulture growers on the Goulburn or Murray system to access the services of independent consultants; and
- Sustainable Farm Families Program (in partnership with the Western District Health Service), which addresses health, well being and farm safety issues facing farming families.

### Priority Outcome Five

\$4 billion in new development projects for the resources sector were announced during the course of the year including:

- \$2 billion Australian Energy Company (AEC) coal to urea fertiliser plant in the Latrobe Valley;
- \$1.4 billion Kipper gas project in the Gippsland Basin;
- \$275 million Henry gas project in the Otway Basin; and
- \$209 million Murray Basin Stage 2 mineral sands project in Western Victoria.

### **VENcorp**

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome
Work closely with stakeholders to maintain honest, open and clear lines of communication throughout the national Ministerial Council on Energy (MCE) reform process.	VENCorp has been working closely with the Ministerial Council on Energy (MCE) in preparedness for the transition to the Australian Energy Market Operator (AEMO)	<p>Some of the work VENCorp has been involved in is:</p> <p>VENCorp was represented on the Market Operator Working Group (MOWG) that delivered to the MCE the AEMO implementation plan. An AEMO Implementation Steering Committee is now tasked with implementing this plan which includes:</p> <ul style="list-style-type: none"> <li>• Legal and regulatory framework;</li> <li>• Independent selection panel to appoint the Board;</li> <li>• Skills matrix for the Board; and</li> <li>• Corporate arrangements.</li> </ul> <p><b>Stakeholder communications:</b> ensuring stakeholders are well informed and engaged in the transition to AEMO – VENCorp delivered a communications strategy which included an industry breakfast with guest speaker The Minister for Energy and Resources and a Chief Executive Officer 'road show' ensuring that all of the groups and forums which VENCorp has regular</p>

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome
		contact with were able to discuss and understand fully the benefits of the new AEMO.
Provide Gas and Electricity Annual Planning Reports to stakeholders in November 2007 and June 2008.	Provided Gas and Electricity Annual Planning Reports to stakeholders in November 2007 and June 2008.	<p>VENCorp's Victorian Annual Planning Report (VAPR) was for the first time amalgamated to cover gas and electricity. The VAPR ensures that there is a safe and reliable transmission system supplying energy to all Victorians.</p> <p>The purpose of the VAPR is to provide a ten year outlook forecast for energy demand and supply, and further identifies future development needs for the gas and electricity transmission networks.</p> <p>Key items of interest: Electricity summer demand forecasts. Two new electricity network augmentations are expected to be required within the next five years to overcome emerging constraints on the electricity network. Gas Powered Generation (GPG) forecasts reflect the expected Federal Government carbon related policies, which will affect the gas demand for GPG located in Victoria. Expected growth in GPG is expected to be significant from 2011 as an alternative to coal generation. To manage this increase in GPG demand, VENCorp is working on the timing of the next major augmentation to the gas transmission system.</p>
Complete strategic projects identified in the Vision 2030 report including a wind power generation study; a strategic fault level review; and a site and easements review.	<p>Vision 2030 is a 25 year vision for Victoria's Energy transmission networks and was published in 2005. Vision 2030 identified areas likely to require special attention and possible early action to ensure the transmission system can cater for future requirements.</p> <p>In 2007-08 a number of projects related to this report were completed.</p>	<p><b>Wind Power Generation study:</b> The Wind Power Generation study was generated to ensure that the electricity transmission system was able to cater for the anticipated growth in wind powered electricity generation. The study also examined the new Mandatory Renewable Energy Targets (MRET) and the likely impacts of meeting those targets on the system. The key finding of the study was that the Victorian electricity transmission network is well positioned and able to cater for the additional demands of wind power.</p> <p><b>Strategic Fault Level Review:</b> Long-term planning of the network ensures that fault levels are managed appropriately in terms of electricity supply and safety. The Strategic Fault Level Review provides a strategy to managing challenges with a 'big picture' view rather than managing issues as they arise. This approach means that faults are managed in a proactive manner, increasing reliability of the system.</p> <p><b>Sites and Easements Review:</b> The Sites and Easements review includes a detailed audit of all existing electricity and gas easements to identify the potential additional capacity they can accommodate, as well as any measures required to protect future access.</p>
In 2007-08 gas Full Retail Contestability (FRC) fees will be reduced by 14 per cent and wholesale gas fees by 2 per cent. Electricity transmission use of system fees have been set with a view to return the previous year's surplus to industry.	Maintained a strong focus on delivering budget and cost control measures which optimise service for fees and continue to manage costs in key areas.	In 2007-08 Victorian gas FRC fees were reduced by 14 per cent and wholesale gas fees by 2 per cent while electricity transmission use of system fees were recovered as part of 'Transmission Use of System' arrangements.



Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome
Continue to build capability by addressing skill gaps, expanding e-learning options and creating a Corporate Library.	Continued to build capability by addressing skill gaps, and expanding e-learning options.	Individual development plans address training needs and develop action plans to address gaps. VENCORP's Leadership Development Program was developed and launched in early 2008. The program combines workshops and individual coaching sessions to reinforce learnings. E-learning continues to expand with the roll-out of a number of on-line learning modules for Electricity and Gas Graduates and an on-line Occupational Health and Safety Induction Program.

## 1.9 Department of Sustainability and Environment

### Water

Progress on implementation of the state water plan – the next stage of the *Our Water, Our Future* strategy, is reported on pages 37-43 of the Department's 2007-08 Annual Report. Progress thus far includes:

- creating water – Planning and preparing for the Desalination plant began in 2007. Land was acquired, Environmental Effects Statements (EES) studies began and an information office was established in September 2007 to provide information and engage with the local community, businesses and stakeholders;
- sharing water – The Victoria Water Grid projects continued to link water systems across the state. Works included commencement of the Sugarloaf pipeline, environmental approvals for reconnection of Tarago Reservoir to the Melbourne water supply and determining the preferred routes for the Geelong- Melbourne and the Hamilton-Grampians pipelines; and
- saving water – The Minister for Water announced in February 2008 the state had already reached its 2010 target of recycling 20% of the state's wastewater. Work continued to install automated gates in major irrigation channels around the state, construction of the Gippsland Water Factory commenced, Western Waters new Melton Class A Recycled Water Plant was completed and alpine water recycling plants at Mt Hotham and Mt Buller received Class A certification. The Water Smart Gardens and Homes Rebates scheme continued its success, providing almost 35,000 rebates, the Showerheads Exchange program has now exchanged a total of 211,952 showerheads since the program commenced in 2006 and more than 650 schools have joined the Schools Water Efficiency program.

### Environment and Climate Change

- The *Land and Biodiversity at a time of Climate Change Green Paper* was released for public comment in April 2008. Since then, more than 640 participants have attended community workshops in Melbourne and major regional centres (see page 70 of the Department's 2007-08 Annual Report);
- following an extensive environmental assessment process spanning 5 years, the Channel Deepening Project commenced in early 2008 and to date 17% of the total project volume (22.92 million cubic metres) has been dredged. In late 2007, the Office of the Environmental Monitor was established to independently monitor and assess the environmental performance of the project (see page 73 of the Department's 2007-08 Annual Report);

- during the 2007-08 fire season, 690 bushfires occurred in Victoria (representing a 7% increase in the number of fires compared to the 30 year average). In all fire operations, the Department is supported by its Networked Emergency Organisation partners (NEO – DSE, Parks Victoria, CFA, Melbourne Water, VicForests, DPI and DPCD). NEO achieved a planned burning program of more than 156,000 hectares – the best result for more than a decade (see pages 54-55 of the Department’s 2007-08 Annual Report);
- the Department continued its EcoMarkets program, including EcoTender, BushBroker and BushTender. The first EcoTender demonstration was conducted in late 2007, to date the BushBroker program has resulted in 39 trades valued at more than \$3 million and BushTender has resulted in agreements with 86 landholders, committing \$3.2 million for on-ground works and land use changes. (see pages 76-77 of the Department’s 2007-08 Annual Report); and
- the Department continued its work in raising awareness of climate change issues. The Black Balloons advertising campaign continued to raise awareness, a rebate scheme was established to encourage the installation of solar hot water systems and as an example to the community, government offset its annual greenhouse gas emissions from its cars. In support of the *Towards Zero Waste* strategy – with partners Metropolitan Waste Management Group, Sustainability Victoria, Environment Protection Authority and DPCD, 79 submissions were received in response to its Draft Metropolitan Waste and Resource Recovery Strategic Plan. (see pages 78-82 of the Department’s 2007-08 Annual Report).
- due to the continuing drought conditions around Victoria, the demand for surface drainage systems was reduced. As stated on page 185 of the department’s 2007-08 Annual Report, surface drainage demand is reliant on rainfall. With the reduced rainfall in 2007-08, actual additional area protected from salinity by surface drainage was lower than expected.

## 1.10 Department of Transport

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Increased public transport services <ul style="list-style-type: none"> <li>Target of 423 million passengers carried on metropolitan trains, trams and buses</li> <li>Target of 21.3 million passengers carried on V/Line train and country bus services</li> </ul>	Total metropolitan public transport patronage has exceeded 450 million in the 2007-08 financial year, representing an annual growth of 7.7% 25.1 million passengers carried on V/Line train and country bus services	Metropolitan train patronage grew by 12.7% to reach 201.2 million in 2007-08. Metropolitan train patronage has grown by more than 70% from 1998-99 to 2007-08 Trams patronage increased by 2.2% to 158.3 million while bus patronage increased by 7.4% to reach 91.3 million boarding's in 2007-08	Connex Yarra Trams Bus Association Victoria Metlink	<i>Meeting Our Transport Challenges (MOTC)</i>
<ul style="list-style-type: none"> <li>Procure new trains and carriages for metropolitan and rural passenger rail services in order to address capacity constraints on the metropolitan network</li> </ul>	The number of new trains on order has been increased from 10 to 18 In addition the number of V/Locity carriages under order for rural services has been increased to 50			<i>MOTC</i>
<ul style="list-style-type: none"> <li>Introduce new train timetables to address significant increase in patronage</li> </ul>	Created more than 200 new services across the network each week, including 6 new morning and 3 new afternoon services	New timetables are available on the Metlink internet site and a link from the department's web site	Connex	<i>MOTC</i>
2. Delivery of <i>Meeting Our Transport Challenges (MOTC)</i>	Outer Metropolitan and Rural Arterial Road Program projects which have been completed	Midland Highway Duplication and Improvements; Princes Highway (Portland to Heywood); Mickleham Rd duplication (Somerton Rd to Barrymore Rd); Kellets Road duplication (Taylors Rd to Napoleon Rd)	VicRoads	<i>MOTC</i>
	East West Link Needs Assessment	The Report from Sir Rod Eddington was finalised and a public consultation program was commenced		<i>MOTC</i>
	Premium station upgrades	Darling, Watsonia, Mentone and Upfield stations were upgraded and design work		<i>MOTC</i>

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
		was completed for Burnley and Bell stations		
	Provide new/additional bus services	Route 401 North Melbourne to University of Melbourne commenced operation, providing significant congestion relief on the City Loop during peak times Route 901 Frankston to Ringwood Yellow Orbital SmartBus commenced services to link people in the outer east and south east with train stations, shopping centres, schools and other major destinations		MOTC
	Progress SmartBus Green Orbital - Nunawading to Airport West Progress SmartBus Red Orbital - Box Hill to Altona	Bus priority treatments and bus stop upgrade works progressed well and consultations with local government continued during the year	VicRoads Local government	MOTC
	Continue metropolitan bus service upgrades	51 initiatives were introduced on 59 metropolitan bus routes including extended operating hours to 9pm 7 days per week and the introduction of new bus routes, increased frequencies and route extensions/ improvements New 10-year contracts were signed with 29 individual metropolitan bus operators to provide better services, increased flexibility and more accountability	Bus Association Victoria	MOTC
	Regional bus routes	20 regional bus improvement projects were completed, providing an extra 1,800 bus trips per week		MOTC
	Progress works to upgrade the Monash-Westgate Freeway	Bridge works have commenced in the vicinity of City Road; work is well progressed on the Warrigal Rd to	VicRoads	MOTC

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
		Jacksons Rd section; and earthworks commenced between Stud Road and Eastlink		
3. Eastlink to be completed by Dec 2008	Eastlink, Australia's largest urban road project was opened five months ahead of schedule	Eastlink opened to public	South East Integrated Transport Authority (SEITA)	<i>Building One Victoria</i>
4. Channel Deepening to be commenced	In February 2008, the Port of Melbourne began deepening Melbourne's shipping channels to allow larger ships to access the Port.	At 30 June the project was 23% complete, ahead of schedule, and within all environmental limits	Port of Melbourne Corporation	<i>Victoria, Leading the Way</i>
5. Achieve road safety targets	Substantially achieved target reduction in road fatalities for <i>Arrive Alive!</i> and launched the new road safety strategy <i>Arrive Alive 2</i>	The road toll for the calendar year 2007 was 332, 2 fatalities above the 20% reduction target (330 fatalities) in <i>Arrive Alive!</i> <i>Arrive Alive 2</i> aims to reduce the road toll by 30% over the next 10 years	VicRoads Victoria Police	<i>Growing Victoria Together Arrive Alive</i>

## VicRoads

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Ongoing reduction in the Victorian road toll.	Victoria's road toll for 2007 was 332, the second lowest since comprehensive records were first kept.	Fatalities in Victoria have reduced by 25% from 444 in 2001.	Victoria Police, TAC, Dep't of Justice	Aligns with expectations in arrive alive! Strategy and MOTC
2. Reduction in motorcycle crashes	14 projects completed in 2007/08 under the Motorcycle Blackspot Program	An evaluation of the first 85 sites treated since the Program commenced in 2003 has identified an estimated reduction of 24% in motorcycle crashes at these sites.	Motorcycle Riders Association	Aligns with expectations in arrive alive!
3. Improving the reliability and flow of road-based public transport	Improvement to tram travel times, reliability and safety along the busiest parts of Melbourne's tram network through the Think Tram Program.	Four year program was completed in 2007/08 with the benefits including a 5% improvement in tram travel times on treated routes, 18% improvement in on-time performance on treated sections and no recorded accidents at tram stops where platform stops were converted.	Yarra Trams, Department of Transport and local councils	MOTC, Metropolitan Transport Plan and Keeping Melbourne Moving.
4. Improving freight efficiency	Completion of 7 road improvement projects during 2007/008 is expected to impact on the safe & efficient movement of freight and, as a result, Victoria's economic growth.	Delivery of: Plummer St Bypass Port Melb, Boundary Rd duplication, Laverton North, Grieve Pde duplication Altona North, Princes Hwy West road widening Corio, Boundary Rd road improvements Derrimut, truck facilities improvements at Mt Dandenong Rd Montrose and Princes Hwy East Stratford.		Melbourne 2030, MOTC, Melbourne Transport Plan, Moving Forward: Making Provincial Victoria the Best Place to Live, Work & Invest.

**Southern Cross Station Authority**

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
PPP Contract Management to ensure services are delivered to the required standards.	Effective monitoring to achieve increases in performance from the private sector operator to meet the required standards.	Improved service delivery; and Favourable performance audit by VAGO confirmed steps taken by SCSA to seek performance improvements.		

**VicTrack:**

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Upgrading safety protection at 45 level and pedestrian crossings	45 level and pedestrian crossings upgraded	No. of crossings upgraded	Department of Transport and V/Line	MOTC
2. Upgrading of disability access at 10 pedestrian crossings	Disability access upgraded at 13 pedestrian crossings	No. of crossings upgraded.	Department of Transport and V/Line	MOTC
3. Active Advance Warning Signs (AAWS) installed at one level crossing	AAWS installed at 3 crossings	No. of upgraded crossings	Department of Transport and V/Line	MOTC
4. Completion of 10 municipal strategic plans for VicTrack landholdings	10 Municipal plans completed	No. of plans completed	Department of Transport	Melbourne 2030
5. N/A	N/A	N/A	N/A	N/A

## Port Of Melbourne Corporation

PoMC has a detailed internal strategic planning and development process which involves extensive liaison with the community, key stakeholders, relevant Government departments and State Government Ministers. Large projects are extensively reviewed and include a benefit/cost analysis in relation to the broader community. Projects such as the Channel Deepening Project went through extensive reviews by external parties and the Government to ensure this project would benefit Victoria and the community. In addition to this, the Treasurer authorises all projects over \$5 million.

### 1.11 Department of Treasury and Finance

The major outcomes for 2007-08 of the department's annual report are outlined below:

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Finalise an inquiry into the regulation of the food sector.	The final report was presented to the Treasurer on 10 September 2007.	Final report has been submitted.	Victorian Competition and Efficiency Commission.	Growing Victoria Together.
2. Progress towards the target 25% reduction in administrative burden imposed on business and not-for-profit organisations.	The Reducing the Regulatory Burden (RRB) initiative is making progress towards its three year target of \$154 million in administrative burden reduction as part of the five year strategy. Initiatives with forecast net administrative burden reductions of about \$162 million are currently underway.	The Treasurer's RRB Progress report of 2007-08 was released on 6 November 2008. It contains projections on net burden reductions from current review and implementation activities as well as some examples.	All departments.	Growing Victoria Together.
3. Delivering financial reports	DTF publishes Budget Papers and regular financial reports.	The department delivered the following reports: <i>2008-09 State Budget and Budget update, Annual Financial Report, Mid Year Financial Report and four Quarterly Financial Reports.</i>	All Government departments and agencies.	Linked to all strategies.
4. Implement Efficient Government initiatives.	Efficient Technology and Administrative Services	Completion of the Efficient Technology Services Business case.	All Government departments and agencies.	Growing Victoria Together.
5. Extend the investment management standard (from ICT) to all project types.	The investment management standard has been included in the whole-of-government Investment Lifecycle guidelines.	The Investment Lifecycle guidelines have been issued to all departments comprising of all guidance material on analysing and procuring capital infrastructure including new Investment Management Standards.	None.	Growing Victoria Together.



DTF's public finance bill discussion paper was released in October 2008. The delay in the publication of this discussion paper was largely due to the complexity of the issues being considered and the options being developed. DTF developed a high-quality product to ensure that public debate of the issues and options was directed to the most productive areas.

The review of the *Accident Compensation Act 1985* was due for completion in June 2008 but was presented to the Government in early 2008-09 to allow for the consideration of additional issues.

### City West Water Limited

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. 33,800 showerhead exchange target	37,010 showerheads exchanged	Incl school showerhead exchange; water wise for life kiosk at shopping centres; partnership with sustainability Victoria and Aust Post etc Estimated water saving of 0.5 GL per annum	N/A	Our Water Our Future
2. Unaccounted-for-water target of 10.7%	Actual unaccounted-for-water of 8.4%	Reduced losses by 1.4 billion litres compared to the previous year	N/A	Our Water Our Future
3. Water management plans for non-residential customers using 10ML or more of potable water	Water management plans submitted for all 461 non-residential customers using 10ML or more of potable water	461 water management plans submitted to CWW with over 500 planned actions with the potential to save water at varying costs	N/A	Our Water Our Future
4. Central Region Sustainable Water Strategy target - per capita consumption water saving of 30% by 2015 from 1990's level	CWW customers have reduced their per capita usage by 43% from 1990's level at June 2008	Residential water sales were 8.5% less than budget for 2007-08	N/A	Our Water Our Future
5. Zero net greenhouse gas emissions from operations	We achieved our target of net zero greenhouse gas emissions in line with the commitments made under our Sustainability Covenant with EPA Victoria	Net greenhouse gas emission negative result – 10,364.29 tonnes CO <sub>2</sub> -e	N/A	N/A CWW's business target

All significant programs associated with water conservation were achieved.

## Rural Finance Corporation

Rural Finance’s activities do not revolve around ‘program delivery and outcomes’ and as such we are unable to respond to this question.

Rural Finance’s predominant role is as a provider of finance to the Victorian agricultural sector and as such does not deliver specific ‘program outcomes’ on behalf of government.

Rural Finance also administers various programs on behalf of State and Federal government departments (e.g. Department of Primary Industries) however it is the responsibility of those department to establish the objectives and expected outcomes of the programs. Those departments are therefore better equipped to provide details regarding these matters. The program objectives and expected outcomes are generally established by those entities prior to our involvement and we act to implement and efficiently administer the programs as specified. Examples of these programs in the 2007/08 financial year are the:

- Bushfire Assistance program;
- Gippsland Flood program;
- Marine Parks and Sanctuaries program;
- Exceptional Circumstances Drought Relief program;
- On-Farm Productivity Improvement Grant program; and
- Western Port Commercial Netting Licence Surrender and Relocation program.

## South East Water

South East Water’s 2007-2010 Corporate Plan was based on the following three strategic directions:

- meeting our customers’ water needs in a supply-constrained world;
- seeking efficiency while growing our business, knowledge and expertise; and
- delivering improved environmental and social outcomes as part of our Triple-Bottom-Line performance.

Consistent with the above strategic directions, examples of key achievements during 2007-08 are as outlined below:

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Seeking alternative water supplies	Connection of South East Water’s second new residential development to recycling water at Sandhurst Estate.	Recycled water supply to Sandhurst Estate launched on 1 Dec 2007. 620 properties were connected as at 30 Jun 2008. These properties are expected to save 62 ML of potable water each year.	EPA Victoria DHS DSE Melbourne Water Topaq Plumbing Industry Commission	State Government’s 20% recycling target by 2010. Metropolitan Reuse & Recycling Plan 2009-2013 which outlined South East Water’s proportion of the potable substitution target of 10 GL by 2030.
2. Seeking alternative water supplies	Gaining approval for the Class A upgrade of the Boneo treatment plant and	Acceptance of Business Case by DTF. Engagement of	DTF EPA Victoria Mornington Peninsula	State Government’s 20% recycling target by 2010. Metropolitan Reuse &

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
	the associated horticulture recycling scheme	Contractor to construct Recycled Water Treatment Plant. Submission of Regional Environment Improvement Plan (REIP) to EPA for consideration. Securing conditional recycled water agreements with customers.	Shire Council	Recycling Plan 2009-2013 which outlined South East Water's proportion of the potable substitution target of 10 GL by 2030.
3. Further develop the 'us'-Utility Services initiative with Siemens and Thiess to achieve business growth for South East Water	'us'-Utility Services Alliance entering its third year of operation and delivering the capital and operational program with efficiency savings and innovative delivery methods.	An audit by the Victorian Auditor-General concluded that South East Water had met its key objectives and achieved significant cost savings.	---	---
4. Embedding sustainability into our business practices	Development of a sustainability framework and supporting tools to embed sustainability into decision making within all areas of the business.	Tool trials conducted. Next step is to integrate with Project Planning Methodology,	---	---
5. Profit before tax of \$40.6 million	Profit before tax of \$58.7 million	Planned and actual outcomes were reported in South East Water's 2007-10 Corporate Plan and 2007-08 Annual Report respectively.	---	---

Please refer to South East Water's Annual Report 2007-08 for further examples of other achievements accomplished during the year.

### **Treasury Corporation of Victoria**

#### Performance Summary

TCV has a number of objectives and Performance Indicators toward which the Corporation's resources are directed. These are both financial and non-financial in nature, and are actively managed through a Balanced Scorecard process.

The table below summarises TCV's performance for the reporting period.

<b>Objective/Indicator</b>	<b>Outcome 2007-08</b>
Delivery of the State's financing requirements	A key part of TCV's business model is to provide financing to Participating Authorities as required. TCV achieved this objective through the year, despite illiquid conditions in global financial markets.
Management of market risk within approved parameters	TCV manages market risk within a defined Value at Risk (VaR) parameter which is determined by the Board and approved by the Victorian Treasurer through the Corporate Plan. Over the 2007-08 financial year the Corporation managed its market risk within the approved limit.
Debt Program pricing	As one of Australia's significant AAA rated Semi-government borrowing authorities, TCV aims to maintain price relativity for its cornerstone Domestic Inscribed Stock debt program, with that of its peers. This target, as measured by spread to swap, was achieved through the financial year.
Maintenance of capital ratio	TCV's Prudential Supervision Policy requires that TCV maintains a minimum capital ratio of at least 8% and where practicable, greater than 10%. Through the financial year TCV complied with this requirement.
Financial performance targets	As highlighted in the Report of the Chairman and Managing Director, TCV recorded a loss for the financial year, for the first time in its history. As a result, TCV did not reach its 2007-08 financial performance targets.
Portfolio growth	TCV measures growth in its operations by observing changes in: <ul style="list-style-type: none"> <li>• Participating Authorities - at 30 June 2008, the number of state and public authorities which have been accepted by TCV as Participating Authorities was 84 (2007: 81);</li> <li>• Client loans - at 30 June 2008, the number of state and public authorities with borrowings was 44 (2007: 40);</li> <li>• Lending Growth - at 30 June 2008 loans to Participating Authorities were \$A11.8 billion, (2007: \$A10.1 billion).</li> <li>• Client Deposits - at 30 June 2008, the number of state and public authorities which held deposits with TCV was 116 (2007: 105); and</li> <li>• Deposit volumes - at 30 June 2008, deposits sourced from Participating Authorities totalled \$A7.0 billion (2007 \$A3.6 billion).</li> </ul>
Provision of financing advice to Partnership Victoria projects	An important advisory service offered by TCV is the provision of financing advice to projects procured by the State under Partnership Victoria guidelines. Over the 2007-08 year, TCV was involved in every project, achieving its objective.
Client satisfaction	Client satisfaction remains at high levels. This indicator is formally measured bi-annually through a client survey, due to be undertaken again in October 2008.
Employee capability	The combined knowledge of TCV's employees represents a considerable corporate investment. TCV measures its ability to maintain that investment through training and succession planning. TCV successfully maintained its human resource capabilities throughout the year.
Employee engagement	TCV measures employee engagement, as an indicator of a healthy organisational culture, through data gathered in an annual staff survey. The 2007-08 survey showed continued improvement in this measure.

TCV is not a direct part of these strategies but indirectly participates by giving financing advice and provision of finance to the relevant government entities.

As detailed above the primary outcomes were achieved for the year.

TCV is a financial institution to the state and state entities providing finance, cash management and financing advice. Contact with the entities is on a wholesale financial markets basis and there is not contact with the general public. Organisational priorities and direction are managed by the independent Board of Directors in conjunction with the Treasurer and in accordance with the Treasury Corporation Victoria Act (1992).

### Victorian Funds Management Corporation

The five main outcomes achieved for 2007-08:

- adoption of governance principles based on global best practice; in particular, the adoption of a delegation framework designed to empower management to make real time investment decisions; the signing of the *UN Principles of Responsible Investment*. These principles are designed broadly to encourage the integration and analysis of environmental, social and corporate governance characteristics in the context of risk for investee companies. (Clients include TAC, VWA, VMIA and ESSS);
- client portfolios have been fully transitioned to new strategic asset allocations reflecting their underlying liabilities (Clients include TAC, VWA, VMIA and ESSS);
- the in-house management blue print has been established with 20% of funds under management in-sourced by 30 June 2008 (Clients include TAC, VWA, VMIA and ESSS); and
- successfully installed SimCorp Dimension as the core Portfolio Management System to provide critical investment management and middle office functionality across multiple asset classes and security types (Clients include TAC, VWA, VMIA and ESSS).

### Victorian Managed Insurance Authority

Planned Outcome	Description of outcome achieved	Qualitative / Quantitative data	Other Agencies involved	Relationship to major gov't strategy
Clinical Trials Research Agreements	The VMIA in collaboration with interstate health departments and industry agencies developed a set of uniformly accepted standard Clinical Trial Research Agreements (CTRA).	Positive feedback from the research community and interstate agencies. Agreements presented to National Health & Medical Research Council.	DHS Multiple Victorian research entities and Interstate Agencies.	None
Risk Management Guidelines	Web based risk management guidelines, tools and enablers for government agencies.	Several hundred hits on the website, with positive comments from reviewers.	Agency involvement included SSA, DTF, DPC, DEECD, DHS, DIIRD, DoJ, DoT, DPI, TAC, VWA, VicRoads, Vic Police.	None
RFQR	Assessment and benchmarking of 69 risk management frameworks across VPS and 'Public Non Financial Corp' (PNFCs).	Sector benchmark data and performance against AS/NZ 4360 standard.	Government Depts, Statutory Authorities, Public Hospitals, Community Service Organisations and PNFCs.	None
Training Program & Attestation Support	Delivery of risk management and insurance through our training essentials series.	During 2008 the VMIA ran 110 training programs for in excess of 2000 client participants.	Service providers and all client agencies attending courses.	None
Insurance Program	Comprehensive insurance program across all classes of general insurance excluding terrorism for departments and agencies.		All government sector agencies including S25A approved entities.	None
Business Continuity Management (BCM)	Co-funding for development of BCM for State Library and Vic Forests and Dairy Foods Victoria. These three projects led to the development of BCM guidelines and training.	Positive feedback from clients on success of the project.  82 participants over VMIA's three BCM forums held in 2008 with 86% satisfaction reported.	State Library of Victoria Vic Forests Dairy Foods Victoria	None

### Victorian WorkCover Authority

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Improved workplace health and safety measured by a reduction in claims per 1000 workers reduced to 10.6.	Claims per 1000 workers reduced to 11.1.	Lowest injury rate in Australia; lowest number of fatalities in a single year on record; and significantly lower than the previous year.	Victoria Police & emergency services Other state OHS organisations (via eg HaSPA, Senior OHS Roundtable).	10 year National OHS strategy 2002 (Australian Safety and Compensation Council formally NOHSC).
2. Improved sustainable return to work measured by 76.9% of injured workers at work 14-19 months post injury reported.	78.3% of injured workers at work 14-19 months post injury reported.	2.5% increase on 2006/07 level of 75.8%.	Transport Accident Commission (via Health Services Group joint RTW focus).	
3. Client satisfaction increased to 83.9%.	Client satisfaction at 84.3%.	Highest level of employer and injured worker satisfaction on record.	Transport Accident Commission (via Community Integration Program).	
4. Long term scheme viability ensured with \$200m actuarial release.	\$511m actuarial release.	Improved scheme management.	VFMC.	Prudential Supervision and Performance Measurement Framework.
5. Breakeven premium rate of 1.34%.	Breakeven premium rate of 1.27%.	Average premiums reduced by 5%.	VFMC.	Government commitment to provide a fairer simpler and affordable premium.

### Yarra Valley Water Limited

Planned outcome to be achieved in 2007-08	Description of actual outcome achieved in 2007-08	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
<b>Customer</b>				
Northern Sewerage Project (NSP) - Commence Stages 1 and 2 of the NSP. The NSP is an essential investment in infrastructure that is critical to servicing customers in Melbourne's growing northern suburbs and protecting the health of our waterways.	Yarra Valley Water commenced its section of the two-stage project in September 2007. This involves the construction of a 4.5 kilometre long deep-tunnelled sewer.		Melbourne Water	Melbourne 2030 (2002)

<b>Planned outcome to be achieved in 2007-08</b>	<b>Description of actual outcome achieved in 2007-08</b>	<b>Quantitative or qualitative data to demonstrate outcome</b>	<b>Other agencies involved</b>	<b>Relationship to major government strategy</b>
<b>Environment</b>				
Water Conservation – Showerhead exchange program to reduce water consumption of Yarra Valley Water's customers.	Our free showerhead exchange program saw customers exchange 46,607 old showerheads for new, water-efficient ones, and a major milestone was met with Yarra Valley Water's exchange of more than 80,000 showerheads since the programs inception last year.	In 22007/08: 46,607 showerheads exchanged. Residential water consumption fell from fell from 189 to 164 litres per person per day.		<i>Our Water, Our Future (2004)</i>
Brushy Creek Sewerage Treatment Plant (STP) – Upgrade to Brushy Creek STP to provide Class A recycled water available to customers.	Commenced production of Class A recycled water and provided this to councils at no charge for watering sports grounds and public facilities over the 2007/08 summer.	Yarra Valley Water delivered the project in just 4 months, compared to the 18 months that it would normally take to complete a project of this size and complexity.		
<b>Efficiency</b>				
The Victorian Competition and Efficiency Commission (VCEC) Review – participate in the VCEC review of the Melbourne retail water industry.	Yarra Valley Water recognised by VCEC as having decreasing operating costs for the period 1995/96 to 2006/07 and that we are the lowest cost water retailer in Melbourne.	Independent financial analysis of Melbourne's water retailers.		
<b>Culture</b>				
Organisational Change – Implementation of a new structure.	Yarra Valley Water implemented its new structure, enhancing business operations and creating additional opportunities for promotion and development of staff within the organisation.	Opportunities were created for promotion and development within the organisation. A new General Manager position and several new divisional manager positions were created, all of which were filled by internal candidates.		

## APPENDIX 2: Departmental Critical future priorities

### 2.1 Introduction

The Committee gave departments the opportunity to outline the approaches that have been undertaken during 2007-08 to address the following critical future priorities for the Victorian public sector as identified by the State Services Authority.

1. engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies;
2. preparing to meet workforce planning challenges (including developing leadership skills and capabilities);
3. building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective;
4. developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens;
5. supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives;
6. developing systems and skills to work effectively with the private and non-profit sectors; and
7. fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty.

A summary and evaluation of the responses is contained within Chapter 11 of this report. This appendix is simply a record of the responses received from departments.

### 2.2 Department of Education and Early Childhood Development

#### ***Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies***

Children's Services Coordination Board has been established to:

- review annually and report to the Minister for Children and Early Childhood Development and the Minister for Community Services on the outcomes of the Government's actions in relation to children, particularly the most vulnerable children in the community; and
- monitor administrative arrangements to support co-ordination of the Government's actions relating to children at local and regional levels.

Secretaries' Committee for Education & Training has been established to:

- identify how the role of the Departments of Education and Early Childhood Development; Innovation, Industry and Regional Development; and Planning and Community Development fit into the Government's overarching education and training policy framework; and
- consider policy issues where they overlap between the responsibilities of each Department.



Joint Departments of Education and Early Childhood Development & Human Services Executive Meeting has been established to:

- consider the joint activities of the Departments;
- liaise on cross-departmental responsibilities; and
- facilitate cooperation and resolve issues, particularly in relation to the health, development and wellbeing of Victorian's children and young people.

### ***Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)***

The Department continued to implement the reform strategies outlined in the 2003 Blueprint for Government Schools. The Blueprint provides a framework for a highly effective government school system including a focus on building the skills of the education workforce to enhance the teaching and learning relationship and the capacity of school leaders.

Significant progress was made in the implementation of 2003 Blueprint initiatives in 2007–08, including implementation of a suite of 19 leadership professional learning programs provided for government schools to meet the development needs of principals and teachers at different career stages and in different contexts.

The overall goal of the Early Childhood workforce initiatives is to increase the quality of early childhood programs by increasing the supply of qualified staff and to improve the skills and qualifications of early childhood education and care workers.

Two schemes – the *Early Childhood Teaching Scholarship Scheme* and the *Incentives for Early Childhood Teachers in Long Day-Care Scheme* – were introduced to encourage diploma-qualified staff to undertake a degree in early childhood education and to encourage recent early childhood teaching graduates to take up employment in long day-care settings.

### ***Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens***

The Blueprint for Education and Early Childhood Development was released on 2 September 2008. It sets out actions in twenty areas to improve the education, development and wellbeing of all Victorian children and young people over the next five years and builds on the substantial progress and achievements made by Victoria to date. The Blueprint aims to improve the quality of outcomes for children and young people and has been developed in the context of the Government's goal to build a cohesive system to foster children's development and support families in their parenting. Such a system will also ensure smooth transitions through each phase of early development and school education.

The consultation process for the development of the Blueprint began in April 2008 and included:

- release of discussion papers as the basis for consultation with parents, early years staff and the wider early years community;
- establishment of a dedicated Blueprint website which generated over 40,000 page hits;
- a summit with 283 attendees, public forums in Traralgon, Geelong, Dingley and Moonee Ponds (almost 700 attendees), and stakeholder roundtable discussions attended by over 100 representatives of unions, experts and academics, business and other key stakeholder groups; and
- Extensive feedback provided by local and international experts.

The final Blueprint incorporates a strong reform agenda built around system improvement, workforce reform and partnerships with parents and communities.

- Developing systems and skills to work effectively with the private and non-profit sectors.

The Victorian Schools Plan is the Government's ten year plan to transform State education by funding the rebuilding, renovation or extension of every Victorian government school. In December 2007 the Premier announced that Victoria would seek to deliver a number of new schools in growth areas of Melbourne through a Public-Private Partnership (PPP). A PPP will deliver new schools with the best possible learning environments for students, promote community use of school facilities and free up teachers' time to focus on teaching. The use of a PPP to build new schools will complement existing procurement methods, not replace them.

### ***Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty***

The Department continued to build the skills of the education workforce to enhance the teaching-learning relationship by delivering a suite of leadership professional learning programs for government schools. Programs are targeted to meet the development needs of principals and teachers at different stages of their careers and in different contexts.

## **2.3 Department of Human Services**

<b>Critical future priorities for the Victorian public sector</b>	<b>Action taken by your organisation in 2007-08</b>
<p>1. Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies</p>	<p><i>Health &amp; Aged Care</i></p> <p>The Victorian and Australian Governments are working together to improve access to community care services for older Victorians, younger people with disabilities, their carers, through Access Points Demonstration Projects. In Victoria the Access Points Demonstration Project is known under the service name of <a href="#">Direct2Care</a>. Two demonstration projects are planned for Victoria, with one operational in Eastern Metro Region and a second to commence operations in Grampians Region later in 2008.</p> <p>Elder Abuse Prevention - The Victorian Government elder abuse policy requires a multi department and multi sector response. The Aged Care Branch works cooperatively with other government departments to ensure the planning and implementation of a range of initiatives to address elder abuse are common and consistent.</p> <p>One such initiative was to review the 1995 DHS guide. The rewritten <i>With Respect to Age 2008</i> are practice guidelines for health services and community agencies dealing with elder abuse. The process required alignment with multiple government departments and other key stakeholders, as well immersing the subject in a contemporary national and international context.</p> <p>The guide will be supported by information sessions early in 2009, targeting multiple health and community sectors and service types (including Commonwealth Government programs and private providers). The sessions will provide direction to funded providers, strengthening their confidence and capacity to respond in a common manner to suspicion of, or incidents of, elder abuse. Interagency cooperation at the local level is a strong element of the response model.</p> <p>'Go for your life' whole of government coordination delivered by Portfolio Services and Strategic Projects. Complex governance structure engages widely across government and NGO-sector, as well as academics.</p> <p>A cross divisional working group with representatives from Housing and Community Building and Mental Health and Drugs divisions has been established to develop joint programs and responses that lead to improved outcomes for consumers with mental illness who are homeless or at risk of homelessness.</p> <p>The Multiple and Complex Needs Initiative (MACNI) is an intensive, integrated service response targeting the most serious cases of individuals over 16 years with multiple and complex needs. It provides a holistic assessment and care plan, and coordinated service response.</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<p><i>Community Services</i></p> <p>Active involvement in the National Child Protection Framework which will address the complex issues that cut across jurisdictions and improve coordination and connection across various part of the current system.</p> <p>The Development of “Improving Outcomes For Young Adult Offenders - A Framework For The Rehabilitation And Reintegration Of Young Adult Offenders 2008-2012” provides DHS and DOJ with a consistent management framework for offenders aged 18-21.</p> <p>In meeting the needs of the extremely complex children, youth and families, the following initiatives were adopted or maintained during the year:</p> <ul style="list-style-type: none"> <li>• the Partnering Agreement between DHS and DEECD for School Attendance and Engagement of Children and Young People in Out of Home Care;</li> <li>• arrangements negotiated with General Practice Victoria for undertaking Initial Health Assessments for children coming into out of home care;</li> <li>• roll-out of consortia based Child FIRST integrated family services to provide family services to support vulnerable children in families with complex needs;</li> <li>• cross-program and inter-departmental cooperation to designate children in out of home care as a priority target group within the Victorian Immunisation Strategy 2009-2012 and also give them priority access for DEECD funded Early Childhood Intervention Services, and Public Health funded Dental Services;</li> <li>• prioritisation of access for child protection and family services clients to community health services implementing part of the “Towards a Demand Management Framework for Community Health Services”;</li> <li>• families and Parents with a Mental Illness (FaPMI) initiative between Mental Health Services and Child Protection and Family Services programs whereby adult mental health worker coordinators are now located with Child FIRST family services in all 8 DHS regions; and</li> <li>• joint CPP&amp;FS and Office of Housing Leaving Care Housing and Support initiative integrating accommodation and post care support for young people 16-21 exiting OOH.</li> </ul> <p><i>Disability Services</i></p> <p>The Disability Services program contributes to a range of inter-departmental and intra-departmental committees, including the Multiple and Complex Needs Initiative.</p> <p>In addition, in 2007-08 the Division contributed to a whole-of-government review of Disability Services.</p> <p>The review examined services provided to people with a disability in the Disability Services Division (DHS), Early Childhood Development, and the Education system (DEECD), access to the broader community (DPCD) and the Justice system (DOJ).</p> <p><i>Housing</i></p> <p>A Neighbourhood Renewal (NR) mainstreaming strategy was developed to ensure that the benefits of the initiative endure beyond the term of the program, by embedding the elements of NR, into the core business of state and local governments. By June 2008, mainstreaming plans were in place in local councils in 15 NR areas. This initiative involves engaging across jurisdictions and portfolios to response to place-based disadvantage.</p>
<p>2.Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)</p>	<p>The DHS People Strategy was launched in July 2007 and provides a framework for change that aims to transform leadership and people management across the department. The People Strategy is renewing the department’s commitment to valuing and respecting its people, building their skills and capabilities and integrating people management and leadership and will enable the department to attract the best people to the organisation, to develop, support and retain them. It will help position the department as an employer of choice to meet future workforce supply and demand, as well as provide a more integrated approach to leadership and people management.</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<p>The goals of the strategy are:</p> <ul style="list-style-type: none"> <li>• a sustainable workforce;</li> <li>• high-performing, well managed people; and</li> <li>• an efficient and effective workplace.</li> </ul> <p><i>Health &amp; Aged Care</i></p> <p>The department has contributed to the establishment of the John Richards Initiative at La Trobe University. A Professor has been appointed to lead research through the initiative, with a particular focus on workforce issues in rural aged care services. This complements considerable collaborative investigative and development work already being carried out.</p> <p>Workforce Development Project: BBV/sexual health underway. Mapping commenced of current workforce development activities available to the BBV and sexual health workforce, including volunteers and the generalist workforce eg housing, mental health and aged care workers. Needs analysis being conducted to better inform future planning, priority setting and policy development for workforce development initiatives.</p> <p><i>Community Services</i></p> <p>In 2007-08, scoping work commenced on developing a Youth Justice Workforce strategy to undertake the following:</p> <ul style="list-style-type: none"> <li>• workforce analysis</li> <li>• forecasting / Gap analysis</li> <li>• planning / Strategy development</li> <li>• implementation</li> <li>• monitoring &amp; evaluation</li> </ul> <p>This work will include the development of a Youth Justice specific capability framework.</p> <p>Child Protection services nationally and internationally are faced with the challenge of recruiting, developing and retaining skilled and experienced staff. Initiatives implemented in 2007-08 include:</p> <p>Attraction:</p> <ul style="list-style-type: none"> <li>• strengthened partnerships with universities and colleges;</li> <li>• growth in the student placement program; and</li> <li>• annual Child Protection Career Open Days.</li> </ul> <p>Recruitment:</p> <ul style="list-style-type: none"> <li>• successful implementation of an overseas recruitment campaign in the United Kingdom and Ireland (resulting in approximately 40 experienced social workers accepting offers of employment); and</li> <li>• continuation of the highly effective centralised recruitment of entry level child protection practitioners.</li> </ul> <p>Development:</p> <ul style="list-style-type: none"> <li>• the implementation of a public tender for a Graduate Certificate in Child and Family Practice and Graduate Diploma in Child and Family Practice Leadership.</li> <li>• development of a capability framework for all child protection staff to underpin all human resource and development activities.</li> <li>• a skills audit of front line child protection managers.</li> <li>• tailored professional development programs for front line managers.</li> <li>• design of a new 'learning journey' approach to professional training and development for all child protection staff.</li> </ul> <p>Capability framework:</p> <ul style="list-style-type: none"> <li>• development of a capability framework for all child protection staff to underpin all human resource and development activities.</li> </ul> <p>Leadership:</p> <ul style="list-style-type: none"> <li>• a skills audit of front line child protection managers; and</li> </ul>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<ul style="list-style-type: none"> <li>• tailored professional development programs for front line managers.</li> </ul> <p>Retention:</p> <ul style="list-style-type: none"> <li>• developed a cross regional and program approach to implementing strategic priorities for improved retention in child protection.</li> <li>• workforce data and monitoring:</li> <li>• developing improved workforce data collection and reporting processes to inform planning.</li> </ul> <p>CSIF funded the Community Services and Health Industry Training Board (CSHITB) to create a tool for competency based training and assessment. CSIF funded VCOSS to promote community sector careers particularly to students and mature aged workers. The Care to Make a Difference exhibition was staged in the City Square and is touring regionally. CSIF funding was added to create the Health and Community Services Careers website, expanding content to include community sector careers and broadening the target market from solely rural schools to metro schools and mature aged workers. CSIF funded work to develop for the Community Services sector a staff bank and Portable Long Service Leave scheme.</p> <p>The development of the Workforce planning and development strategy for the provision of support for people with a disability – 2008 – 2013 and beyond aims to ensure there is a skilled and qualified workforce into the future and position the workforce beyond 2013 with the intention of being able to support the personal outcomes and lifestyle aspirations of people with a disability.</p> <p>The strategy was developed in 2007-08, and released for public comment in August 2008. The plan is currently being finalised in preparation for release in early 2009.</p> <p>The Workforce Development and Learning Strategic Plan is currently being implemented across the department managed disability services area. This work has resulted in the number of staff who are either qualified or undertaking a Certificate IV in Disability Traineeship program increase from 52% in 2001 to almost 98% in 2008.</p> <p>In total, over 2000 disability services staff have undertaken training in the Quality Framework for Disability Services in Victoria from September 2007 - October 2008. Further learning and development will be provided through stage 3 of the learning and development strategy for the Quality Framework throughout 2009.</p> <p><i>Housing</i></p> <p>By strengthening the capacity of the workforce in the community housing, homelessness assistance and family violence services sectors, Housing &amp; Community Building seeks to improve homeless support standards. Work has commenced on the development of a comprehensive workforce strategy.</p>
<p>3. Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective</p>	<p><i>Health &amp; Aged Care</i></p> <p>Publication of <i>Your Hospitals Report</i>. Your Hospitals website provides information on hospital processes, treatment times, patient experience, preventing illness and health workforce.</p> <p><i>Community Services</i></p> <p>The effectiveness and therefore also the credibility of services provided in relation to meeting the needs of vulnerable children and families are strengthened by an ongoing quality assurance and quality improvement approach which includes a commitment to consultation, and the utilisation of client feedback including formal complaints mechanisms to improve our services. This approach is enhanced by other initiatives including:</p> <ul style="list-style-type: none"> <li>• the appointment of the Principal Child Protection Practitioner to undertake practice reviews and provide practice leadership;</li> <li>• appointment to regional Quality of Care managers in each region to monitor and review practice outcomes for Child Protection clients; and</li> <li>• ongoing collaborative work with the Office of the Child Safety Commissioner to</li> </ul>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<p>improve outcomes for vulnerable children including implementing recommendations of findings from Child Death Inquiries.</p> <p>A regular cycle of internal and (soon to commence) external audits of compliance by community service organisations providing placement and family services with new registration standards established under the recently enacted <i>Children, Youth and Families Act</i>.</p> <p>The implementation of the <i>Disability Act</i> enshrined in legislation that people with a disability have the same rights as other members of the community. The Act has a number of safeguards to protect the rights and health and well being of people with a disability including:</p> <p>The establishment of the Disability Services Commissioner, an independent statutory position, appointed by the Governor-in-council, who has broad and flexible discretion to consider, investigate and conciliate complaints.</p> <p>Creation of the Senior Practitioner to ensure people's rights are protected in relation to restrictive interventions and compulsory treatment.</p> <p><i>Housing</i></p> <p>The department, through its Housing &amp; Community Building division is committed to open and accountable delivery of services. Key policy information and program data is provided to the public regularly, including the public housing waiting list, and the Annual Summary of Housing Assistance Programs.</p>
<p>4. Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens</p>	<p><i>Health &amp; Aged Care</i></p> <p>Refer to response by health services. Hospital Boards are informed by Community Advisory Committees, which contain members of the public.</p> <p>The Personal Alert Victoria service was re-tendered during 2007-08 for a new 5-7 year period. The re-tender provides the opportunity to achieve economies of scale and to optimise individual and service outcomes.</p> <p>The HACC Active Service Model initiative is a quality improvement strategy that aims to increase the person centred and responsiveness of HACC services. Two key milestones in its development in 2007-08 were the hosting of the National Promoting Independence Forum on behalf of all States and Territories in February 2008 and the release of the discussion paper on the development of the HACC Active Service Model in May 2005.</p> <p><i>Community Services</i></p> <p>Almost all the services provided by the Children Youth and Families division are delivered sub-regionally to optimise economies of scale, inter-agency linkages within local communities and accessibility. In particular the Child FIRST family services, when fully rolled out in Feb 2009, will utilise 24 sub-regional catchments based on aggregations of LGAs that also combine to cover each DHS region. These catchments coincide with the sub-regional areas covered by Child Protection teams in most regions. The delivery of out of home care services is closely aligned with Child Protection teams even though particular providers may work across more than area. Service options and choice are promoted by funding a diverse range of community service organisations with differing specialisations to deliver placement services and family services in each region.</p> <p>Since the development of the State Disability Plan 2002-2012 there has been a progressive reorientation of Disability Services to maximise choice and control of disability supports by people with a disability and their families and carers.</p> <p>In 2007-08 the Government committed \$70 million over four years for additional individual support packages that will provide flexible support to enable people with a disability to live and participate in the community. The reorientation of disability services toward individual support packages is a deliberate reform to provide more responsive public services with greater personalisation and choice to citizens.</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<p><i>Housing</i></p> <p>Over the past year, the Victorian Government has been rolling out the Opening Doors initiative. This involves homelessness services banding together, pooling their resources and establishing clear homelessness access points out of existing services. These access points are linked to allied services such as mental health, drug and alcohol, youth and family violence services, as well as long-term community housing providers and public housing, offering access to the range of services a person experiencing homelessness might require, thereby increasing client choice.</p>
<p>5. Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives</p>	<p><i>Health &amp; Aged Care</i></p> <p>The establishment of the 'Life! Taking Action on Diabetes' community-based lifestyle behaviour change programs for 25,000 eligible Victorians to reduce their risk of developing type 2 diabetes.</p> <p>Refer to health services PAEC questionnaire responses.</p> <p><i>Community Services</i></p> <p>Most of the work undertaken across the Children Youth and Families division is based on ensuring that parents, families and communities are able to fulfil their responsibilities for the good care of children and young people. This includes the development of the Child FIRST family services to work with families to minimise the need for Child Protection involvement. When Child Protection intervention is required, the way of working is to engage the child's family in all the decision-making processes.</p> <p>This practice approach has been promoted in 2007-08 through development of best practice approaches such as Family Group Conferencing, Family Decision-Making. Where the decision is made to place children away from their parents, the first placement option considered is kinship care. In 2007-08, the number of children placed in kinship care exceeded those placed in unrelated foster care or residential care.</p> <p>Child protection, placement and family services practitioners are required to ensure that the children they work with have a say and are listened to about the things that affect them. This is being done via practice standards and the implementation of the Charter of rights for children in out of home care. Meaningful participation in decision-making processes during childhood develops individual responsibility.</p> <p>Since the development of the State Disability Plan 2002-2012 there has been a progressive reorientation of Disability Services to maximise choice and control of disability supports by people with a disability and their families and carers.</p> <p>In 2007-08 the Government committed \$70 million over four years for additional individual support packages that will provide flexible support to enable people with a disability to live and participate in the community. The reorientation of disability services toward individual support packages is a deliberate reform to support the development of citizens' individual responsibility to achieve better outcomes.</p> <p><i>Housing</i></p> <p>In May 2008, 26-week fixed rents for tenants were implemented. This means that if a tenant's income increases it will not affect their rent immediately, while provisions for tenants whose incomes decrease will be available.</p> <p>This provides an extra incentive to seek employment, by giving people up to 26 weeks reprieve before rents increase once a person has secured a job.</p>
<p>6. Developing systems and skills to work effectively with the private and non-profit sectors</p>	<p><i>Health &amp; Aged Care</i></p> <p>Refer to elective surgery contract service provision above.</p> <p>The Department of Human Services, community service organisations and proprietors of participating private-for-profit Supported Residential Services are working together to implement the Supporting Accommodation for Vulnerable Victorians Initiative (SAVVI).</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
	<p>This initiative provides financial assistance and support to improve the operating viability of the pension-level SRS sector in order to slow its decline and ensure a continuing supply of 2,000 supported accommodation beds for vulnerable people.</p> <p><i>Community Services</i></p> <p>The Youth Justice Service Delivery Model (YJSDM) has been developed to provide an integrated approach to the provision of intensive support and services to Youth Justice clients to complement the statutory case management undertaken by Youth Justice units. The model has been developed recognising that Youth Justice clients present with a range of complex and varied needs that require an individualised service response.</p> <p>Through new funding and partnership arrangements between Community Service Organisations, the YJSDM will provide a broad range of services to better meet the needs and deliver outcomes for Youth Justice clients at a regional and local level. The model commenced metropolitan operations in October 2008 and will be fully operational across Victoria from 1 January 2009.</p> <p>Services provided in relation to child protection, out of home care and family services involve working in partnership with the non-profit. Out of home care and family services are delivered by CSOs funded by DHS which involves the management of funding agreements and accountability requirements. Most DHS positions require high level skills for working with the sector as a condition of employment. These skills are reinforced and further developed via supervision, professional development and ongoing attention to the development of an effective organisational culture that expects collaboration with the sector. Formal structures for supporting our partnerships with the sector include:</p> <p>Child Protection, Placement and Family Services Strategy Group – a statewide group with membership from peak bodies, CSO representatives, DHS regions and central program, linked to Victorian Children’s Council and with representation on sub-committee -Implementation and Monitoring of CYFA 2005.</p> <p>Regional partnership structures convened by DHS with cross- agency representation.</p> <p>Statewide and regional Reference Groups which support virtually all significant projects, and many areas undergoing policy and program development.</p> <p>A key component in the introduction of the <i>Disability Act 2006</i> is the determination of standards for disability services and performance measures in relation to compliance with the standards.</p> <p>The Quality Framework for Disability Services in Victoria was implemented from 1 July 2007. The framework provides an overall measure of individual outcomes for people who are accessing disability services.</p> <p>As part of the Quality Framework for Disability Services in Victoria, new standards for Disability Services have been developed that shift the focus on support provider accountability from process to outcomes. The publication titled <i>Understanding the Quality Framework for Disability Services in Victoria (2007)</i> – a resource guide for disability service providers has been developed to assist service providers to understand the concepts and approaches central to the Quality Framework.</p> <p>The Workforce planning and development strategy also takes account of activity in other spheres of government and the community services sector. This includes the <i>Victorian Government’s Action Plan on Strengthening Community Organisations</i>, the Federal Government’s social inclusion agenda, the <i>Community Services and Health Industry Skills Council’s Community Services Training Package Review</i> and work pursued through the Commonwealth/State/Territory Disability Agreement (CSTDA).</p> <p><i>Housing</i></p> <p>Housing &amp; Community Building has developed a system to build an effective partnership with the not-for-profit housing sector to secure the viability of the social housing sector. In 2007-08, the Housing Registrar conducted registration rounds of not-for-profit housing organisations seeking to manage properties beyond December 2008. By 30 June, 2008, eight housing associations and four housing providers were registered.</p>



Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
<p>7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty</p>	<p><i>Health &amp; Aged Care</i>  DHS has a strategic approach to supporting safety and quality in public sector residential services. This approach is articulated through the Aged Care Branch Beyond Compliance Strategy.</p> <p><i>Community Services</i>  The promotion of high performance within a constantly changing environment is how the Children Youth and Families (CYF) division expects to function on an ongoing basis and this is built into a range of learning and development strategies for staff. The CYF division provides additional service specific support for regional staff and community sector organisations.</p> <p>As part of building workforce capacity the department also implements a range of professional development programs for disability services staff to respond effectively in a changing environment. These included in the 2007-08 financial year 1,036 training episodes for staff, of this figure, approximately:</p> <ul style="list-style-type: none"> <li>• 50% was core training (Induction, First Aid/CPR, Fire and emergency management, OH&amp;S, manual handling);</li> <li>• 18% was general training (Disability Act, working with justice clients, person centred planning, Quality Framework training);</li> <li>• 14% related to training staff in client health related issues (asthma, diabetes, epilepsy etc);</li> <li>• 10% was training related to supporting people with a disability who have 'behaviours of concern'; and</li> <li>• 7% was leadership and management training for staff with people management responsibility.</li> </ul> <p>The focus of this year's leadership program was around communication and performance management skills and included a recently developed induction program for newly appointed supervisors and managers and the implementation of an online Leadership Learning Needs Analysis based on the public sector leadership capability set.</p> <p><i>Housing</i>  The Housing &amp; Community Building division of the department has developed a Regional Housing Workforce Strategy to target the training and development of housing office managers, housing service staff and new starters.</p> <p>In addition, a <i>People Management Strategy</i> has been developed to address learning and development needs and change management amongst head office senior managers.</p>

## 2.4 Department of Innovation, Industry and Regional Development

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
1. Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies	<p>In November 2007, Citizen Access and Transformation (CA&amp;T) was incorporated into DIIRD. CA&amp;T works across government, focusing on transforming and simplifying citizens' experience when interacting with government agencies.</p> <p>Another example is the World Class Service whereby government at all levels collaborate to service the small business sector in providing appropriate regulatory advice and information.</p>
2. Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)	<p>Developed the <i>People Strategy 2008/09 – 2011/12</i>, with a major goal to "attract and engage a quality workforce". Implementation of the Strategy will commence shortly. Developed a <i>Recruitment Guide for Managers</i> to assist them in effective recruitment and selection techniques. The Guide will be marketed via a major promotional and training program for all DIIRD managers in 2009.</p> <p>Developed the <i>2007-08 DIIRD Learning and Development calendar</i> in consultation with DIIRD senior managers. The Calendar comprises several development programs aimed at addressing gaps in workforce skills.</p> <p>Conducted the DIIRD Mentoring Program with a record number of participants (62 pairs of mentors &amp; mentees). This Program is now one of the largest mentoring programs run by a state government department.</p> <p>Introduced the Accelerated Development Program for identified high-achieving and high-potential VPS5 and VPS6 staff to enhance leadership capability within the Department.</p> <p>Continued participation in external executive development programs (e.g. ANZSOG, Cranlana, Victorian Leadership Development Centre Executive Leadership Program).</p>
3. Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective	<p>A Citizen Engagement Framework – <i>Crafting the Dialogue Between Government and Citizen in the 21<sup>st</sup> century</i> was drafted and is being refined as a guiding set of principles for any subsequent pilot of online citizen engagement.</p> <p>Revised the DIIRD Internet site to provide more comprehensive information relevant to the Department, strengthening citizens' trust, making DIIRD activities more credible and effective.</p>
4. Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens	<p>An example of this is the World Class Service whereby government at all levels collaborates to service the small business sector in providing appropriate regulatory advice and information.</p>
5. Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives	<p>DIIRD promotes a range of incentives that help industry and small business, as per two examples, <i>Time to Thrive and Moving Forward</i>.</p>
6. Developing systems and skills to work effectively with the private and non-profit sectors	<p>Not Applicable</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty	As part of a high-performing public sector organisation, a number of Divisions within DIIRD conducted / arranged their own business-specific skills development programs that assist in responding effectively, e.g. export skills, evaluation, policy development and climate change

## 2.5 Department of Justice

### ***Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies***

The Department of Justice has been involved in a number of cross-jurisdictional and cross-Portfolio collaborations in 2007-08 to deal with challenging issues of community concern such as alcohol related harm and mental health issues.

During the year, the government established a cabinet sub-committee to investigate all issues relating to alcohol abuse and public safety. The Department provided advice to the committee on community education, best practice liquor licensing and enforcement and was a key contributor to *Restoring the Balance—Victoria’s Alcohol Action Plan 2008–2013* which was released in May 2008. The Plan included action to reduce alcohol-related violence and anti-social behaviour in, and around, licensed premises and thereby restore the balance between a vibrant nightlife and safety in public places.

Significant progress has also been made on various protocols between the Department of Human Services, Victoria Police and the Department of Justice to address gaps in the delivery of mental health services. Building on the *A Fairer Victoria* commitment to improve mental health services, the government recently agreed on priority directions for a Mental Health Reform Strategy. As part of this strategy the Department of Justice is working closely with the Department of Human Services to further investigate co-morbidity factors and develop a strategic approach that identifies and responds to indicators of potential criminality.

At the national level, Consumer Affairs Victoria has continued to champion a reform agenda in consumer protection. Consumer Affairs Victoria was actively involved in the Productivity Commission review into the national consumer protection framework, coordinating the Victorian Government’s three submissions to the review. The Productivity Commission drew heavily on these submissions in its final report. The Victorian Government has endorsed the continuing role of Consumer Affairs Victoria in protecting consumers and emphasise the need to have a state-based consumer protection agency to provide a filter for government proposals affecting consumers.

Consumers will benefit from increased protection under a Memorandum of Understanding (MOU) signed between Consumer Affairs Victoria (CAV) and the Australian Competition and Consumer Commission (ACCC). The memorandum sets out a framework for cooperation between the two agencies to serve consumers’ interests best and promote fair trading and competition across jurisdictions.

Consumer Affairs Victoria is leading a whole of government strategy to improve protections for residents of rooming houses, caravan parks, residential parks and student accommodation. Rooming houses play a crucial role in housing the vulnerable and disadvantaged. This year we set up an interdepartmental committee to coordinate the whole-of-government approach to rooming house issues. CAV administers the *Residential Tenancies Act 1997* and are the regulatory body in this arena. The Office of Housing has policy responsibility for the *Residential Tenancies Act 1997* and the *Health (Prescribed Accommodation) Regulations 2001* (HPA Regulations) under the *Health Act 1958*. CAV will continue to work closely with the Office of Housing and local government to achieve better outcomes.

Consumer Affairs Victoria joined forces with the Building Commission to create an advice and dispute resolution service for consumers in their dealings with the domestic building industry. Building Advice and Conciliation Victoria (BACV) combines conciliators from Consumer Affairs Victoria with technical experts from the building commission to resolve disputes before they escalate. The timeliness of outcomes has been expedited through the introduction of innovative all parties to and assisting with the dispute meeting on site to clarify matters and directly address resolution of disputes.

Consumer Affairs Victoria funds various agencies to deliver specific consumer projects or services, usually to vulnerable or disadvantaged consumers who need targeted help. These funded agencies include the Peninsula Community Legal Centre, Housing for the Aged Action Group, Tenants Union of Victoria, Consumer Action Law Centre, Residents of Retirement Villages of Victoria, Consumer Utilities Advocacy Centre and Community Information Victoria Incorporated.

### ***Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)***

In 2007-08, the Department of Justice continued to provide corporate training through its learning service, which targets competencies needed for effective and productive contributions to the work of the Department. Justice subscribes to the VPS Leadership Framework developed by the recently established Victorian Leadership Development Centre (VLDC). A number of external leadership development programs have been identified to meet the needs of our senior and emerging leaders and a new coaching program was developed to support leaders at all levels within Justice.

Attraction and retention of the right staff is becoming increasingly important. The Department has been trialling new approaches to recruitment in order to attract high quality staff and meet the Department's objective of modernizing and broadening the capabilities of its workforce. For example, in 2007-08 the Department developed a new approach to recruit and overhauled the way it recruits Sheriff's Officers. Sheriff Officers today need to possess the right combination of human qualities, like problem solving, firmness, sensitivity and empathy.

The Department is an equal opportunity employer that values and actively supports a diverse workforce. For example, the *Koori Recruitment and Career Development Strategy* aims to increase the number of indigenous people employed across all areas and all levels of the Justice Portfolio. Recruitment strategies and workplace support networks are also in place for people with a disability and people from non- English speaking backgrounds.

### ***Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective***

Community confidence in justice institutions is being fostered in a number of ways. A major project has been underway in the Department since 2004 to review gambling licenses arrangements for the period beyond 2012, culminating in the April 2008 announcement of changes to the structure of the gambling industry in Victoria. The integrity and probity of the licence review processes has been overseen by an independent review panel.

There is ongoing work to ensure people in need can access legal aid (especially in the criminal and child protection fields but also in civil matters) and recent reforms provide for victim centred justice. These include enhanced victims assistance and counselling services, new support services for victims of sexual assault and the establishment of Victoria's Child Witness Service, launched in September 2007.

A network of ten Local Aboriginal Justice Action Committees has been established as a grass roots extension to the Regional Aboriginal Justice Committees to develop closer relationships and build trust with local indigenous communities currently experiencing poor justice outcomes. Community input has been sought via the Sentencing Advisory Council and the Victorian Law Reform Commission to a wide range of sentencing and law reform issues this year, including reviews of family violence sentences, suspended sentences, penalties for negligently causing serious injury and new child homicide legislation.

To assure the community of protection from high security offenders, a new highly secure and state-of-the-art 'prison in a prison' was officially opened at Barwon prison in August 2007. The self-contained Melaleuca unit manages Victoria's most violent prisoners and those who need a higher level of protection such as witnesses in the gangland court cases.

### ***Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens***

The Department of Justice is developing more responsive public services through greater focus on regions, community outreach and online service delivery.

In recent years, the Department of Justice has improved its responsiveness to differing community issues through its network of regional co-ordinators and participation in the government's regional management forums. In addition, the co-location of services at four new Justice Service Centres opened this year is offering greater flexibility in addressing local client needs. The department is now in the process of adopting a regional management structure to oversee and enhance the delivery of services across the state. This will align Justice with other State Government Departments and further facilitate 'joined up' service delivery.

The Department continues to develop its outreach services taking information to people who would not normally visit justice service centres or regional offices. For example, during 2007–08, the justice bus travelled more than 3000 kilometres visiting 12 towns (Kyabram, Tatura, Euroa, Violet Town, Shepparton, Yarrawonga, Mansfield, Alexandra, Kilmore, Broadford, Geelong and Mildura).

Consumer Affairs Online and Victorian Courts Online offer citizens accessible and tailored consumer and legal information and assistance, while the Victorian Registry of Births, Deaths and Marriages has a variety of online products and services that commemorate significant life events of all Victorians.

### ***Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives***

Incentives are used in a number of different contexts within justice. A range of problem solving approaches to persistent offending are used to divert offenders out of the criminal justice system. For example, full compliance with drug and alcohol problems may lead to lesser charges or reduced sentences. Good driver and designated driver programs are promoting responsible conduct on our roads, while the 'Fairer and Firmer' infringements campaign offers incentives to pay fines, such as instalment plans. The Attorney General's Justice Statement 2, released in October 2008, outlines better approaches to the management of civil disputes, including stronger incentives for early resolution of disputes and sanctions for delay. In the field of emergency services, incentives are used to encourage volunteerism and promote preparedness for emergencies.

***Developing systems and skills to work effectively with the private and non-profit sectors***

The County Court of Victoria and two of Victoria's prisons, Port Phillip Prison and Fulham Correctional Centre, are operated under public/private partnership arrangements with a focus on value for money and optimal risk allocation between the two sectors. The Department continues to refine systems and skills for managing outsourced services such as courts, prison and victims services and the TCS/IMES contract for processing of road safety infringements.

***Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty***

The Department of Justice recognises the importance of responding rapidly to critical, complex, cross-portfolio issues that require a 'joined-up' approach. Situations requiring a rapid response are increasingly the norm for government. While an organisation's structure is acknowledged as an important element of its ability to be 'agile' and 'adaptive', elements such as leadership, culture and organisational practice are also significant. The Department is currently considering the best ways to foster agility in the Justice context. Over the course of the 2007-08, the Department has dealt with a raft of complex and high profile policy issues, delivered on major social reforms and responded effectively to emergencies, including severe storms and another intense bush fire season.

***Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective.***

Consumer Affairs Victoria, Aboriginal Affairs Victoria, and the Office of the Registrar of Indigenous Corporations are working together to deliver a Governance Training Program to Indigenous-controlled community organisations in Victoria.

Most of the organisations that attend the training are incorporated associations or co-operatives. In 2007-08, we held three-day workshops in Lakes Entrance in September 2007, Melbourne in November 2007, Hamilton in March 2008 and Melbourne in May 2008. As a result of the program, more Indigenous community organisations have been contacting us for advice, help in resolving disputes, and for reviews of their constitutions.

## 2.6 Department of Planning and Community Development

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
<p>1. Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies</p>	<p><b>Family Violence Prevention Activity:</b> The Office of Women’s Policy continues to lead whole-of-government family violence prevention activity. Government has worked closely with the community to reform the service system responding to violence against women. The Family Violence State-wide Advisory Committee and the State-wide Advisory Committee to Prevent Sexual Assault provide advice to Government on all aspects of service reform.</p> <p><b>Family Violence Reform Strategy:</b> \$75 million has been committed since 2005 to reform and integrate system responses to family violence.</p> <p><b>Sexual Assault Reform Package:</b> \$39 million committed since 2006 to strengthen and improve the system response to sexual assault.</p> <p><b>Disability Action Plans</b> In 2007-08, the Office for Disability supported all ten government departments and 32 statutory authorities in the development and implementation of Disability Action Plans (DAPs). DAPs are seen as one of the most effective vehicles for organisations to improve access to goods and services, as well as improving employment opportunities for people with disabilities. DAPs do this by systematically addressing physical, technological and attitudinal barriers.</p> <p>A number of training sessions were held and two guides were published and circulated at these sessions. The first guide- ‘<i>aDAPting to disability-A guide to disability action plans in Victoria</i>’- provides information on face-to-face and written communication, as well as how to set up accessible consultations with people with a disability.</p> <p><b>The Office of Senior Victorians</b> is actively represented on many interdepartmental committees addressing community needs, particularly in relation to seniors.</p> <p><b>The Youth Affairs Interdepartmental Committee</b> continued to be the predominant mechanism to co-ordinate reporting of actions under Future directions. All relevant portfolios were actively engaged.</p> <p><b>Melbourne 2030</b> engaged the expertise of all appropriate stakeholders and co-producers in 2007-08 in consultation, delivery and review. These included other agencies, peak bodies, local government, developers and not-for-profit organisations,</p>
<p>2. Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)</p>	<p><b>DPCD Capability Framework:</b> DPCD has developed a Capability Framework for VPS employees and Executive Officers to describe and develop the capabilities required by DPCD now and in the future. The Capability Framework defines the behavioural capabilities, specialist knowledge areas and personal qualities required by DPCD staff to perform effectively in all roles across the Department.</p> <p>The Capability Framework has improved workforce planning governance and capability by providing a common platform for recruitment, performance management, career planning, learning and development and organisational development in DPCD.</p> <p>For example the performance management system includes a new section on business and career planning which enables staff to gain an understanding of the business unit goals and how their role and career aspirations fit within the context of the business.</p>

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
<p>3. Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective</p>	<p><b>The Officer of Women's Policy</b> continues to actively work on increasing women's representation on government boards and committees to 40% through the Diversity Register and the Women's Register.</p> <p><b>The Victorian Disability Advisory Council (VDAC)</b> operates in accordance with the <i>Disability Act 2006</i> which came into effect on 1 July 2007. Comprised solely of people with disabilities or parents of children with disabilities, VDAC aims to reflect the disability sector and in turn, build trust in public institutions and initiatives being developed across government.</p> <p>Specifically VDAC provides advice to the Minister for Community Services in the following areas: whole of government policy directions; strategic planning and the implementation of initiatives for persons with a disability; raising community awareness of the rights of persons with a disability and; monitoring the implementation of strategies for promoting inclusion and participation in the community of persons with a disability. The Council works with local and national community and government advisory councils to create opportunities for all Victorians with disabilities. The Office for Disability supports VDAC in many of its endeavours.</p>
<p>4. Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens</p>	<p><b>Youthcentral</b> continued to lead the way in engagement of young Victorians using WWW technology to offer information and engagement opportunities.</p>
<p>5. Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives</p>	<p><b>The Officer of Women's Policy Centenary of Suffrage Grants:</b> Funding of \$354,700 to more than 50 community groups and organisations has been provided to organise projects and events that explore and celebrate the centenary of women's suffrage.</p>
<p>6. Developing systems and skills to work effectively with the private and non-profit sectors</p>	<p>The establishment of the new department provided the opportunity to review all structures, systems, practices and relationships to meet the goal of the new organisation.</p>
<p>7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty</p>	<p>The establishment of the new department provided the opportunity to review all structures, systems, practices and relationships to meet the goal of the new organisation. The new department was operationalised very quickly to support the new direction. The learnings from this period are now informing change management practices across the organisation.</p>



## 2.7 Department of Premier and Cabinet

***Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies.***

### ***Engaging across jurisdictions***

Many whole of Victorian Government innovations have fed into inter-jurisdictional forums as a result of the Premier's leadership of national reform. Likewise, many interjurisdictional forums require coordination across the Victorian Government. Highlights from DPC's engagement across jurisdictions in 2007-08 include:

- Council for the Australian Federation;
- Council of Australian Governments;
- Murray-Darling Basin (MDB) Water Reform Package;
- Garnaut Review;
- 2008 NSW-Victoria Senior Officials' Cross-Border Issues Meeting;
- Treaties: DPC is Victoria's representative on the Commonwealth-State-Territory Standing Committee on Treaties (SCOT), the mechanism for Commonwealth/State consultation on international treaties and United Nations declarations;
- Mutual Recognition: DPC represents Victoria on the Cross Jurisdictional Review Forum and has co-ordinated Victoria's contributions to the ongoing *2008 Productivity Commission Review of the Mutual Recognition Agreement (MRA)* and *Trans-Tasman Mutual Recognition Arrangement (TTMRA)*;
- National Identity Security Strategy: DPC officials sit on the National Identity Security Coordination Group (NISCG), the inter-jurisdictional body set up to oversee implementation of the National Identity Security Strategy (NISS);
- National Licensing System: Work is also being undertaken through the Business Competition and Regulation Working Group of COAG focusing on 27 "hotspots" for regulatory reform. See: <<[http://www.coag.gov.au/coag\\_meeting\\_outcomes/2008-03-26/index.cfm](http://www.coag.gov.au/coag_meeting_outcomes/2008-03-26/index.cfm)>>; and
- Cabinet and Cabinet Committees: DPC manages the Cabinet and Cabinet Committee process. Whole of Government submissions and responses are considered by Cabinet. All major initiatives undertaken by the Victorian Government with interjurisdictional implications are considered by Cabinet or one of its Sub Committees, for example Victoria's position at COAG.

### ***Engaging across portfolio structures***

One of the key roles of the Department is to advise the Premier on matters affecting the Victorian Government as a whole. This involves developing and leading whole of Government initiatives that aim to ensure effective outcomes for all Victorians.

The Office of Climate Change, DPC is responsible for whole of government policy and strategy, focusing on longer term issues and the economic, environmental and social impacts of climate change. It brings together the interests of multiple portfolios including Energy and Resources, Agriculture, Small Business, Water, Environment and Climate Change and Industry and Trade.

The Office also leads inter-jurisdictional policy development through the COAG Climate Change and Water Working Group.

Other examples of DPC engaging across portfolio structures include:

- The Ministerial Taskforce on Aboriginal Affairs (this work informs Victoria's positions in intergovernmental forums including the COAG indigenous reform Working Group);
- The A Fairer Victoria Interdepartmental Committee;
- The Not-for-Profit Action Plan Interdepartmental Committee;
- The Mental Health Reform Strategy; and
- Children's services co-ordination board.

### ***Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)***

DPC is reviewing its workforce planning policies.

### ***Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective.***

DPC has supported the Premier and Government to build and strengthen citizens' trust in public institutions by:

- coordinating and publishing the Victorian Government's first *Statement of Government Intentions*, outlining the major legislative initiatives for 2008. This initiative strengthens our democratic institutions by providing Victorians with the opportunity to participate in the consultation process on the Government's legislative agenda for the year;
- managing ten Community Cabinet visits;
- assisting the Department of Innovation Industry and Regional Development in publicly releasing quarterly reports, detailing the costs and benefits of Ministerial overseas travel for the 2007-08 financial year;
- providing advice to the Premier on the Government's reference to the Public Accounts and Estimates Committee *Inquiry into Strengthening Government and Parliamentary Accountability in Victoria*;
- supporting the project development for audio webcasting of all sessions of the Legislative Assembly and Legislative Council, including Question Time;
- providing advice to the Premier on the Government's introduction into Parliament of amendments to Freedom of Information legislation, that will implement reforms recommended by the Ombudsman;
- publishing the names of people who serve on Government boards, and the remuneration bands for public board appointees on the internet; and
- coordinating and developing a Climate Change Summit at Parliament House involving over one hundred delegates from various sectors, including local government, business and non-government organisations to discuss how Victorians can best meet the challenge of climate change. The Summit included an on-line forum, where community members could have their questions and comments answered by the Parliamentary Secretary for the Environment. Thousands of people watched the opening of the Summit on-line. In addition, around one hundred submissions, providing community views on the Government's Summit Paper, were received from individuals and organisations.

## **Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty**

A significant part of the efforts of the State Services Authority to promote professionalism and adaptability in the Victorian public sector in 2007-08 was its collaborative work with the State Coordination and Management Council (SC&MC) to design and implement the proposal to establish the Victorian Leadership Development Centre (VLDC). The VLDC aims to “*foster, across the Victorian public sector, a culture of leadership development to promote a sustainable, highly skilled, diverse and professional leadership capacity which consistently meets the needs of the Victorian Government and the community it serves.*”

DPC strongly supports challenging public sector programs like the Australia and New Zealand School of Government Executive Fellows Program and Executive Master of Public Administration. Other programs include offerings from Cranlana and the Williamson Foundation. Further, the DPC Secretary is a Fellow of the Institute of Public Administration Australia and has spoken publicly on numerous occasions on the issue of leadership in the public service.

DPC’s new Performance Development and Progressions Plan (PDP) and learning and development programs focus on professional and career development opportunities and support DPC’s leadership role in fostering agility across the sector.

## **2.8 Department of Primary Industries**

<b>Critical future priorities for the Victorian public sector</b>	<b>Action taken by your organisation in 2007-08</b>
1. Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies	<p>DPI are strengthening Whole-of-Government and National collaborations through initiatives such as:</p> <ul style="list-style-type: none"> <li>• playing a leadership role in the establishment of National Primary Industries Research Development and Extension Framework;</li> <li>• the release of the Whole-of-Government Future Farming Strategy; and</li> <li>• developing and securing funding for a range of Whole-of-Government Future Energy initiatives, as announced in the 2008-09 State Budget.</li> </ul> <p>This includes funding for continued membership of the Australian Cooperative Research Centre for Greenhouse Technologies (CO2CR).</p>
2. Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)	<p>DPI has implemented a leadership development framework to build and foster leadership skills and capabilities. To date, 480 supervisors/managers have attended.</p> <p>DPI has commenced assessing current and future capability requirements within the Department.</p>
3. Building and strengthening citizens’ trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective	<p>DPI are systematically reviewing our sectoral strategies in close consultation with key stakeholders and maintaining high standards of probity to achieve this goal.</p>

<b>Critical future priorities for the Victorian public sector</b>	<b>Action taken by your organisation in 2007-08</b>
<p>4. Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens</p>	<p>A major part of DPI's role is to be an agent of beneficial change, to address the large challenges and opportunities of the future. Initiatives implemented by the Department seek to complement, not compete with, the private sector. A key aim of the Department is to act where markets have failed or are likely to fail, and important public benefits are likely to arise. One example is the current review of our farm services, which seeks to segment our client base and target services to greater areas of impact without crowding our private providers.</p>
<p>5. Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives</p>	<p>The Future Farming Strategy commits government to moving from business welfare during drought to encouraging greater preparedness by farm businesses managing climate and market risks.</p> <p>The Victorian Energy Efficiency Target (VEET) provides incentives for households to contribute to climate change mitigation through more energy efficient appliances.</p>
<p>6. Developing systems and skills to work effectively with the private and non-profit sectors</p>	<p>DPI works in collaboration with a wide range of private companies in order to facilitate large capital projects and programs.</p> <p>In 2007-08, this included projects such as:</p> <ul style="list-style-type: none"> <li>• the facilitation of the \$750 million HRL clean coal development near Loy Yang, which was announced in July 2008; and</li> <li>• the development of a Biosciences Research Centre, which is being procured and delivered under the Victorian Government's <i>Partnership Victoria</i> policy.</li> </ul>
<p>7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty</p>	<p>DPI has commenced identifying a number of collaborative and innovative tools that enable agility amongst its workforce. This includes collaborative tools that allow for knowledge sharing across IT infrastructure. The continued support for the Young Professionals Network also encourages collaboration and networking among staff.</p> <p>We are also fostering innovation and collaboration through DPI conferences and a more rigorous and interactive framework for planning the investment of DPI's resources.</p>

## 2.9 Department of Sustainability and Environment

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
1. Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies	The Department continues to partner with other departments, government agencies and private industry (where appropriate) to ensure the community benefits from public policies. This is shown by the use of a number of Whole- of-Government initiatives, as reported in the State Budget Papers. One such example is the Premier's recent announcement of \$115m for drought affected communities, which provides funding to a number of departments to facilitate a multi-agency response. This includes funding to the Department for water rebates for irrigators and a drought employment package.
2. Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)	As per page 25 of the Department's <i>2007-08 Annual Report</i> , a strategic workforce planning framework was implemented in 2007-08. This framework addresses key workforce issues such as recruitment and retention, career planning and succession planning and focuses on new and innovative responses. The framework builds on, and compliments, the work of the SSA.
3. Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective	The Department is committed to open and transparent reporting and provides updates on outcomes and service delivery in a number of ways. This includes the Department's Annual Report and the Department's reporting in the Annual State Budget Papers. The Department also follows all requirements under the <i>Financial Management Act</i> , as well as any directions made by the Minister for Finance or the Department of Treasury and Finance, such as the Financial Management Compliance Framework.
4. Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens	The Department focuses on providing outcomes and services that are responsive to community needs and expectations. One way this is achieved across Government is via community consultation processes. For example, the Department is currently developing a Land and Biodiversity White Paper, due for release in 2009. This White Paper has been informed by extensive community consultation and over 360 written submissions. This process has provided an opportunity for Victorians to have input into the development of new policy approaches, which in turn allows the public service to be more responsive to community views.
5. Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives	The Department is supporting the community to achieve better outcomes in areas such as water management and climate change. The Department encourages the community to achieve better outcomes through a range of incentives and rebates. For example, rebates for the installation of rainwater tanks, free exchange of existing shower heads for efficient models, rebates for the installation of solar hot water systems, installation of dual fuel toilets and the retrofitting of Office of Housing accommodation and low-income housing to assist with the reduction of energy consumption.
6. Developing systems and skills to work effectively with the private and non-profit sectors	Many of the partners DSE undertakes its work with include private and not-for-profit sectors. For example DSE effectively undertakes a range of work with Catchment Management Authorities and Committees of Management to deliver policies or share responsibilities in caring for public land. DSE also incorporates the Arthur Rylah Institute for Environmental Research which partners with private industry to provide strategic research and management advice to answer key questions affecting ecologically sustainable land or water management and resource use policies.
7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty	The Department holds the key role in the management of bushfires on public land. As a result, the majority of Departmental staff are trained in a secondary fire role, such as general fire-fighting or positions within the Emergency Management Centre. This flexibility allows the Department in conjunction with other agencies who have similar practices such as DPI or Parks Victoria, to quickly respond to incidences of fire while still maintaining the day to day operations of the Department.

## 2.10 Department of Transport

Critical future priorities for the Victorian public sector	Examples of Action taken by DOT in 2007-08
<p>Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies</p>	<p>The Department is represented at forums which are designed to assist in bringing together a co-ordinated approach to the complex needs of communities, such as:</p> <ul style="list-style-type: none"> <li>• Ageing in Victoria Policy Framework IDC, chaired by Department of Planning and Community Development (DPCD);</li> <li>• Youth Affairs IDC, chaired by DPCD;</li> <li>• Social Development IDC, chaired by the Department of Premier and Cabinet (DPC); and</li> <li>• Growth Areas Authority, DPCD, Department of Sustainability and Environment (DSE) Senior Executives Meetings</li> </ul> <p>The Department has worked closely with other agencies such as DPCD, the Department of Human Services and the Department of Education and Early Childhood Development in the planning and delivery of tailored, innovative transport solutions to small communities throughout regional Victoria that provide enhanced accessibility to community, health and educational services. This has been conducted as part of the Transport Connections Program and includes the engagement of community groups, transport providers and local businesses.</p> <p>Furthermore, the Department has worked with regional transport operators to provide more tailored transport solutions that utilise taxis to supplement road coaches, and to maximise services on trunk routes where the use of a road coach is not viable due to low patronage.</p> <p>DoT has also worked closely with other Departments and agencies, notably the Departments of Planning and Community Development; Premier and Cabinet; Treasury and Finance; Sustainability and Environment; and Industry, Innovation and Regional Development and VicRoads, to develop a comprehensive Victorian Transport Plan. The Plan fully integrates transport planning with Government's land-use, sustainability, regional development, and economic capacity building strategies to provide a 21st Century transport vision that addresses individuals and families' access, mobility and liveability requirements, and the wider economic and environmental needs of business and the community.</p>
<p>Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)</p>	<p>The Department has developed a workforce planning framework and is currently undertaking a workforce forecasting project to identify critical workforce needs. It is also strengthening staff development to meet future gaps with measures such as:</p> <ul style="list-style-type: none"> <li>• a new and improved mentor program;</li> <li>• introduction and continuation of the Rail Engineering Graduate Program (in partnership with the private sector);</li> <li>• partnership with Engineers Australia to offer DOT engineers participation in the Chartered Engineering Professional Development Program;</li> <li>• development and implementation of a six-module managers' training program. (Topics included: OHS, Budget, Difficult Conversations etc);</li> <li>• introduction of a specific accredited training program to develop core competencies required for regulatory roles in the specific statutory authorities; and</li> <li>• partnership with Universities to offer industry work placements for IT graduates.</li> </ul> <p>In addition, the Department is developing <i>A Workforce Strategy for Road Freight Drivers</i> and participating in the Australian Transport Council's national working group (led by the Northern Territory) on Workforce Planning and Skills</p>

Critical future priorities for the Victorian public sector	Examples of Action taken by DOT in 2007-08
<p>Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective</p>	<p>The Department has established a culture of openness, accountability and transparency. The DOT website contains information to keep citizens well informed. Examples include: the Code of Conduct for Victorian Public Servants; regulations, fees and fines; public transport timetables, facts &amp; figures and performance; the East West Link Needs Assessment final report; the Don't Risk It railway crossing safety awareness campaign; a list of current, completed and future projects on the rail network; and the rail freight network review.</p> <p>VicRoads conducts surveys of Community Attitudes to Road Safety. The DOT "Have Your Say" website invites community submissions on initiatives such as the Metropolitan Bus Service Reviews, the Taxi Safety Camera specifications and the Transport Legislation Review. In addition, general feedback is also invited.</p> <p>DOT and transport operators provide real-time travel information to enable the community to make more informed travel choices. Examples include SMS TramTracker, travel time information on the VicRoads website, and electronic information boards with real-time arrivals information at railway stations, tram stops and bus stops.</p> <p>Recorded information about the Department and its projects is available in 12 community languages (in addition to English). In addition to the DOT Multilingual Information Line, it provides translations and advertisements in community languages for many of key projects.</p>
<p>Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens</p>	<p>The Department has actively engaged in developing and delivering innovative public transport that has provided for responsive services in areas that have not been able to sustain 'traditional' public transport services. These services are known as flexible or demand responsive services. Arising from the Hume/Moreland metropolitan bus service review, a new trial demand-responsive service commenced in July 2008 in the Gowanbrae area which has never had traditional fixed route bus services. This will provide for significantly enhanced connectivity for local residents.</p> <p>The Department has also been conducting detailed planning for a new flexible bus service in the regional centre of Gisborne, which will include connections to the Bendigo rail line. The Gisborne flexible service will also allow residents to access retail and community services in the town centre.</p> <p>The Department is also involved in the Australian Research Council project: Investigating Transport Disadvantage, Social Exclusion and Well Being in Metropolitan, Regional and Rural Victoria.</p> <p>The project is being undertaken by the Institute of Transport Studies Monash University in association with the Department of Social Work and the Department of Psychology, Monash University, the Centre for Public Policy, Melbourne University, The Urban Transport Institute, The University of Westminster (UK) and the University of Ulster (UK). Project sponsors include the Australian Research Council, the Department of Transport, The Bus Association of Victoria, The Brotherhood of St Laurence, and The Interface Councils Forum of Melbourne.</p> <p>The project goal is "to investigate well being, social exclusion and transport disadvantage with reference to metropolitan, rural and regional Victoria".</p>

<b>Critical future priorities for the Victorian public sector</b>	<b>Examples of Action taken by DOT in 2007-08</b>
<p>Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives</p>	<p>A mixture of enforcement, education and ticketing improvements has helped to reduce fare evasion on Melbourne's public transport system to 7.8%, which is the lowest level since Metlink fare evasion surveys began.</p> <p>DOT developed "Maintaining Mobility: The Transition from Driver to Non-driver" to inform discussion and identify practical actions to help senior Victorians maintain their mobility as they start to reduce the amount of driving they do or as they stop driving altogether. The Transition from Driver to Non-Driver, includes:</p> <ul style="list-style-type: none"> <li>• development of a Driver to Non-Driver Communication Strategy, through a partnership that includes the TAC, RACV, VicRoads, DHS &amp; DPCD; and</li> <li>• a pilot trial of an individualised mobility support service, to assist people to identify and utilise alternative transport and mobility options when they reach the stage of limiting their driving and transitioning to non-driving, called 'Travel Assist - keeping you on the move'. Partnership includes the RACV, VicRoads, DHS, DPCD, Monash City Council and Mornington Peninsula Shire Council.</li> </ul>
<p>Developing systems and skills to work effectively with the private and non-profit sectors</p>	<p>The Department has a track record of effective partnerships to deliver infrastructure projects and service delivery through public transport franchise managements with Connex and Yarra Trams.</p> <p>As part of its re-organisation, the Department has recently boosted its stakeholder relationships capability, with the aim of engaging more effectively with community groups, local government, stakeholders and the general public to provide information about infrastructure projects and service changes, information about service disruptions and to seek their input on improvements.</p>
<p>Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty</p>	<p>The DOT leadership team has embarked on a mission of transformational change to create a culture with open and collaborative communication, and shared values. DOTs values are integrated into recruitment, performance management and development processes.</p> <p>The Department has also strengthened its stakeholder relationships capabilities, in order to provide a better capacity for scanning and anticipating the external environment, and being able to respond more rapidly, flexibly and appropriately.</p> <p>Other initiatives include formal and informal Recognition and Reward programs, a range of work life balance and corporate health and well being initiatives and a strong commitment to learning and development. Cultural change is seen as a very important component to building a high performing department which anticipate and respond to an environment of uncertainty.</p>



## 2.11 Department of Treasury and Finance

Critical future priorities for the Victorian public sector	Action taken by your organisation in 2007-08
1.Engaging across jurisdictions and portfolio structures where effective responses to the increasingly complex needs of individuals, families and communities require the attention of multiple agencies	DTF as a central agency plays an integral role in providing advice across jurisdictions.
2.Preparing to meet workforce planning challenges (including developing leadership skills and capabilities)	The Department's People and Culture Strategy addressed the workforce planning challenges including the implementation of the Leadership Framework and the Capabilities and Behaviour Frameworks.
3.Building and strengthening citizens' trust in public institutions, so that those institutions have the operating legitimacy they require to make their activities credible and effective	Further enhancement of the department's governance framework occurred in 2007-08.
4.Developing more responsive public services in a way that balance the advantages of economies of scale with greater personalisation and choice to citizens	Through providing high quality policy and financial advice to other government department and agencies DTF is assisting in developing a more responsive public service.
5.Supporting the development of citizens' individual responsibility to achieve better outcomes, through providing a range of incentives	Not applicable.
6. Developing systems and skills to work effectively with the private and non-profit sectors	Through Partnerships Victoria the Department is providing leadership in the Development of Public Private Partnerships.
7. Fostering agility to support a high-performing public sector so that it can respond effectively in an environment characterised by change and uncertainty	<p>The People and Culture Strategy focuses on the four key priorities of:</p> <ul style="list-style-type: none"> <li>• culture enhancement;</li> <li>• attraction and retention;</li> <li>• developing capability and wellbeing; and</li> <li>• continuous improvement of people management systems and processes.</li> </ul> <p>The focus on these priorities will allow the Department to support a high performing public sector.</p>