

Guide for ministerial officers in the Victorian public sector

This guide has been developed to inform new ministerial officers working with and alongside the public service to serve the government of the day.

Contents

Guide for ministerial officers in the Victorian public sector	1
Foreword	4
Roles and responsibilities	5
Governor, Ministers and ministerial officers	7
Governor	7
Premier and Ministers	7
Executive Council and Governor in Council	8
Cabinet	8
Ministerial Officers	9
Department of Parliamentary Services	10
Victorian public sector	11
Victorian Public Service	12
Departments	12
Secretaries	13
Departmental Liaison Officers	14
Administrative Offices	15
Public Entities	15
Working with Departments	17
Portfolio Information and Advice	17
Relationships	18
Portfolios	21
Premier and Cabinet	21
Treasury and Finance	22
Education	23
Energy, Environment and Climate Action	24
Families, Fairness and Housing	26
Government Services	27
Health	28
Jobs, Skills, Industry and Regions	32
Justice and Community Safety	34
Transport and Planning	36
Incoming briefings for Ministers	39
Overview of the department	39
Overview of the portfolio's public entities	39
Minister's legislated authority	40
Critical situations requiring immediate attention	40
Summary of strategic issues	40
Potential / identified major risks	40
Department budget	41
Legislative and regulatory reform	42
Commonwealth / state matters	42
Definitions	45



Administrative Arrangements Orders	45
Administrative office	45
Base review	46
Board	46
Body corporate	46
Cabinet	46
Charter letter	46
Department	46
Direction	47
Establishing legislation	47
Executive Council	47
Executive government	47
Financial audit	47
Freedom of Information	48
Gateway reviews	48
General order	48
Governor of Victoria	49
Internal Procurement Unit	49
Legislative Assembly	49
Legislative Council	49
Machinery of government changes	49
Minister	50
Parliamentary committee	50
Performance audit	50
Portfolio	50
Portfolio Minister	50
Portfolio priority letters	50
Public entity	51
Public sector	51
Public service	51
Special body	51
Standing Directions of the Minister for Finance	51
Statement of Expectations	52
Statutory authority	52
Supplementary order	52
Victorian Government Purchasing Board	53



Foreword

In Victoria, ministerial officers and public servants fulfil different but complementary roles to serve the Government and its ministers.

Effective relationships between departments and ministerial offices are crucial to ensuring that ministers have the information, advice and support they need to exercise their powers and meet their responsibilities to account to Parliament and the public for the performance of their portfolios.

This guide has been developed to inform new ministerial officers working with and alongside the public service to serve the government of the day. It provides an overview of the roles of ministerial officers, departmental secretaries and departmental liaison officers, and the relationships between these parties.

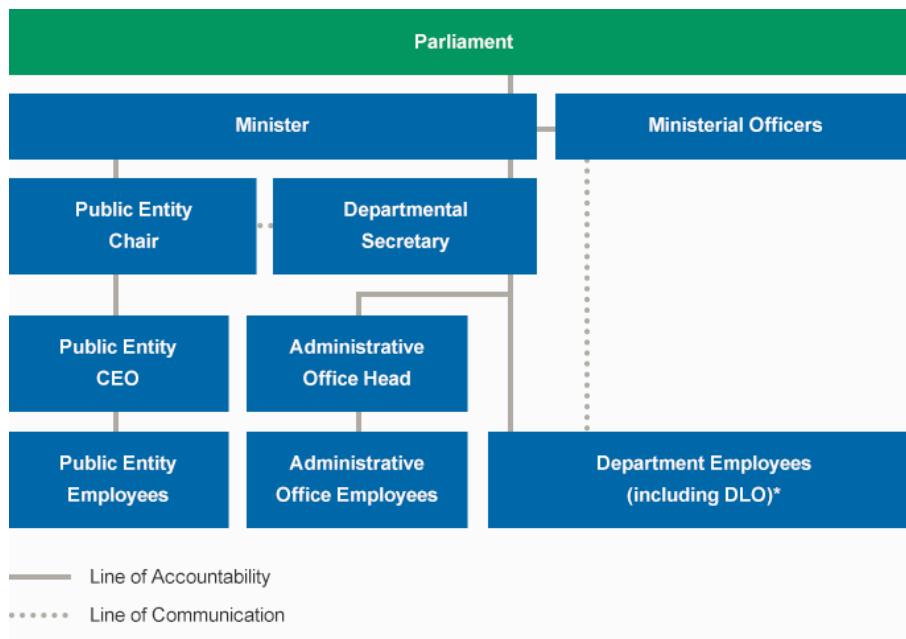
This guide is not intended as the definitive reference on working as a ministerial officer. Rather it sets out some of the key facts, and answers some questions about the Victorian public sector that can help incoming ministerial officers to undertake their roles.

Roles and responsibilities

Victoria operates in accordance with the Westminster system of government.

[Figure 1](#) shows the lines of accountability and communication:

- Ministers are accountable to the Premier as leader of the Government. They are also accountable to Parliament for the performance of the departments, administrative offices and public entities in their portfolios. These accountabilities are distinct from Ministers' responsibilities as members of Parliament.
- Ministerial officers are employed by the Premier and accountable to their Minister.
- Departmental secretaries are employed by the Premier and accountable to their Ministers.
- Departmental employees including departmental liaison officers (DLOs) are employed by and accountable to the secretary.
- Administrative office heads are employed by the Premier and accountable to the secretary for the general conduct and management of the administrative office. They may also report directly to Ministers.
- Administrative office employees are employed by and accountable to their administrative office head.
- Public entity directors are accountable to the Minister, unless otherwise specified in legislation.
- Public entity chief executive officers (CEOs) are accountable to their board or board chair.
- Public entity employees are accountable to their CEO.



* Direct lines of communication between ministerial officers and department employees (including the DLO) are subject to the discretion of both the minister and the secretary.

Figure 1: Key lines of accountability and communication

Governor, Ministers and ministerial officers

Describing how the different roles of government work together

Governor

The Governor is appointed by The King on the advice of the Premier to act as his representative as Head of State in Victoria.

Although the Governor is The King's representative, it is the Governor and not The King who exercises the powers of Head of State.

The Governor has constitutional and ceremonial responsibilities. When the Governor is absent from the state, or unable to act, the Governor's duties are fulfilled by the Lieutenant Governor or by an Administrator.

Premier and Ministers

The Premier and Ministers are accountable to Parliament.

The Premier is the head of the Victorian Government as the elected leader of the party or parties holding a majority of seats in the Legislative Assembly.

Ministers are accountable to Parliament for the administration of the Acts of Parliament assigned to them. They are also responsible for the operation of any departments, administrative offices and public entities that are part of their portfolios. Ministers are appointed by the Governor to a portfolio on advice of the Premier.

The General Order and its supplements are the guiding documents for determining the Minister for each piece of legislation and the associated ministerial powers and responsibilities. The [General Order](#) is published on the Department of Premier and Cabinet website. The Premier determines the makeup of ministerial portfolios and

departments.

Examples of portfolios include health, education and justice.

Departments are created, abolished and altered by Order in Council under the Public Administration Act 2004.

The expression 'machinery of government' refers to the allocation and reallocation of functions between departments and Ministers. The Premier is responsible for machinery of government matters in Victoria.

Executive Council and Governor in Council

The Executive Council is a formal, weekly meeting of the Governor and Ministers (the standard practice in Victoria is for four Ministers to attend each meeting).

Upon taking office Ministers are sworn in for life as members of the Executive Council, which entitles them to the style 'the Honourable'.

Wide-ranging powers, including the making of regulations, appointments to government bodies and arrangements in emergency situations are delegated by Parliament to the 'Governor in Council' (i.e. the Governor acting on the advice of the Executive Council).

In practice the Executive Council does not operate as a deliberative body.

Cabinet

Cabinet consists of the Premier and all Ministers. The Premier is the chairperson of the Cabinet. By convention, the Cabinet is the mechanism through which the Government makes decisions on policy, the legislative program and administrative issues. It is a formal meeting of Ministers but has no legal status or powers.

Cabinet and cabinet committees are forums in which Ministers, while working towards a collective position, can discuss proposals and a variety of options and views.

The openness and frankness of discussions in the cabinet room are protected by the

strict observance of confidentiality. From time to time ministerial officers and public service employees may be invited to attend a meeting of the Cabinet or a cabinet committee.

Ministerial Officers

Ministers are supported by ministerial officers who provide advice on policy and other issues such as stakeholder engagement.

Ordinarily a Minister's most senior ministerial officer will be his or her chief of staff.

Ministerial officers are employed under section 98 of the Public Administration Act. They are employed by the Premier and assigned to Ministers to assist with performing their duties.

Ministerial officers are not public service employees and do not have authority to direct secretaries or public service employees. Their terms of employment are governed by their employment contracts (which could include enterprise agreements) and any codes of conduct determined by the Premier.

Ministerial officers:

- advise the Minister (this advice supplements departmental advice)
- assist the Minister to administer his or her portfolio responsibilities
- assist the Minister to formulate government policy
- assist the Minister to disseminate information to the department, stakeholders and the public
- assist the Minister as a member of both the Cabinet and Executive Council
- assist the Minister in his or her parliamentary role in so far as that role relates to the discharge of the Minister's duties as a Minister of the Crown. (As members of Parliament, Ministers also receive support for their parliamentary role from electorate officers, who are employed by the Speaker of the Legislative Assembly and the President of the Legislative Council acting jointly.)

The Minister determines how their office functions. Other functions that ministerial officers may undertake include:

- management of the Minister's diary
- coordination of media advice
- liaison with other ministerial offices.

Ministerial officers need to understand the protocols of their Minister's office and the duties they are expected to perform.

Department of Parliamentary Services

The [Department of Parliamentary Services](#) is a department of the Parliament of Victoria. It supports Ministers and staff in electorate and parliamentary offices by providing:

- information technology services including hardware and software procurement and installation
- services and advice related to conditions of employment and remuneration including payroll, human resources and occupational health and safety services
- services related to training budgets, mobile phones and car fleet arrangements
- insurance arrangements with the Victorian Managed Insurance Authority (VMIA)
- payments regarding office budgets and allowances.

Victorian public sector

The Victorian public sector comprises the Victorian Public Service, public entities and special bodies.

The public sector supports the government of the day in serving the Victorian community. This is done by:

- providing public services
- supporting Ministers in developing and implementing policies and legislation
- building and maintaining physical and social infrastructure
- managing assets and resources
- funding and monitoring outsourced service providers
- administering state finances.

The Public Administration Act establishes the legislative framework for good governance in the Victorian public sector. Public sector employees, including departmental secretaries, serve the government of the day and are required to remain apolitical. They must act in accordance with the public sector values specified in section 7 of the Public Administration Act that are further defined in the [Code of Conduct for Victorian Public Sector Employees](#) issued by the Victorian Public Sector Commission. As such, they must

- responsiveness
- integrity
- impartiality
- accountability
- respect
- leadership
- and promote the human rights set out in the Charter of Human Rights and Responsibilities.

In other jurisdictions, ministerial officers are also required to act in accordance with codes of conduct. For example, the Queensland [Code of Conduct for Ministerial Staff Members \(PDF\)](#) (PDF) includes provisions that specifically recognise the respective roles of ministerial staff and public service employees.

Victorian Public Service

The public service consists of persons employed under Part 3 of the Public Administration Act. It includes public service bodies (such as departments, administrative offices and the Victorian Public Sector Commission), as well as public entities and special bodies that employ staff under Part 3. The public service provides policy advice to Ministers and implements government policy. It is responsible for the delivery of government services and programs, and for delivering the Government's legislative and regulatory agendas.

Policy advice provided by public service employees is not the same as policy advice provided by ministerial officers. Public service employees provide impartial advice; ministerial officers, on the other hand, can provide advice that has a political context, and are able to do so as they are not public service employees.

Departments

Departments are policy advisers and program administrators for Ministers and the Government. In Victoria, each department advises and supports specific Ministers and their ministerial portfolios. Departments are the means through which government policy is implemented, and they can be thought of as an administrative extension of the Minister. Departments are part of the executive and do not have separate legal identity.

Departments are staffed by public service employees employed by the secretary under Part 3 of the Public Administration Act. The secretary makes independent employment decisions based on merit. The decisions are not subject to a Minister's general power of direction.

The terms 'central agency' and 'line department' are used to describe the functions of departments. A central agency has whole of government policy responsibilities. In

Victoria, the central agencies are the Department of Premier and Cabinet (DPC) and the Department of Treasury and Finance (DTF). A line department, such as the Department of Health and Human Services, is responsible for portfolio specific policy development, planning and delivery of services.

The department, via the secretary, is the minister's principal source of advice and support on the operations of his or her portfolio. As part of this role, departments often:

- work with and provide guidance to public entities on public administration and governance
- assist with liaison between public entities and their Ministers, and between public entities and central agencies (DTF and DPC)
- advise Ministers on board appointments
- alert Ministers to significant developments and provide advice on options for action
- assist Ministers in accounting to Parliament for the actions and performance of public entities.

Secretaries

Each department is headed by a secretary, who is employed by the Premier. The secretary is responsible to their Minister for the operations of the department and for advice on all operational matters relating to the department, administrative offices and public entities. Each secretary reports to specific Ministers. Departments are staffed by public service employees employed by the secretary.

Secretaries are the principal portfolio advisers to the Government. They provide advice on policy matters and assist Ministers to maintain an awareness of operations within their portfolios, often acting as the primary contact between Ministers, public entities and stakeholders.

Secretaries' responsibilities include:

- keeping Ministers informed of significant issues within the portfolio
- playing a leadership role in developing major policy initiatives

- overseeing the development of policy solutions
- maintaining an awareness of the social and political landscape
- facilitating and supporting relationships between Ministers and portfolio agencies
- supporting Ministers to manage relationships with portfolio stakeholders
- overseeing the efficient and effective delivery of government policies, services and programs
- undertaking formal negotiations and building relationships between their department, the commonwealth and other states and territories on portfolio related matters.

As head of department, secretaries have primary accountability for adapting programs and activities to align with the Government's direction and ensuring the department responds to the ways in which the Government seeks to develop and implement its policies and programs.

Secretaries are subject to lawful direction from Ministers but not from ministerial officers. The secretary in turn has authority to direct departmental employees.

Departmental Liaison Officers

Departmental Liaison Officers (DLOs) are employed by departments to assist Ministers and their offices with departmental liaison and administrative functions. As DLOs are public service employees and not ministerial officers, they must avoid assisting Ministers in ways that are or could be perceived to be politically partisan.

DLOs' responsibilities may include:

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

Administrative Offices

Administrative offices are public service bodies established in relation to a department by the Governor-in-Council under section 11 of the Public Administration Act.

Administrative offices are similar to departments in that they are led by a public service body head who is employed by the Premier, employ their own staff under Part 3 of the Act, and perform activities under the direction and control of Ministers. The heads of administrative offices are responsible to the secretary for the general conduct and the effective, efficient and economical management of the administrative office. In some cases, legislation confers certain responsibilities and powers to administrative office heads for which they are directly accountable to the Minister.

Staff who work in an administrative office are public service employees. Examples of administrative offices include the Office of the Governor, the Office of the Chief Parliamentary Counsel and the Victorian Government Solicitor's Office.

Public Entities

Public entities are organisations that exercise a public function. They can be established in a variety of legal forms, including statutory authorities and non-statutory advisory bodies, to undertake a wide range of advisory, service delivery, regulatory and other functions. Victoria's public entities include employing bodies such as hospitals, schools, technical and further education institutions, emergency service organisations, and water and land management bodies. Also included are many public entities that do not employ staff, including ministerial advisory committees, most cemetery trusts and most crown land committees of management.

Typically, public entities have a board appointed by either the Minister or by the Governor in Council on the Minister's recommendation. The degree of ministerial control varies between public entities. The Minister's powers to direct a public entity are usually identified in enabling or umbrella legislation, or in the case of non-statutory entities, terms of reference. The board appoints a chief executive officer to manage the operations of the public entity, including employment arrangements. However, there are instances where the Government appoints an individual to govern and operate a public entity (for example, a commissioner).

The Public Administration Act specifies that the board of a public entity is accountable to the Minister for the exercise of its functions. It also specifies that the Minister is responsible to Parliament for the exercise of ministerial powers relating to public entities to:

- appoint and remove directors
- give directions and request information
- control or affect operations
- initiate a review of management systems, structures or processes.

Governance principles laid out in Part 5 of the Public Administration Act apply to public entities established on or after the Act commenced in 2005, or for which an Order has been made that these provisions apply.

The department is the principal source of advice to the Minister on public entities, including high level policy issues, strategic planning and significant proposals. The department assists the Minister in accounting to Parliament for the actions and performance of a public entity. The public entity, usually through its board chair, may also give advice to the Minister. A ministerial officer will need to be familiar with the protocols that the public entity and the department have established with the Minister.

Working with Departments

The minister and the secretary determine how the department can best meet the minister's needs.

This agreement forms the basis for an evolving and ongoing relationship with established protocols and understandings for interactions between the minister and the secretary, and the respective roles of the ministerial officers, public servants and departmental liaison officers in these interactions.

This section of the guide provides an overview of issues that incoming ministerial officers may consider in developing and maintaining an effective working relationship between the department and the ministerial office.

Portfolio Information and Advice

A large portion of a ministerial officer's time is taken with providing the minister with advice on the portfolio. The minister also receives advice from a number of other sources, including stakeholders and the general public. This information is in addition and supplementary to that of the departmental secretary and senior department staff.

When a ministerial officer commences, they should familiarise themselves with the briefings provided by the department. Secretaries provide incoming ministers with a comprehensive suite of briefings that may provide a useful point of reference for ministerial officers who are new to the portfolio.

The briefings for the minister may include:

- an overview of the key programs, services, clients, stakeholders and agencies, including the operations of public entities within their portfolio
- progress against the Government's policy objectives in their portfolio
- the status of key capital and infrastructure works
- how the department will support the ministerial office. This includes the financial expenses for which the department is responsible and for which the minister's

office is responsible.

A more comprehensive outline of the type of information that may be contained in initial briefings from secretaries to incoming ministers is at appendix B. A new ministerial officer may request a copy of these initial briefings, which are held in the ministerial office.

Departmental briefings to ministers contain key information prepared by the department. Appendix C provides a list of terms and key definitions that are frequently found in public service briefings. Ministerial advisers need to comply with any briefing protocols between their minister's office and the department.

The secretary is accountable for all departmental briefings and information that goes to the ministerial office. The department keeps records of all briefings, which are approved via specific authorising systems.

Relationships

Ministerial officers do not have any legal authority to direct public servants. All directions to departments and requests for information from the minister's office come from the minister to the departmental secretary and all responses from the department are directed through the secretary to the minister, often coordinated by the department liaison officer.

In practice, the secretary may delegate some of his or her functions to senior public servants. Nevertheless, the secretary remains accountable for the department's operations. A ministerial officer may, at the discretion of the secretary, have direct working relationships with specific senior departmental staff to allow day-to-day activities to take place effectively and efficiently. Ministerial officers need to be familiar with the established formal and informal protocols in order to maintain effective interaction. Issues incoming ministerial officers may wish to consider when establishing working relationships between departments and ministers' offices include clarifying how the minister and the department will interact and the expectations of each party. Particular areas for focus include the key contact points in each office (for example, contacts for major policy areas, program areas, and the media unit); briefing processes and protocols; and arrangements for administrative, operational and information technology support for ministers' offices.

Each minister will have preferences for how they and their ministerial officers work with secretaries and their departments. These methods of interaction need to be clearly understood by all parties to ensure effective relationships between departments and ministerial offices that support delivery of government priorities.

Key questions an incoming ministerial officer may wish to clarify in order to facilitate the relationship between the minister's office and the department are shown in Figure 2.

Figure 2: Key questions for new ministerial offices

Theme	Questions
Liaison	What are the minister's priorities and preferred style of working? How do the minister and the department interact?
	What are the arrangements for regular meetings between the minister and the secretary (or delegated senior departmental staff)?
	At which meetings between the minister and the secretary (and the secretary's delegates) does the minister want ministerial officers present?
	What kind of working relationships have been established between the secretary and the minister's chief of staff, the minister's chief media adviser and other senior ministerial officers?
	Are there any parliamentary secretaries? What are their roles? What are their expectations of ministerial officers?
	How do the secretary and the department support parliamentary secretaries in the minister's portfolio or other closely related portfolios?
Delegations	What legal delegations has the minister made to the secretary? Does this affect the responsibilities of the minister's office?
	To which members of the secretary's senior leadership team has the secretary delegated key policy and advisory functions? Are the correct people in the department being contacted?
Communication	What is the level of detail the ministerial office requires on particular issues within the portfolio?
	What is the minister's preferred briefing style from ministerial officers?
	What are the protocols for communicating requests from the minister to the secretary for departmental advice or action?
Portfolio priorities	What are the minister's portfolio priorities?
	What are the public entities within the portfolio and what are their priorities? Do they have statements of obligations?
	Is there a status report on progress against priorities and issues to date?
Other	What financial expenses are the department responsible for? What expenses are the minister's office responsible for?
Systems and processes	How do administrative processes between the ministerial office and the department work?
	What are the systems of communication between the ministerial office and the department, and what role does the DLO have in these systems?

Portfolios

The different portfolios across government

This list is accurate as of 9 January 2025. Please refer to [Machinery of Government](#) or the list of [Victorian Government agencies](#).

Premier and Cabinet

Ministers

- Premier
- Deputy Premier
- Minister for Treaty and First Peoples
- Minister for Multicultural Affairs

Department

The Department of Premier and Cabinet supports its ministers to lead whole of government policy and reform.

Open allClose all

Administrative offices

- Office of the Chief Parliamentary Counsel
- Office of the Governor

3. Special bodies

- Office of the Victorian Electoral Commission

4. **Public entities**

- VITS LanguageLink

Treasury and Finance

Ministers

- Treasurer
- Minister for Finance
- Minister for Industrial Relations
- Minister for WorkSafe and the TAC

Department

The Department of Treasury and Finance provides the Government with economic, financial and resource management policy advice to assist the Government in delivering its policy outcomes.

Open allClose all

Public entities

- Accident Compensation Conciliation Service (Workplace Injury Commission)
- Emergency Services Superannuation Board (CEO only)
- Emergency Services Superannuation Board (excluding CEO)
- Essential Services Commission
- Infrastructure Victoria
- Labour Hire Licensing Authority
- Old Treasury Building Reserve Committee

- Portable Long Service Benefits Authority
- State Trustees Limited
- Transport Accident Commission
- Treasury Corporation of Victoria
- Victorian Asbestos Eradication Agency
- Victorian Funds Management Corporation
- Victorian Managed Insurance Authority
- Victorian WorkCover Authority (WorkSafe Victoria)
- Wage Inspectorate Victoria

Education

Ministers

- Minister for Children
- Minister for Education

Department

The Department of Education leads the delivery of quality education for all Victorians from early childhood to higher education.

Open allClose all

Public entities

- Department of Education: Teaching Service
- School Councils
- Victorian Institute of Teaching



Energy, Environment and Climate Action

Ministers

- Minister for Agriculture
- Minister for Climate Action
- Minister for Energy and Resources
- Minister for Environment
- Minister for State Electricity Commission
- Minister for Water

Department

The Department of Energy, Environment and Climate Action supports thriving, productive and sustainable communities, environments and industries.

Open allClose all

Administrative Offices

- VicGrid

3. Public entities

- Agriculture Victoria Services Pty Ltd
- Alpine Resorts Victoria
- Barwon Asset Solutions Pty Ltd
- Barwon Coast Committee of Management
- Barwon Region Water Corporation
- Bellarine Bayside Foreshore Committee of Management (Inc)
- Capel Sound Foreshore Committee of Management Inc

- Central Gippsland Region Water Corporation (Gippsland Water)
- Central Highlands Region Water Corporation
- Coliban Region Water Corporation
- Corangamite Catchment Management Authority
- Dairy Food Safety Victoria
- East Gippsland Catchment Management Authority
- East Gippsland Region Water Corporation
- Energy Safe Victoria (Victorian Energy Safety Commission)
- Environment Protection Authority
- Gippsland & Southern Rural Water Corporation (Southern Rural Water)
- Glenelg Hopkins Catchment Management Authority
- Goulburn Broken Catchment Management Authority
- Goulburn Valley Region Water Corporation
- Goulburn-Murray Rural Water Corporation
- Grampians Wimmera Mallee Water Corporation
- Great Ocean Road Coast and Parks Authority
- Greater Western Water
- Lower Murray Urban and Rural Water Corporation
- Mallee Catchment Management Authority
- Melbourne Market Authority
- Melbourne Water Corporation
- North Central Catchment Management Authority
- North East Catchment Management Authority
- North East Region Water Corporation
- Parks Victoria
- Phillip Island Nature Park Board of Management
- Point Leo Foreshore and Public Parks Reserves Committee of Management Inc
- PrimeSafe
- Royal Botanic Gardens Board
- SEC Victoria Pty Ltd

- South East Water Corporation
- South Gippsland Region Water Corporation
- Trust for Nature (Victoria)
- Veterinary Practitioners Registration Board
- Wannon Region Water Corporation
- West Gippsland Catchment Management Authority
- Westernport Region Water Corporation
- Wimmera Catchment Management Authority
- Working Heritage Incorporated
- Yarra Valley Water Corporation
- Zoological Parks and Gardens Board

Families, Fairness and Housing

Ministers

- Minister for Ageing
- Minister for Carers and Volunteers
- Minister for Children
- Minister for Disability
- Minister for Equality
- Minister for Housing and Building
- Minister for Prevention of Family Violence
- Minister for Veterans
- Minister for Women
- Minister for Youth

Department

The Department of Families, Fairness and Housing is responsible for child protection, prevention of family violence, housing, disability, multicultural affairs, LGBTIQ+ equality, veterans, women and youth.

Open allClose all

Special bodies

- Commission for Children and Young People
- Victorian Disability Worker Commission

Public entities

- Family Violence Prevention Agency (Respect Victoria)
- Office of the Social Services Regulator
- Queen Victoria Women's Centre Trust
- Shrine of Remembrance Trust

Government Services

Ministers

- Minister for Government Services
- Minister for Local Government

Department

The Department of Government supports engagement between the Government and Victorians.

Open allClose all

Administrative Offices

- Public Record Office Victoria
- Service Victoria

Public entities

- CenITex

Health

Ministers

- Minister for Aging
- Minister for Ambulance Services
- Minister for Children
- Minister for Disability
- Minister for Health
- Minister for Health Infrastructure
- Minister for Mental Health

Department

The Department of Health leads policy focused on achieving the best health outcomes for all Victorians.

Open allClose all

Administrative Offices

• Safer Care Victoria

Special bodies

Mental Health and Wellbeing Commission

Local entities

• Albury Wodonga Health

• Alexandra District Health

• Alfred Health

• Alpine Health

• Ambulance Victoria

• Austin Health

• Bairnsdale Regional Health Service

• Ballarat General Cemeteries Trust

• Barwon Health

• Bass Coast Health

• Beaufort and Skipton Health Service

• Beechworth Health Service

• Benalla Health

• Bendigo Health Care Group



Page 1 of 54

**Victorian
Public Sector
Commission**



Footscray District Health
BreastScreen Victoria
Evelyn Macfarlane Memorial Hospital
Central Gippsland Health Service
Central Highlands Rural Health
Geelong District Hospital
Geelong Area Health
Geelong Health
Mental Health Services Victoria
Shepparton Health
East Grampians Health Service
East Wimmera Health Service
Eastern Health
Hume Regional Health
Geelong Cemeteries Trust
Gippsland Southern Health Service
Houdburn Valley Health Services
Grampians Health
Great Ocean Road Health
Greater Metropolitan Cemeteries Trust
Health Purchasing Victoria (HealthShare Victoria)
Heathcote Health
Hesse Rural Health Service
Heywood Rural Health
Inglewood and Districts Health Service
Jerrang District Health
Kooberup Regional Health Service
Lalrap and District Health Services
Latrobe Regional Hospital
Lalor Track Health and Community Service



Page 2 of 54

**Victorian
Public Sector
Commission**



VICTORIA
State
Government

ansfield District Hospital
aryborough District Health Service
elbourne Health
ildura Base Hospital
onash Health
oyne Health Services
CN Health Services
ortheast Health Wangaratta
orthern Health
meo District Health
rbost Regional Health
eninsula Health
eter MacCallum Cancer Centre
ortland District Health
emembrance Park Central Victoria
obinvale District Health Services
ochester and Elmore District Health Service
oyal Children's Hospital
oyal Victorian Eye and Ear Hospital
oyal Women's Hospital
ural Northwest Health
eymour Health
outh Gippsland Hospital
outh West Healthcare
outhern Metropolitan Cemeteries Trust
wan Hill District Health
allangatta Health Service
erang and Mortlake Health Service
ne Queen Elizabeth Centre
mboon and District Healthcare Service

Weddell Child and Family Health Service
Victorian Assisted Reproductive Treatment Authority
Victorian Collaborative Centre for Mental Health and Wellbeing
Victorian Health Promotion Foundation
Victorian Institute of Forensic Mental Health (ForensiCare)
Victorian Pharmacy Authority
West Gippsland Healthcare Group
West Wimmera Health Service
Western District Health Service
Western Health
Yarram and District Health Service
Yarrawonga Health
Yea and District Memorial Hospital

s, Skills, Industry and Regions

sters

Minister for Community Sport
Minister for Creative Industries
Minister for Economic Growth and Jobs
Minister for Industry and Advanced Manufacturing
Minister for Outdoor Recreation
Minister for Regional Development
Minister for Skills and TAFE
Minister for Small Business and Employment
Minister for Tourism, Sport and Major Events



Page 54 of 54

**Victorian
Public Sector
Commission**



Department

Department of Jobs, Skills, Industry and Regions is focused on driving a strong and vibrant economy that benefits all Victorians.

Open allClose all

Administrative Offices

Victorian Skills Authority

Entities

ABC Australia

Australian Centre for the Moving Image

Australian Grand Prix Corporation

Adigo Kangan Institute

AE Hill Institute

Alkthrough Victoria Pty Ltd

Arholm Institute

Arlands Studios Melbourne

Ar Victoria

Ar Management Authority (CEO only)

Ar Management Authority (Excluding CEO)

Ar Long Performing Arts Centre Trust

Ar Island Institute of TAFE

Ar Ion Institute of TAFE

Ar burn Ovens Institute of TAFE

Ar nesglen Institute

Ar linia Park Stadium Trust

Ar ch Victoria



Page 2 of 54

**Victorian
Public Sector
Commission**



**State
Government**

Melbourne and Olympic Parks Trust
Melbourne Arts Precinct Corporation
Melbourne Convention and Exhibition Trust
Melbourne Convention Bureau
Melbourne Polytechnic
Melbourne Recital Centre
Museums Victoria
National Gallery of Victoria
Victorian Railways Board
South West Institute of TAFE
State Library of Victoria
State Sport Centres Trust
Tasmania Institute of TAFE
Wheeler Centre
Development Centre
Victorian Arts Centre Trust
Victorian Fisheries Authority (CEO only)
Victorian Fisheries Authority (Excluding CEO)
Victorian Institute of Sport
Victoria
William Angliss Institute of TAFE
Wonga Institute of TAFE

Peace and Community Safety

ers:

Attorney-General



**Victorian
Public Sector
Commission**



ster for Casino, Gaming and Liquor Regulation

ster for Corrections

ster for Community Safety

ster for Emergency Services

ster for Natural Disaster Recovery

ster for Police

ster for Racing

ster for Victims

ster for Youth Justice

ment

rtment of Justice and Community Safety is for a justice and community safety
at work together to build a safer, fairer and stronger Victoria.

allClose all

strative Offices

Government Inspectorate

ian Government Solicitor's Office

odies

of the Victorian Information Commissioner

Police

ities

Fire Authority

ue Victoria



Page 2 of 54

**Victorian
Public Sector
Commission**



VICTORIA
State
Government

nd Racing Victoria
Racing Victoria
Practitioners Liability Committee
the Legal Services Commissioner
the Road Safety Camera Commissioner
ro Victoria
Legal Aid
State Emergency Service
Equal Opportunity and Human Rights Commission
Gambling and Casino Control Commission
Institute of Forensic Medicine
Law Foundation

ort and Planning

For Development Victoria and Precincts
For Planning
For Ports and Freight
For Public Transport and Active Transport
For Roads and Road Safety
For the Suburban Rail Loop
For Transport Infrastructure

ent

ent of Transport and Planning supports delivery of the Government's



Page 2 of 54

**Victorian
Public Sector
Commission**



Infrastructure agenda.

ose all

rtive Offices

Infrastructure Delivery Authority

ies

Registration Board of Victoria

afety Victoria

nt Victoria

Ports Committee of Management

Link State Tolling Corporation

ings Corporation

ort Victoria

ail Loop Authority

oration

uilding Authority

anning Authority

ia

ail Track Corporation



Page 2 of 54

**Victorian
Public Sector
Commission**



ing briefings for Ministers

Officers will need to be familiar with the issues managed
tment to be able to inform Ministers about their

ormation is the briefings departments prepare for incoming Ministers.
kept in the Minister's office, are available from the department and
llowing themes.

of the department

al objectives, functions and operating environment; vision and mission,
lan and strategic priorities

nal context, summarising the formation and development of the
and any agencies, and outlining any recent machinery of government
organisational changes

major client groups and services

major areas of activity (eg. programs, service delivery, regulation,
t).

of the portfolio's public entities

functions and operating environment; vision and mission, corporate
ategic priorities

major client groups and services

major areas of activity (eg. programs, service delivery, regulation,
t)

budget including planning and performance requirements

munication (eg. regular meetings).



Page 2 of 54

**Victorian
Public Sector
Commission**



**State
Government**

legislated authority

administered

powers, functions and obligations

situations requiring immediate attention

and issues

ded action.

of strategic issues

strategic priorities (eg. potential legal exposure, large public
e, governance or management issues, public sensitivity, trends and
deliver services).

/ identified major risks

g legal actions

e audits / investigations of the department, administrative offices or
es scheduled or underway

ary committee reviews scheduled / underway

dia attention and, if so, issues

freedom of information requests

or managing these risks / issues

al conflicts of interest.

ent budget

diture initiatives:

initatives

ategies

and other implications.

diture performance, for each output group (and where applicable each
output group):

to date

nd of year expenditure on an unchanged policy basis

ntly in hand or proposed to achieve recurrent expenditure budget

ciatives (from latest state budget).

ance:

date

nd of year revenue on unchanged policy basis

ntly in hand or proposed to achieve revenue budget.

capital projects overview:

o date

budget commitment

ompletion date

ated cost.

ties.

Health and regulatory reform

Parliament

Health / regulatory reforms are planned and whether these reforms sit

National reform agenda

Annual statement of government intentions

Whole-of-government strategies

Portfolio or departmental strategic plans.

Health / state matters

Health portfolio relating to national reform issues on the Council of

Governments reform agenda

Report to relevant ministerial councils, a statement of issues currently being

Discussed by these ministerial councils and the priority issues on each for Victoria

Health within the portfolio's area of responsibility in relation to

Health funding, including a short description of all intergovernmental

Agreements, including national partnership agreements and implementation plans

Current and under negotiation

Commonwealth / state matters of priority for the department

Issues of priority in relation to dealings with other states (eg. cross-border

Stakeholders, issues and lines of communication (eg. peak bodies, advocacy

Interest groups, advisory committees, major service providers, unions,

etc.)

The Minister should meet early within his or her term

Opportunities to meet and engage with stakeholders.



Page 54 of 54

**Victorian
Public Sector
Commission**



VICTORIA
State
Government

al and external committees the Minister is on (eg. inter-jurisdictional
, ministerial councils, cabinet sub-committees, policy taskforces, etc.)

ity of committees

accountability to these committees

membership

nmittee was established

n place to support ongoing evaluation of the role and effectiveness of
ce.

e year ahead

gements for the Minister and the secretary.

tions

terms that are frequently found in departmental memos.

Administrative Arrangements Orders

Under the *Administrative Arrangements Act 1983*, the Governor in Council can make Administrative Arrangements Orders (AAOs).

AAOs are commonly used to deem that references to a Minister, departments or officer in Acts be construed as described in the AAO (for example, responsibilities have been reallocated by a new general order from a Minister to another Minister).

AAOs often include transitional or savings provisions for the continuation / transfer of tasks commenced by (or under the authority of) an agency from which responsibilities are being transferred. An AAO is usually required when a new general order of responsibility has been made. It ensures that the administrative arrangements in Acts allow references to a Minister, department or officer to be consistent with the intended allocation of responsibilities.

AAOs are published in the Government Gazette.

Administrative office

Administrative offices are public service bodies established in relation to a department or Minister of the Crown by the Governor-in-Council under section 11 of the Public Administration Act.

ew

e review undertaken by the Department of Treasury and Finance of
veness and / or appropriateness of price.

ed or elected directors who oversee the activities of a company or

porate

body, establishing the entity as a 'legal body' with responsibilities and

cision making body of the Government. It consists of all Ministers of the
Parliamentary Secretary of Cabinet (also known as Cabinet Secretary).
The leader of the Government is the Chair of the Cabinet. Cabinet is a
of Ministers but has no legal powers.

etter

urity letter.

ent

the central policy offices and program administrators for Ministers
ment.

ected towards a board, or officers of an entity by a Minister or other
h power to issue directions. The power to issue a direction may stem
out a Minister has an inherent power to issue relevant and lawful
entity within the Minister's responsibility. An entity must abide by a
addressed to it.

ng legislation

ent, set of regulations, statutory instrument or other document setting
unctions and organisational structure of an entity.

Council

ouncil, described in section 87A of the *Constitution Act 1975*, legally
ecutive authority of the state. Through the council, Ministers tender
vernor about the appropriate exercise of the powers and functions
liament to the executive. When acting formally on the advice of the
il, the Governor is acting as 'Governor in Council'.

government

responsible for the administration of laws passed by Parliament and
ublic services. The executive comprises the Governor, Premier, Ministers
rative agencies of government such as departments and public bodies.

audit

ancial statements of a department or other public body to provide an
ion on whether the statements are relevant, accurate, complete and

of Information

Freedom of Information Act 1982 promotes public accountability by giving the public access to documents held by government agencies. Under the Act, documents can be obtained from Ministers, departments, local councils, most semi-government agencies and statutory authorities, public hospitals and community health centres, TAFE institutes and schools. Requests for access to documents are made to the public body holding the documents.

reviews

Short structured reviews provide a structured process whereby short structured reviews are carried out at key decision points in a program or project's life cycle, known as gateways. Reviews are carried out by a review team consisting of experts or practitioners independent of the team managing or running the program or project. A review is designed to be applied to high or medium risk projects involving: management of services, construction, property or information technology management projects or projects or procurements using contracts.

Reviews should be undertaken on:

- Projects identified as medium or high risk on the project profile model
- Projects nominated by any cabinet committees.

Order

Orders are made by the Premier. They allocate responsibility for administering one or more ministerial portfolios.

and supplements can be found on the Department of Premier and

of Victoria

Victoria represents the Queen in her capacity as Queen of Australia. Appointed by the Queen on the advice of the Premier and acts as of State.

Procurement Unit

It has an Internal Procurement Unit (IPU) that is responsible for ensuring that activity complies with Victorian Government Purchasing Board policy. It assesses the department's procurement capability and prepares a capability statement on an annual basis. It also identifies major procurement categories and reports annually to the accountable officer on the department's procurement

e Assembly

of the Parliament of Victoria.

e Council

e of the Parliament of Victoria.

y of government changes

Allocation of functions between departments and Ministers.

Government, appointed by the Governor on the Premier's
n to be responsible for an area of administration. He or she is also a
abinet and a member of the Executive Council.

ntary committee

committee consists of a group of members of Parliament who conduct
ake recommendations about topics of interest to Parliament.

nce audit

evaluates whether an organisation or government program is achieving
ectively, economically, efficiently and in compliance with all relevant

of policy responsibilities that a Minister oversees.

Minister

onsible for the portfolio in which an entity is located. For example, the
for VicRoads is the Minister for Roads.

riority letters

remier to individual Ministers which outlines policy priorities and
the Minister's portfolio.

ity

ertake a public function or are owned by government. A public entity is
n Act of Parliament, Governor in Council or a Minister. In the case of a
at least one half of the directors are appointed by the Governor in
ster.

ctor

e, public entities and special bodies.

vice

e consists of persons employed under Part 3 of the Public
ct. It includes public service bodies (such as departments,
ffices and the Victorian Public Sector Commission), as well as public
ial bodies that employ staff under Part 3.

body

ed in section 6 of the Public Administration Act or declared to be a
the Governor in Council. They are exempt from certain provisions of the

Directions of the Minister for Finance

pplement the Financial Management Act by prescribing mandatory
dures) that must be complied with by all Victorian Public Service bodies.

vel components of the directions include:

anagement governance and oversight

management structure, systems, policies and procedures
management reporting

Supporting Directions are mandatory and must be consistently applied in
and presentation of annual financial reports.

Statement of Expectations

Statement of Expectations sets out the Minister's expectations of public entities
objectives, strategic priorities and performance targets.

Public authority

A public authority is created by specific legislation to deliver a government service. A
public authority can be governed by a board (with multiple directors) or governed by
a single appointee.

Ministerial order

A Ministerial order, the Premier supplements the current general order. A supplement
clarifies the allocation of responsibility for legislation between ministerial portfolios. It may
change the allocation of existing legislation, or to include newly
legislation. This means that the current general order needs to be read
in conjunction with subsequent supplements.

When a new general order is made, the arrangements set out in any previous
general order will be consolidated into the new general order.

General orders and supplements can be found on the Department of Premier and

Government Purchasing Board

Government Purchasing Board (VGPB) sets the policies that govern non-construction goods and services in all Victorian departments and agencies.

Functions in relation to the supply of goods and services to departments and agencies and disposal of goods by departments include:

- implementing and reviewing policies and practices

- providing advice, staff training and consultancy services

- ensuring departmental compliance with supply policies and ministerial directions and reporting irregularities to the relevant Minister and the Assistant Treasurer

- promoting improvements in the use and application of purchasing systems and procedures

- maintaining and updating a comprehensive database of purchasing data of departments and supply markets for access by departments.

