

DEPARTMENT OF EDUCATION AND TRAINING

ANNUAL REPORT 2016–2017
ADDITIONAL INFORMATION



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Introduction

Financial Reporting Direction (FRD) 22H requires the Accountable Officer to retain and make available specified information. This material may be made available to Ministers, members of parliament and the public on request, subject to the provisions of the *Freedom of Information Act 1982*.

The Department of Education and Training has made this information available (or provided details of how the material may be sourced) in the *Department of Education and Training Annual Report 2016–17* or this additional information report.

Requirements covered in this report include:

- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved
- details of all consultancies and contractors including:
 - consultants/contractors engaged
 - services provided
 - expenditure committed to for each engagement.

The requirements listed below are included in the Department of Education and Training Annual Report 2016–17, which is available at www.education.vic.gov.au.

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- details of changes in prices, fees, charges, rates and levies charged by the entity.

Major external reviews

Table 1 shows details of major external reviews carried out on the Department.

Table 1 – Major external reviews

Major review	Conducted by	Purpose	Completed
<i>Managing Public Sector Records</i>	VAGO	To determine whether agencies are managing public records according to legislative requirements and whether the Public Record Office of Victoria (PROV) is effectively assisting agencies to do this. The audit also looked at whether the Department of Premier and Cabinet (DPC) is supporting PROV to effectively oversee agency records management.	8 March 2017
<i>Managing School Infrastructure audit</i>	VAGO	To assess how effectively the Department of Education and Training is planning for and managing programs to deliver maintenance work, build new schools and upgrade schools.	11 May 2017
<i>Managing School Infrastructure</i>	VAGO	To determine whether the Department has effectively planned for and managed school assets.	11 May 2017
<i>Board Performance</i>	VAGO	To examine whether public sector boards are effectively governing the agencies for which they are responsible.	11 May 2017
<i>Inquiry into Services for people with Autism Spectrum Disorder</i>	The Family and Community Development Committee	To inquire into, consider and report on services for people with Autism Spectrum Disorder in Victoria.	22 June 2017
<i>Follow-up of selected 2014–15 performance audits - Additional School Costs for Families</i>	VAGO	To determine whether accepted audit recommendations have been effectively addressed.	22 June 2017

Major research and development

Table 2 shows details of major research and development activities undertaken by the Department.

Table 2 – Major research and development

Major research and development	Conducted by	Purpose
<i>E4Kids study</i>	Melbourne Graduate School of Education at the University of Melbourne and Queensland University of Technology	The purpose of the E4Kids research study was to identify and assess the impact of mainstream Australian early childhood education and care (ECEC) services and program components on children's learning, development, social inclusion and wellbeing.
<i>Education State government schools strategic evaluation</i>	Deloitte Access Economics	The Education State Strategic Evaluation is investigating the extent to which the Education State, including both system and school level initiatives over time are having the desired impact of improving: <ul style="list-style-type: none"> the quality of leaders and educators accountability for, and management of, school performance professional practice learning settings, and ultimately the educational outcomes for Victorian students.
<i>Evaluation of governance for early childhood education and care regulation in Victoria</i>	PricewaterhouseCoopers (PwC)	To conduct governance best practice and cost benefit analysis for Early Childhood Education and Care Regulation in Victoria.
<i>Evaluation of Navigator pilot program</i>	Synergistiq	To evaluate the Navigator pilot program to determine to what extent it is being implemented as intended and what outcomes are being achieved.
<i>Evaluation of the launch of the LOOKOUT education support centre in south western Victorian region</i>	KPMG	To conduct a process and impact evaluation of the launch of the LOOKOUT Education Support Centre in South Western Victoria Region.
<i>Every toddler talking research</i>	University of Melbourne	The Every Toddler Talking research trial aims to develop effective approaches for improving language and communication outcomes in early childhood (birth to three years) to: <ul style="list-style-type: none"> strengthen early childhood (EC) educators' ability to promote children's language and communication (birth to three) strengthen collaboration between EC educators and speech pathologists improve language and communication outcomes for babies and toddlers.
<i>Functional needs-based model for school disability funding.</i>	Deloitte Access Economics	To undertake research and development of a strengths-based, functional needs model to assess student need and allocate funding to Victorian government schools to support the achievement and participation of students with disabilities and additional needs.

Major research and development	Conducted by	Purpose
<i>Literature practice reviews</i>	ACER/Brotherhood of St Laurence and Deakin University	To provide rapid literature and practice reviews to inform the Early Years Transitions: Support for Children and Families Experiencing Vulnerability program.
<i>Meta-analysis of the Department's evaluations 2012–15</i>	Centre for International Research on Education Systems	A meta-analysis of the Department's Evaluation Reports from 2012–15, to draw out key themes and findings, provide an overview of the spread of the Department's evaluation efforts and the methodologies and types of evaluation which are being used.
<i>Online collection of the refreshed attitudes to school survey and parent opinion survey</i>	ORIMA Research Pty Ltd	The Attitudes to School Survey (AtoSS) provides data on student opinion of school and is used to support student wellbeing, engagement, school improvement and planning in schools. The Parent Opinion Survey (POS) is conducted annually with each school community and provides valuable data on perceptions of school climate, student behaviour and student engagement. Schools use this information to help inform and direct future school planning and improvement strategies.
<i>Quadrato motor training: feasibility and pilot study</i>	Deakin University	To undertake a feasibility and pilot study of the Quadrato Motor Training method which seeks to improve health outcomes for students by reducing sitting time during class.
<i>TAFE strategic plan assessment</i>	Strategic Project Partners	To develop a TAFE Strategic Plan Assessment Framework, assess each TAFE's strategic plan against that framework, and develop market assessment reports for each TAFE.
<i>Team teaching research project</i>	Deakin University	To design and trial different team teaching models and to investigate their impact on students and teachers by using a practitioner led research approach.
<i>Tech school industry engagement strategy</i>	The House Group	To develop a Tech School industry engagement strategy and framework, to assist each Tech School with their industry engagement.
<i>Transition to school</i>	Synergestiq	To evaluate: <ul style="list-style-type: none"> the new Transition Resource Kit (Kit), including the Transition Statement the Professional Learning (PL) being devised and delivered by Deakin University to support the new Kit the impact of both the PL and the new materials on professional practice. <p>The evaluation is formative and its purpose is to inform improvements in the Transition process and tools before statewide rollout of resources in 2017.</p>
<i>Victorian advancing early learning study</i>	Melbourne University	The Victorian advancing early learning study was designed to test the effectiveness of educator capacity-building aimed at ensuring consistent high quality learning support for children, at a sufficiently high level to shift the cognitive outcomes of disadvantaged children.

Overseas travel – Corporate

Tables show details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit.

Table 3 – Overseas travel (Department)

Officer	Destination	Objective	Outcome
<i>Deputy Secretary</i>	China	WOVG China Strategy	<p>The main purpose of the travel was to accompany the Minister for Families and Children, in support of Victoria's new China Strategy—Partnerships for Prosperity. The Minister met with key stakeholders to explore future partnership prospects for Victoria. The key objectives/outcomes for the trip included:</p> <ul style="list-style-type: none"> strengthening the bilateral relationship between Victoria and China, in particular laying the foundation for a new sister state agreement between Victoria and Sichuan Province supporting the strong education relationships between Victoria and China, particularly with the Chinese Ministry of Education; with a focus on early childhood and care continuing to build people-to-people links between Victoria and China, including visits to a number of kindergartens promoting Victoria as a leader in early childhood education sharing information to strengthen whole-of-life education for children.
<i>Project Director</i>	United Kingdom	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Completed a subject on regulatory analysis. Met with the Australian Education Manager and representatives of UNESCO and OECD.
<i>Project Director</i>	United Kingdom	To ensure our workforce is high performing, empowered, valued and supported.	<ul style="list-style-type: none"> Completed a subject on development economics with a focus on applied empirical methods.
<i>Project Director</i>	United Kingdom	To ensure our workforce is high performing, empowered, valued and supported.	<ul style="list-style-type: none"> Participated in the Executive Masters of Public Administration program (EMPA), delivered through the Australia and New Zealand School of Government (ANZSOG) to build knowledge and expertise in models and cases of policy development.

Officer	Destination	Objective	Outcome
<i>Program Officer</i>	Thailand, Cambodia	Increase the productivity of our services.	<ul style="list-style-type: none"> • Participated in IDP Education exhibitions in both Thailand and Cambodia to promote the profile of VGS as a preferred study destination. • Engaged with key stakeholders to identify opportunities to further improve recruitment objectives in these two emerging markets.
<i>Executive Director</i>	Vietnam	Increase the productivity of our services and build relationships with education counterparts in Vietnam.	<ul style="list-style-type: none"> • Met with Austrade in Ho Chi Minh City and Hanoi, providing useful insights into international education opportunities for Victoria in Vietnam. • Met with the head of the Hanoi Department of Education and delivered a keynote speech at the Principals Forum in Hanoi, building key stakeholder relationships and promoting a greater engagement between Victorian and Vietnamese schools, particularly through collaboration on STEM teaching. • Strengthened the bilateral relationship between Victoria and Vietnam.
<i>Executive Director</i>	China	Increase the productivity of our services and build relationships with education counterparts in China.	<ul style="list-style-type: none"> • Met with Bureau officials from Taizhou and the Jiangsu Provincial Department of Education to strengthen the relationships with Jiangsu, Victoria's sister state and a key partner for education collaboration. • Delivered keynote presentations at the Jiangsu International Forum on Victoria's Curriculum as an example of best global practice. • Built relationships and contributed to strengthening Victoria's reputation in China and globally, with attendees from other parts of Asia, Africa, Canada, New Zealand, USA and Europe. • Met with education agents in Shanghai to deliver updates on Victoria's International Student Program. • Met with participants of the Victorian Young Leaders in China (VYLC) program in Shanghai to observe the program firsthand and strengthened the relationship with one of the Department's key in-country host schools.
<i>Project Officer</i>	China	Increase the productivity of our services.	<ul style="list-style-type: none"> • Recruited fee-paying international students and increased the number of Chinese and Taiwanese students in Victorian government schools (VGS). • Strengthened the profile of VGS as a preferred study destination. • Participated in education exhibitions and prospective student and parent information sessions organised by the Department. • Facilitated a coordinated exhibition in Wuhan in partnership with Austrade showcasing VGS with enrolment capacity on a larger scale.

Officer	Destination	Objective	Outcome
			<ul style="list-style-type: none"> Gathered market intelligence in China and Taiwan and identified program development and business opportunities for the International Student Programs (ISP) in VGS. Maintained strong engagement and working relationships with the Department's accredited education agencies in China and Taiwan and re-engaged with accredited education agents in Taiwan.
<i>Project Officer</i>	Hong Kong, China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Recruited fee paying international students and increased the number of students in VGS. Strengthened the profile of VGS as a preferred study destination in China. Participated in education fairs organised by education agencies in Fuzhou, Hangzhou and Beijing. Ran joint VGS information sessions with education agencies. Facilitated a coordinated exhibition with four VGS in Hangzhou in partnership with Austrade and VGBO showcasing VGS with larger scale enrolment capacity. Gathered market intelligence and identified program development and opportunities for the ISP in VGS in China. Maintained working relationships and strong engagement with the Department's agencies in China who assist in the recruitment of international students in VGS.
<i>Project Officer</i>	Hong Kong, China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Recruited fee-paying international students and increased the number of students studying in VGS. Strengthened the profile of VGS as a preferred study destination in China. Participated in education fairs organised by education agencies in Dalian, Shenyang and Shanghai and ran joint VGS Information Sessions with education agencies in Harbin, Shenyang and Shanghai. Facilitated a coordinated exhibition with seven VGS in Tianjin in partnership with Austrade and VGBO and showcased VGS with larger scale enrolment capacity. Gathered market intelligence and identified program development and opportunities for the International Student Programs in VGS in China. Maintained working relationships and strong engagement with the Department's accredited education agencies in China who assist in the recruitment of international students for VGS.

Officer	Destination	Objective	Outcome
<i>Senior Project Officer</i>	South Korea	Increase the number of Victorians actively participating in education, training, development and child health services.	<ul style="list-style-type: none"> • Raised the brand awareness of VGS as a quality destination of choice for international students and supported increases in international student recruitment in VGS. • Provided training and marketing material to key education agents to support them in recruiting international students to VGS. • Strengthened relationships with key education agents and VGBO. • Established a relationship with Austrade Korea and agreed to collaborate on two initiatives to promote VGS with capacity to enrol students. • Gained key market intelligence on Korean international education market.
<i>Senior Project Officer</i>	Germany, Italy	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> • Demonstrated the Department's commitment to diversifying the ISP in government schools • Strengthened and rebuilt relationships with key education agents. • Raised the brand awareness of VGS as a high-quality, flexible and subject-rich (academic and extra-curricular) destination for study abroad international students. • Supported increases in Italian and German study abroad international student recruitment in VGS • Provided training and marketing material to key education agents to support them in recruiting international students to VGS. • Established a relationship with Austrade Italy and Germany to develop market intelligence and identified opportunities for collaboration.
<i>Senior Project Officer</i>	China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> • Completed a four-week intensive Chinese language program. • Engaged with the Chinese education system and with the culture more broadly. • Met with stakeholders managing the VYLC program.
<i>Senior Project Officer</i>	Japan	Increase the productivity of our services.	<ul style="list-style-type: none"> • Supported activities for the recruitment of Japanese school students into the International Student Program. • Lifted the profile of VGS as the preferred study destination through anticipation in the Austrade Exhibition and industry networking events and ICC Parent seminars. • Strengthened relationships with VGBO Tokyo, Austrade, accredited agents and Victorian institutions. • Gathered market intelligence through participation in the Austrade Exhibition and meetings with stakeholders.

Officer	Destination	Objective	Outcome
			<ul style="list-style-type: none"> Established connections with new agents, government bodies and local institutions, several local high schools and international schools. Gathered insights into effective promotional strategies for marketing the VGS brand within the market, including social media and print collateral.
<i>Senior Project Officer</i>	Malaysia, Indonesia	Increase the productivity of our services.	<ul style="list-style-type: none"> Supported activities to promote recruitment of Malaysian and Indonesian school students to VGS. Attended the AEAS Australian Schools Exhibition and New Agents Workshop in Kuala Lumpur to promote the VGS as a preferred study destination. Met with new study tour operators and education agents in Indonesia. Conducted information sessions, meetings and workshops in collaboration with VGBO and VGS representatives. Established and strengthened relationships between Victorian institutions and the VGBO Kuala Lumpur and Jakarta, Austrade Malaysia and education agents. Participated in meetings to discuss schools sector market trends, local and international competitor activities, local government educational priorities and the Malaysian and Indonesian view of the Victorian education system and VGS to gather market intelligence and strengthen stakeholder relationships. Commenced the development of initiatives for 2017–18 to promote awareness of the International Student Program in VGS in conjunction with the VGBO Kuala Lumpur and Jakarta.
<i>Team Leader</i>	Singapore, Vietnam	Increase the productivity of our services.	<ul style="list-style-type: none"> Supported the activities for the recruitment of school students from Singapore and Vietnam into VGS. Participated in exhibitions and information seminars/interview sessions to raise the profile of VGS in both the Singapore and Taiwan markets, gather market intelligence and strengthen stakeholder engagement.
<i>Team Leader</i>	Vietnam, Hong Kong	Increase the productivity of our services.	<ul style="list-style-type: none"> Participated in the Department's coordinated roadshow promoting VGS, strengthened stakeholder engagement and gathered market intelligence. Increased new applications for students to study in VGS.

Officer	Destination	Objective	Outcome
<i>Team Leader</i>	Vietnam, Hong Kong	To build education relationships between Victoria and Vietnam/Hong Kong, to grow the number of international students, and to increase intercultural capabilities and language learning in Victoria.	<ul style="list-style-type: none"> • Attended IDP exhibitions in March 2017 as part of the Department's presence in Vietnam and Hong Kong. • Participated in seminars/interview sessions to raise the profile of VGS, gather market intelligence and strengthen stakeholder engagement in both the Vietnamese and Hong Kong markets.
<i>Project Officer</i>	Japan	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> • Attended the Aichi Prefectural Government meeting and met with the Vice-Governor of Aichi, building on existing government relationships and strengthening the Aichi–Victoria sister state partnership. • Visited Aichi, Osaka, Namegata and Okinawa to strengthen government to government relationships. The visit also enabled collaboration and discussion on the Department's agreements such as Aichi–Victoria Teacher Exchange Program and the Okinawa BOE MOU with the Department. • Renewed and strengthened relationships with Japanese stakeholders from the 35th anniversary events in Melbourne in 2015. • Strengthened stakeholder engagement with the Aichi–Victoria teacher exchange program, sister school partnerships and the ISP. • Visited schools in Osaka, Aichi, Namegata and Okinawa, to observe classrooms and share information about the Victorian education system, the Japanese education system, STEM reform and Japan's super science high schools. • Strengthened the relationship with the VGBO Tokyo.
<i>Senior Project Officer</i>	China, Hong Kong	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> • Met with Education Bureau officials from Huai'an and Taizhou and officials from Jiangsu Provincial Department of Education to promote new and existing relationships. • Visited four sister schools and observed collaboration between the Victorian and Jiangsu schools. • Participated in the 12th Jiangsu International Forum for School Principals.
<i>Program Officer</i>	China	WOVG China Strategy	<ul style="list-style-type: none"> • Provided language and cultural assistance, administration and logistical support to the delegation team. • Supported the collaboration between the Department and VGBO in Beijing, Chengdu and Shanghai. • Gained a greater understanding of international education programs in Victoria and China.

Officer	Destination	Objective	Outcome
<i>Program Officer</i>	China	Increase the productivity of our services.	<ul style="list-style-type: none"> • Recruited fee-paying international students and increased the number of Chinese students in VGS. • Participated in the China Education Expo in Beijing in partnership with the VGBO. • Participated in education fairs and seminars organised by education agencies in Shenzhen, Guangzhou, Nanjing and Shanghai. • Facilitated a Departmental Exhibition in Jinan with Austrade and the VGBO to showcase VGS with larger scale enrolment capacity. • Facilitated an Education Agent Roundtable in Shanghai in partnership with Austrade and the VGBO to identify partnership opportunities for education agencies and the Department regarding international education. • Maintained stakeholder engagement with the Department's education agencies in China through Agent Roundtable, meetings and briefings. • Gathered market intelligence and identified program development and opportunities for the International Student Programs in VGS.
<i>Program Officer</i>	China	To build education relationships between Victoria and China to grow international student number as well as increase the intercultural capabilities and support language learning in Victorian schools.	<ul style="list-style-type: none"> • Recruited fee-paying international students and strengthened the profile of VGS as a preferred study destination in China. • Participated in a Victorian Government Pavilion with the VGBO (China), as part of the China International Education Exhibition Tour held in Beijing, Zhengzhou and Shanghai. • Participated in fairs organised by education agencies in Guangzhou. • Facilitated a departmental exhibition with participating schools in Zhengzhou with Austrade and VGBO which aims at showcasing VGS with larger scale enrolment capacity in order to enhance our position in China. • Engaged with local stakeholders and the Department's education agencies through joint VGS information sessions to identify program development and business opportunities for the international student programs in VGS in China. • Reduced the amount of independent school travel to China for international student recruitment purposes.

Officer	Destination	Objective	Outcome
<i>Project Officer</i>	Singapore, China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Facilitated smooth in-country transition for VYLC participants. Students and teachers demonstrated ease of cultural adaption to the new schooling environment and readiness to adapt and engage. Met with the Confucius Institute (Hàn bàn) to discuss feedback on the program and discuss improvement opportunities for 2017. Stakeholder engagement and relationship building to promote greater commitment and understanding to support the VYLC Program, with two new Chinese schools expressing interest. Visited Yangzi High School to discuss hosting and assess readiness to host in March/April 2017. Visited Chengdu No.7 and Sichuan Universities to identify suitability to accommodate students.
<i>Project Officer</i>	China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Strengthened relationships with the Confucius Institute (Hàn bàn) and Shanghai University of Finance and Economics (SUFU) for collaboration of future programs. Coordination and delivery of the Shanghai–Victoria Principals Forum, creating meaningful dialogue and opportunities for principals to forge international partnerships and promote Victoria's education system. Finalisation of arrangements with SUFE and the participating Victorian principals in relation to the Secretary's visit. On the ground observation of the offshore program for evaluation purposes (a requirement of the agreement between the Confucius Institute (Hàn bàn) and the Department). Finalisation of the VYLC program (October/November 2016) host schools in Shanghai in accordance with the Department's program requirements, including Chinese language curriculum and program logistics.
<i>Project Officer</i>	Singapore, China	Strengthens government to government relationships with China, in accordance with the government's China strategy and furthering the internationalisation of Victorian schools.	<ul style="list-style-type: none"> Supported VYLC participants for a smooth in-country transition. Met with the Confucius Institute (Hàn bàn) to facilitate feedback on the language and culture program and discuss program improvement opportunities to partner with Shanghai Municipal Education Commission. Met with Chengdu Education Bureau to discuss challenges around sourcing schools in Chengdu with appropriate facilities and accommodation. Established links to strengthen relationships with Pukou Education District Bureau (Nanjing).

Officer	Destination	Objective	Outcome
			<ul style="list-style-type: none"> Met with Shanghai Municipal Education Commission and International Education Association (IEA) to plan the offshore component of the Leading Asia Capable Schools (LACS) and confirmed that IEA will lead program management of the LACS in-country program to be held at Fudan University and Shanghai Normal University September 2017.
<i>Senior Policy Adviser</i>	Hong Kong, China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services. Enhance government to government relationship and develop a better international platform for Victorian education providers.	<ul style="list-style-type: none"> Visited the Division of American and Oceania Affairs, the Department of International Cooperation and Exchange, the Ministry of Education, China. Visited China Education Association for International Exchange (CEAIE). Visited the State Administration for Foreign Experts Affairs (SAFEA) of China. Visited China Scholarship Council (CSC). Attended China Study Abroad Forum 2017.
<i>Senior Project Officer</i>	China	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Participated in an Introduction to Chinese language skills course at Nanjing University and experienced an immersion into authentic Chinese language and culture as part of the VPS Asia Capabilities Program.
<i>Senior Policy Officer; Leadership Development Officer</i>	Canada	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> Attended the New Pedagogies for Deep Learning Lab and presented on behalf of the Department Built relationships and gathered resources to support the Department's implementation of Deep Learning.
<i>Manager</i>	Japan	Raise standards of learning and development achieved by Victorians using education, training, development and child health services. This travel was organised and funded by The Japan Foundation, Sydney.	<ul style="list-style-type: none"> Strengthened relationships with key stakeholders in Japan to support the teaching of Japanese in Victorian schools. Met with The Japan Foundation, the Ministry of Education, Culture, Sports, Science and Technology and the Tokyo Metropolitan Board of Education in Tokyo. Visited the Koishikawa Secondary Education School in Tokyo and the Kyoto Higashiyama Izumi Primary School, as well as the Kyocera Corporation Head Office, Kyoto.
<i>Manager</i>	United Kingdom	Identify best practice from virtual schools to introduce into the Victorian LOOKOUT Education Support Centres.	<ul style="list-style-type: none"> Examined best practice in United Kingdom Virtual Schools to inform a range of recommendations for improving and refining the Victorian LOOKOUT Education Support Centers. Established a mentoring program for LOOKOUT Centre principals with United Kingdom Virtual School Heads.

Officer	Destination	Objective	Outcome
<i>Deputy Secretary</i>	China	Increase the productivity of our services.	<ul style="list-style-type: none"> • Gained insight into the Australian political and policy system through a deeper and more thorough understanding of the Chinese social, political and economic context as well as a deeper understanding of the complexities of governance in China.
<i>Director; Manager</i>	South Korea	Increase the productivity of our services and increase profile of Victorian government schools.	<ul style="list-style-type: none"> • Participated in a formal program coordinated by Asia Education Foundation and promoted the strategic workforce development initiatives of the Department. • Met senior Korean educators to strengthen key stakeholder relationships and gain an understanding of how the Department can work with the education sector in Korea.
<i>Executive Coordinator; Principal Advisor</i>	China	To participate in the offshore component of the Leading Asia Capable Schools (LACS) course provided by the Bastow Institute of Educational Leadership (a six-month blended model of professional learning for school principals and policy makers).	<ul style="list-style-type: none"> • Participated in a series of lectures facilitated by the Shanghai University of Finance and Economics on Chinese history, economics, education and culture. • Visited Australian companies and Chinese schools to gain insights and understanding of the high-performing education system in Shanghai. • Participated in a round table discussion with the Secretary, Department of Education and Training and LACS participants to discuss learnings from the course.
<i>Manager</i>	South Korea	Increase the productivity of our services.	<ul style="list-style-type: none"> • Participated in the VPS Asia capability program to deepen knowledge and understanding of potential engagement with Korea in the context of leadership development. • Developed stakeholder engagement in target markets to identify potential professional development opportunities the Victorian education sector could provide to the Korean education workforce.
<i>Regional Director</i>	United Kingdom	<p>Raise standards of learning and development achieved by Victorians and increase the number of Victorians actively participating in education, training, development and child health services.</p> <p>Increase the contribution education, training, development and child health services make to good health and quality of life for all Victorians.</p>	<ul style="list-style-type: none"> • Participated in the Global Cities Education Network (GCEN) symposium to gain insights into the policy and practice interventions and implementation which have driven effective change over time. • Developed a deeper understanding of the emerging coherence and system of improvements in London and across GCEN, including school-led and self-improving systems.

Officer	Destination	Objective	Outcome
<i>Senior Education Improvement Leader</i>	South Korea	Raise standards of learning and development achieved by Victorians using education, training, development and child health services.	<ul style="list-style-type: none"> • Visited Korean schools and met with school principals, teachers and senior administrators including area and provincial leaders. • Created meaningful dialogue and opportunities for principals to forge international partnerships to gain insights into the Korean education system as it positions itself as an alternative Asian education experience.
<i>Senior Project Officer</i>	Hong Kong, France	Increase the productivity of our services.	<ul style="list-style-type: none"> • Participated in the International School sport Federation (ISF) World Schools Championships, building and strengthening relationships with peers and students from 25 countries attending the championships.

Overseas travel – Schools

Travel helps connect our education system to the world and enriches our practice and performance. It builds school staff capacity, showcases our strengths, forges meaningful partnerships both nationally and overseas, drives the internationalisation of Victorian schools, and provides students important opportunities to further their learning and development in a global context across all learning disciplines. All school staff travel must be approved by the Regional Director. Requests are submitted using the Department's travel system and detail the travel's destinations, purpose and expected outcomes.

The Department is committed to ensuring transparency and accountability in how it spends public money. Reporting overseas travel of school staff further supports transparency and ensures compliance under the Public Administration Act, the VPS code of conduct and whole of government guidelines. Schools also report on their overseas travel in their annual reports. Information provided in 'Table 4' is extracted from the Department's travel system and includes department funded, self-funded and mixed funded travel events. The Department will continue to improve its data collection methods for reporting in future years.

Table 4 – Overseas travel (Schools)

Objective	Officer	Destination	Outcome
Conferences and professional development	98 School staff	Austria – 1 trip Canada – 1 trip Chile – 2 trips China – 39 trips Fiji – 1 trip Finland – 1 trip France – 4 trips Germany – 2 trips Indonesia – 3 trips Israel – 1 trip Italy – 4 trips Japan – 12 trips Malaysia – 1 trip New Caledonia – 2 trips Singapore – 2 trips South Korea – 1 trip United Arab Emirates – 4 trips United States of America – 13 trips Vietnam – 4 trips	<ul style="list-style-type: none"> Improved knowledge and expertise supporting the development of a high-performing workforce that is knowledgeable and able to improve student performance and learning. Sharing of best practice and knowledge with other practitioners and experts within a global context. Promotion of the Victorian government school system.

Core business	18 School staff	Cambodia – 1 trip China – 4 trips Germany – 1 trip Japan – 1 trip Mexico – 1 trip Philippines – 1 trip Singapore – 3 trips South Korea – 1 trip United States of America – 2 trips Vietnam – 3 trips	<ul style="list-style-type: none"> Establishment of core operational requirements including school agreements, facilitating school curriculum, and developing/maintaining accreditation. Development of school and student learning opportunities.
Educational exports	3 School staff	China – 2 trips India – 1 trip	Improved bilateral relations and the promotion of the Victorian education system. Promotion of the International Student Program through events such as educational roadshows.
International Student Recruitment	61 School staff	Cambodia – 1 trip China – 32 trips Germany – 2 trips Italy – 2 trips Japan – 2 trips Malaysia – 2 trips Singapore – 1 trip Thailand – 1 trip Vietnam – 18 trips	Recruitment of international students to increase participation in Victoria's International Schools Program.
Leading Asia Capable Schools (LACS) Program	12 School staff	China – 12 trips	<ul style="list-style-type: none"> Attendance at a 10 day immersion experience in China at the Shanghai University of Finance and Economics (SUFU). Establishment of links with Australian and Chinese businesses to support the development of work ready 'Asia capabilities' in students.
Sister Schools	68 School staff	China – 32 trips France – 2 trips Germany – 6 trips India – 1 trip Indonesia – 4 trips Italy – 1 trip Japan – 16 trips Philippines – 1 trip Reunion Island – 1 trip South Korea – 1 trip	<ul style="list-style-type: none"> Establishment and maintenance of international sister school relationships to provide students and staff with the opportunity to further their learning and development in a global context. Improved relationships with sister schools that facilitate knowledge sharing, best-practice teaching, and improve student outcomes.

Student excursions	230 School staff	<p>Vietnam – 3 trips</p> <p>Antarctica – 1 trip</p> <p>Cambodia – 13 trips</p> <p>Chile – 1 trip</p> <p>China – 39 trips</p> <p>Costa Rica – 2 trips</p> <p>Denmark – 3 trips</p> <p>Ecuador – 3 trips</p> <p>England – 8 trips</p> <p>Fiji – 3 trips</p> <p>France – 11 trips</p> <p>Germany – 5 trips</p> <p>Greece – 1 trip</p> <p>India – 7 trips</p> <p>Indonesia – 10 trips</p> <p>Italy – 11 trips</p> <p>Japan – 30 trips</p> <p>Laos – 3 trips</p> <p>Malaysia – 9 trips</p> <p>Nepal – 5 trips</p> <p>New Caledonia – 8 trips</p> <p>Papua New Guinea – 2 trips</p> <p>Peru – 1 trip</p> <p>Philippines – 1 trip</p> <p>Singapore – 5 trips</p> <p>South Korea – 2 trips</p> <p>Sri Lanka – 2 trips</p> <p>Switzerland – 2 trips</p> <p>Taiwan – 1 trip</p> <p>Thailand – 4 trips</p> <p>United States of America – 28 trips</p> <p>Vietnam – 9 trips</p>	<ul style="list-style-type: none"> • Attendance of students at regional and international events across all learning disciplines. • Participation in school exchange programs, language and cultural learning to prepare students to live and work as global citizens.
Teacher exchange	17 School staff	<p>Canada – 2 trips</p> <p>Japan – 5 trips</p> <p>Malaysia – 1 trip</p> <p>South Korea – 7 trips</p> <p>United States of America – 1 trip</p>	<ul style="list-style-type: none"> • Sharing of knowledge, expertise and best practice for Victorian teachers and school leaders. • Provision of opportunities for teachers from other countries to work in the Victorian schools. • Promotion of the Victorian government school system in a global context.

		Vietnam – 1 trip	
VCE Offshore	<i>7 School staff</i>	China – 7 trips	<ul style="list-style-type: none"> • Development of the VCE Offshore Program with sister schools. • Identification of potential new partners.
Victorian Young Leaders to China	<i>25 School staff</i>	China – 25 trips	<ul style="list-style-type: none"> • Enhanced language and cultural understanding through immersion in Chinese school and daily life. • Development of personal and leadership skills. • Preparation for students to live and work as global citizens.

Major promotional, public relations and marketing activities

Table 5 shows details of major promotional, public relations and marketing activities undertaken by the Department to develop community awareness of the Department and its services.

Table 5 – Major promotional, public relations and marketing activities

Activity	Purpose	\$ excl. GST
<i>2017 Victorian school design awards</i>	The Victorian School Design Awards recognises innovative and sustainable design in government primary, secondary and specialist schools incorporating Inclusive Design principles. The awards promote state-of-the-art design in schools and are used to showcase new initiatives in environmental design, inclusivity and shared community use.	25,200
<i>Children's week</i>	Children's Week focuses community attention on the achievements and needs of Victoria's children and young people. The Department supported local government organisations, early childhood services and other educational partners to host free activities and events and promoted them through local media.	55,081
<i>Education week</i>	Education Week is a long-standing event-based promotion of Victorian education. Grants are provided to local government areas, museums, libraries and other educational partners to host free activities and events and promote them through local media.	35,428
<i>Learn local awards</i>	The Victorian Learn Local Awards celebrate outstanding achievements of individuals, organisations and programs within the Learn Local education and training sector.	175,199
<i>Premier's VCE awards</i>	An event to publicly recognise, celebrate and promote young Victorians who have achieved excellence in VCE studies.	163,947
<i>Premiers' reading challenge</i>	The Premiers' Reading Challenge promotes interest in literacy and reading by encouraging children to read a set number of books and record their efforts online.	55,460
<i>Sports awards</i>	The Victorian School Sports Awards are the highest sporting accolades presented by Victoria's government school system. Awards are for students, teachers, parents and volunteers who have excelled or made an outstanding contribution to school sport.	59,301
<i>Victorian early years awards</i>	The Victorian Early Years Awards publicly announce and recognise finalists and winners of the annual Victorian Early Years Awards. They provide a forum for professional exchange that showcases innovation and best practice among key Victorian early childhood sector stakeholders. The awards raise awareness of the Victorian Government's investment and current initiatives in the early years sector.	42,102

Activity	Purpose	\$ excl. GST
<i>Victorian education excellence awards</i>	<p>The Victorian Education Excellence Awards (VEEAs) recognise and celebrate outstanding contributions to school and student outcomes made by teachers, principals and support staff in VGS.</p> <p>Presented across 10 award categories, the VEEAs promote the reputation of VGS as centres of excellence by recognising outstanding practice in areas of leadership, classroom teaching, student engagement and curriculum development.</p>	118,600
<i>Victorian state schools spectacular promotion</i>	<p>To raise awareness of the opportunities for Victorian government school students to participate in the 2016 Victorian State Schools Spectacular providing performing arts opportunities for government school students.</p> <p>To showcase the achievements of participating students and promote ticket sales to the Hisense Arena event.</p>	52,046
<i>Victorian training awards</i>	<p>The Victorian Training Awards showcases and celebrates excellence and achievements of individuals, industry and the myriad organisations involved in vocational education and training in Victoria.</p>	372,730

Major committees

Table 6 shows a list of major committees sponsored by the Department, the purposes of each committee and the extent to which the purposes have been achieved.

Table 6 – Major committees sponsored by the Department

Major committee	Purpose	Extent of purpose achieved
<i>Asset Strategy Steering Committee</i>	The Asset Strategy Steering Committee oversees the implementation and strategic direction of the refreshed DET Asset Strategy 2016–2026.	The Asset Strategy Steering Committee met three times during 2016–17. The Committee drove progress and reporting against the Strategy actions, and ensured it is up to date and reflects current policies and priorities.
<i>Audit and Risk Committee (ARC)</i>	ARC assists the Secretary to fulfil governance responsibilities and obligations under the Financial Management Act. ARC was established in 2003 to meet the Standing Directions of the Minister for Finance under the Act requiring 'each public sector agency to appoint an audit committee to oversee and advise the public sector agency on matters of accountability and internal control affecting the operations of the agency'. ARC provides direct advice to the Secretary on governance, risk management, audit and control assurance activities. The existing operations of ARC continue under the Department's new governance structure.	During 2016–17 ARC met seven times and convened one special meeting to address specific matters. ARC revised and approved its terms of reference in December 2016. ARC provided oversight of governance, risk management, audit and control assurance activities to advise the Secretary whether internal processes of the Department were operating within an acceptable level of risk and whether appropriate controls are in place to meet external regulatory and public accountability requirements. In fulfilling its responsibilities under the Standing Directions, ARC endorsed the annual financial statements certification process for 2015–16 in September 2016.
<i>Budget and Financial Management Committee (BFMC)</i>	BFMC advises the Secretary on budget priorities, and oversees effective strategic development and coordination of Departmental finances and physical assets. The BFMC also approves allocation of contingency funds to ensure appropriation of public funds accords with the Department's strategy and objectives.	BFMC met on a monthly basis during 2016–17. BFMC increased its focus on budget and expenditure monitoring by considering the monthly Student Resource Package Report and the Budget Management Report at each meeting. BFMC led on the establishment and monitoring of the internal budget process and mid-year review and approved allocation of contingency funds in line with Departmental priorities.
<i>Disability Provision Advisory Group</i>	The Disability Provision Advisory Group oversees the implementation and strategic direction of future provision planning for disability infrastructure in schools, consistent with the new School Provision Planning Guidelines for Students with Disabilities.	The Disability Provision Advisory Group met three times in 2016–17.
<i>Early Childhood Development Advisory Group</i>	To provide advice and perspectives on reform opportunities, practical implementation of reform initiatives, and their impacts on the sector.	The advisory group met three times in 2016–17 and advised on reform directions as part of the development of the Education State Early Childhood Reform Plan.

Major committee	Purpose	Extent of purpose achieved
<i>Education State Board</i>	To provide executive oversight of the development and implementation of the Education State reform agenda and related activities, including setting the strategic direction, objectives, policies and initiatives.	The Education State Board met fortnightly during 2016–17. Its focus was on the development, implementation and governance of the Education State reform agendas and in maintaining a coherent policy narrative across education sectors. Key highlights include the development and release of the Early Childhood Development Reform Plan, the release, implementation and delivery of Skills First, and the ongoing implementation and monitoring of the Education State in Schools reforms.
<i>Executive Board</i>	To provide stewardship of the Department and support the Secretary with strategic leadership of the organisation, its agencies and portfolios.	The Executive Board met fortnightly during 2016–17. The Board set the Department's strategic direction and performance targets, and oversaw performance, operations, compliance, leadership and culture.
<i>Executive Development and Remuneration Committee</i>	The Executive Development and Remuneration Committee ensures a consistent and rigorous approach to setting and adjusting executive officer remuneration as well as addressing their individual development needs.	The Executive Development and Remuneration Committee met five times in 2016–17 to approve individual remuneration and performance outcomes for executive officers in accordance with government guidelines. The Committee considered and approved the executive officer continuous professional development program and the executive officer development centre program. The Committee also developed and implemented a rotation program for executives.
<i>Information Management and Technology Committee</i>	The Information Management and Technology Committee (IMTC) provides strategic oversight of the Department's information management and technology functions, priorities and systems, including information security. All departmental information management and technology initiatives must be presented to the IMTC for endorsement before their funding proposal is submitted to BFMC or the Executive Board considers them for approval.	The Committee met on a monthly basis in 2016–17 to provide strategic oversight of the Department's information management and information, communication and technology priorities, ensuring that projects are in line with Department and whole of Victorian Government direction. The Committee monitored the implementation of all major information management and IT related projects, contracts and contract renewals to validate their effective delivery.

Major committee	Purpose	Extent of purpose achieved
<i>Integrity Committee</i>	<p>The Integrity Committee supports the Secretary to provide oversight and assurance that the actions and activities undertaken by staff employed by the Department (including schools) are conducted with integrity. The committee oversees work that supports all staff within corporate areas and schools to understand and uphold the highest standards of integrity and public trust, and to resist corruption.</p> <p>In relation to portfolio statutory entities, the TAFE sector and funded services, the Committee undertakes a stewardship role that reflects the Department's governance responsibilities and operational relationships with these bodies.</p>	<p>The Integrity Committee met on a six-weekly basis in 2016–17. The Committee oversaw the effective implementation of the Integrity Reform Program with a focus on good governance and policy, ethical leadership, staff development and support and smart systems and controls. The Committee continued to lead the development of a culture led by the Department's values: integrity, respect, responsiveness, accountability, impartiality, leadership and human rights.</p>
<i>Marrung Central Governance Committee</i>	<p>To monitor and advise on the implementation of Marrung: Aboriginal Education Plan 2016-2026. The Committee is part of a broader governance mechanism that ensures accountability for Marrung, including Regional Partnership Forums and VAEAL's Koorie Education Roundtables.</p>	<p>Convened in July 2016, the Marrung Central Governance Committee met four times during 2016–17 and reviewed regional implementation plans.</p>
<i>Performance and Evaluation Committee</i>	<p>The Performance and Evaluation Committee supports a Department-wide approach to performance monitoring and evaluation that is integrated, consistent and comprehensive.</p>	<p>The Committee met monthly in 2016–17 and oversaw DET's reporting against DET's frameworks for monitoring delivery and outcomes. The Committee focused on the monitoring of significant DET evaluations, including the communication of findings and actions in response.</p>
<i>Policy and Implementation Committee</i>	<p>The Policy and Implementation Committee (PIC) oversees the development, implementation and evaluation of strategically significant policy initiatives to strengthen Victoria's education services and assets. The Committee draws on the expertise of all staff and the teaching workforce to bring a 'whole of lifecycle' approach to policy development and execution.</p>	<p>The Committee met monthly in 2016–17 and considered strategic, cross-portfolio policy initiatives and implementation proposals.</p> <p>The Committee considered policy and implementation papers, drawing on the expertise and perspectives of members representing all groups across the Department to ensure guidance and decision-making reflects a whole-of-department position.</p>

Major committee	Purpose	Extent of purpose achieved
<i>Procurement and Probity Committee</i>	The Procurement and Probity Committee (PPC) provides strategic oversight of procurement activities within the Department to ensure appropriate rigour has been exercised in accordance with the Department's procurement policy. In doing so, the PPC supports the Secretary's obligations to Victorian Government Purchasing Board (VGPB) policy, under the <i>Financial Management Act 1994</i> . The Committee considers procurement of goods and services in statutory authorities (Victorian Curriculum and Assessment Authority, Victorian Registration and Qualifications Authority and Merit Protection Board). The Committee does not consider procurement related to construction or property.	The committee met on a monthly basis in 2016–17 and, in addition to providing strategic oversight of procurement activities, the Committee: <ul style="list-style-type: none"> • endorsed the Departmental procurement activity plan • reviewed its procurement framework and policy to ensure ongoing alignment with VGPB supply policies • updated its procurement capability plan to improve procurement capability, risk monitoring and compliance • completed its annual assessment against its terms of reference to identify areas working well and opportunities for improvement.
<i>School Policy and Funding Advisory Council</i>	The School Policy and Funding Advisory Council provides advice to the Minister for Education on regulatory, policy and funding matters affecting government and non-government schools (NGS).	The School Policy and Funding Advisory Council met six times in 2016–17 and continued to deliver on a comprehensive cross-sector work plan, providing advice to the Minister on key policy reforms to support improved outcomes for students through the Education State. Key achievements to support the Education State included: <ul style="list-style-type: none"> • establishing a cross-sectoral commitment to achieve Education State targets • developing the 2017 NGS Memorandum of Understanding and Funding Agreement • progressing key policy issues such as school leadership, arts education and the NGS Audit Program • overseeing two cross-sectoral pilots to support better social cohesion in Victorian schools • mapping existing cross-sectoral partnerships to identify high-potential sites for future collaboration.
<i>Student Resource Package Consultative Committee</i>	The Student Resource Package Consultative Committee consists of key stakeholder organisations and provides a framework for consultation to consider policy and operational impacts of changes in school resourcing. The Committee is guided by terms of reference to ensure policy congruence with the research, development and maintenance of the current SRP funding model.	The Committee met eight times in 2016–17. In the past year the Committee has considered and provided feedback on a significant number of resource-related items, including: <ul style="list-style-type: none"> • school funding reform • student support services • the National Disability Insurance Scheme • camps, sports and excursions funding • analysis of resources in schools.

Major committee	Purpose	Extent of purpose achieved
<i>Tech Schools Project Board</i>	To manage and ensure timely implementation of the Tech Schools initiative.	The Board met regularly in 2016–17 and provided management oversight and high-level expert advice to inform the development and implementation of Tech Schools.
<i>Tech Schools STEM Future Industries Advisory Panel</i>	To provide high-level advice on current research developments and emerging industries, and program design that provides students with skills for the future and promotes the connection between education and future industries.	The Advisory Panel met on a number of occasions to advise the Minister and provide input on the direction and requirements of future industries' economic growth to Tech Schools.
<i>The Ministerial Early Childhood Development Expert Panel</i>	To provide the Minister with an opportunity to connect with early childhood development experts.	The Expert Panel met on a number of occasions to provide advice to the Minister and provided insight, advice and expertise to support the development of the Education State Early Childhood Reform Plan: Ready for kinder, ready for school, ready for life.
<i>Workforce Development and Culture Committee</i>	The Workforce Development and Culture Committee monitors and oversees development, implementation and evaluation of strategies and activities to promote exceptional organisational culture and capability in head office, regional and statutory authority activities, and across the teaching workforce.	The Committee met on a monthly basis to guide the school workforce reform strategy. In 2016–17 the Committee endorsed the introduction of the Mental Health and Wellbeing Charter as well as the Investing in Our People Strategy and activities associated with it.

Consultancies and contractors

Tables 7 and 8 show the details of consultancies and contractors engaged by the Department in 2016–17.

This information may exclude payments to contractors made by government schools and payments for capital works in progress. Contractors' business names are listed in the Australian Business Register. Capitalisation, abbreviations, punctuation, spelling and any apparent errors or inconsistencies are as listed.

Details of consultancies valued at \$10,000 or greater

In 2016–17 there were 105 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2016–17 in relation to these consultancies was \$11.4 million (excluding GST). Consultancies \$10,000 or greater engaged by the Department in 2016–17 are detailed in the table below.

Table 7 – Consultancy expenditure

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Deloitte Access Economics	To provide evaluation expertise to deliver the School Reform Strategic Evaluation	12-May-14	30-Jun-18	1,595,625	370,674	475,074
Murdoch Children's Research Institute	To evaluate the Access to Early Learning Program implementation and model	22-Sep-14	31-Jan-17	302,344	151,224	0
CTP Enterprises Pty Ltd	Bastow Business Model	07-May-15	30-Sep-17	319,000	157,960	0
Susannah Hope	To provide expert analytical advice on the Victorian vocational training sector in response to the requirements of the VET Funding Review	01-Jun-15	10-Feb-17	79,800	10,080	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
.id (Informed Decisions) Pty Ltd	To provide a mapping and data system and licences that combine demand forecast data with broader population and housing data, and school enrolment and capacity data (Demographic Demand Forecast Update)	10-Jun-15	29-Sep-17	848,650	461,175	34,100
Urbis Pty Ltd	Evaluate the teaching academies program that improves the delivering of initial teacher education through university-school partnerships	01-Jul-15	31-Dec-17	149,403	67,828	62,348
KPMG	To provide support for research and due diligence for the Cleaning Contract Reform Project	12-Aug-15	30-Nov-16	144,212	110,533	0
Dandolo Partners	Evaluation of the Performance & Development Approach (2014–17) in Victorian Government Schools	15-Sep-15	31-Dec-17	310,359	0	111,368
Capire Consulting Group Pty Ltd	To advise on the Preston Banyule Dockland Feasibility Project	21-Sep-15	30-Aug-16	130,440	22,965	0
Ernst & Young	To evaluate the Victorian Young Leaders China Program	09-Oct-15	30-Nov-18	282,779	51,601	147,708
PricewaterhouseCoopers (PwC)	To conduct the Kindergarten Guide redevelopment	09-Nov-15	08-Dec-16	48,615	26,485	0
Parkin Corporate Pty Ltd	Integrity Reform Program—Work Plan Delivery	30-Nov-15	11-Nov-16	635,275	317,050	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Urbis Pty Ltd	To support the sustainable and viable implementation of the newly developed outcomes based framework for Government subsidised pre-accredited training	18-Dec-15	30-Jun-17	272,727	21,056	0
KPMG	To conduct a process and impact evaluation of the launch of the LOOKOUT Education Support Centre in South Western Victoria Region	01-Jan-16	21-Dec-16	152,239	122,230	0
Pixel Perfect Pty Ltd	To provide Commercial Advisory Services for the Relocatable Accommodation Services Program	04-Jan-16	31-Dec-16	197,700	88,965	0
Murdoch Children's Research Institute	To undertake analysis and provide recommendations regarding the professional development and support needs of the Maternal Child and Health (MCH) nurse workforce over the coming decade	07-Jan-16	30-Jun-16	65,500	32,750	0
Flanagan Brown Greaves Pty Ltd	To develop a divisional business plan for FY 2016–17	08-Jan-16	30-Jun-17	57,500	16,500	0
Aurecon Aust Pty Ltd	To undertake a feasibility study to inform the development of the Footscray Learning Precinct (FLP)	27-Jan-16	31-Aug-16	535,948	409,192	0
Deloitte Access Economics	To undertake a strategic scan on the skills required from the Victorian economy to inform future departmental allocation of funding for the Victorian Training Guarantee (VTG) Funding	03-Feb-16	28-Feb-17	127,273	65,000	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Australian Council for Educational Research (ACER)	To undertake assessment instrument design work for the Maths Online Interview (MOI); Diagnostic Assessment Tools for English (DATE); and the link between DATE and the English Online Interview (EOI)—Insight Assessment Program	15-Feb-16	31-Dec-16	122,235	122,235	0
Kirkland and Associates	To provide specialist commercial advice and contract negotiation support for Public Joint Venture and Infrastructure Development Projects	18-Mar-16	05-Aug-16	130,000	130,000	0
PricewaterhouseCoopers (PwC)	To conduct the Governance Best Practice and Cost Benefit Analysis for Early Childhood Education and Care Regulation in Victoria	22-Mar-16	31-Dec-16	121,329	27,693	0
Deloitte Access Economics	To provide advice to Government on funding models and the extent to which the models achieve specified objectives (Kindergarten Funding Design)	24-Mar-16	01-Sep-16	159,187	159,187	0
Aurecon Aust Pty Ltd	To undertake a review of the current ownership and management status of the Technical and Further Education (TAFE) and dual sector universities portfolio	28-Mar-16	27-Feb-17	414,311	360,243	0
Aerial Consultancy	To provide expert services including research and analysis of future workforce needs, to assist the National Disability Insurance Scheme (NDIS) skills forum; and support the implementation of the NDIS	11-Apr-16	01-Jul-16	47,000	14,100	0
Murdoch Children's Research Institute	Quarterly program data analysis and site reports Access to Early Learning	14-Apr-16	31-Mar-18	67,254	47,077	20,177

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Ernst & Young	To review the current presentation and content of the DET Quarterly Workforce Report	20-May-16	30-Jun-17	31,818	31,200	0
Ernst & Young	To support the review, design and implementation of schools procurement capability	24-May-16	26-May-17	858,990	858,990	0
Deloitte Touche Tohmatsu	To provide business and financial advice to support the educator to child ratio requirement	26-May-16	30-Jun-17	453,482	398,321	55,160
PricewaterhouseCoopers (PwC)	To provide specialist expertise to lead the delivery of key financial management reform projects as part of the Department's Procurement and Financial Management Reforms	27-May-16	30-Jun-17	732,972	560,388	172,584
KPMG	To provide project implementation and policy development expertise for the implementation of Vocational Education and Training (VET) reforms	01-Jun-16	15-Jul-16	363,636	205,627	0
KPMG	To review the Early Childhood Agreement for children in out of home care	07-Jun-16	30-Dec-16	108,982	108,982	0
KPMG	To provide Project Support to establish the Victorian School Building Authority	07-Jun-16	20-Dec-16	450,865	378,323	0
ACIL Allen Consulting Pty Ltd	To evaluate the student mentoring pilot program	10-Jun-16	31-Dec-17	62,154	47,858	20,511
Summit Consulting Solutions	To conduct a Budget and Finance review for Higher Education and Skills Group	13-Jun-16	30-Nov-16	150,479	150,479	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016-17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Urbis Pty Ltd	To conduct an evaluation of the Apprenticeship and Traineeship Completion Project	01-Jul-16	30-Jun-18	121,631	39,090	82,541
KPMG	To evaluate the Automotive Supply Chain Training Initiative (ASCTI)	01-Jul-16	31-Dec-17	370,302	228,286	142,016
Huddle Australia	To develop a client-centric Service Model for the VET sector as part of the student support Master Plan program	01-Jul-16	23-Nov-16	362,750	362,750	0
SyRis Consulting Pty Ltd	To provide specialist tax expertise	01-Jul-16	30-Jun-17	148,500	123,750	24,750
Victoria University	To conduct a pedagogy working group for the Footscray Learning Precinct	01-Jul-16	31-Oct-16	55,966	55,966	0
McGrathNicol Advisory Partnership	To develop a Declarations of Private Interests (DPI) framework; to design and implement data analytics and a methodology for managing declarations of private interests (DPI)	01-Jul-16	20-Dec-16	120,000	120,000	0
Ian Claridge Consulting	To provide independent expert advice to plan, develop service delivery governance options and implement a community engagement process for the Armstrong Creek Education Precinct	04-Jul-16	31-Oct-16	41,600	41,600	0
Pitcher Partners Consulting Pty Ltd	To conduct an independent evaluation of the Departmental Evaluation Panel	08-Jul-16	30-Sep-16	72,000	72,000	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Deloitte Access Economics	To conduct the Maternal and Child Health Data Analysis for 2016–17 funding allocation	11-Jul-16	12-Sep-16	81,656	49,402	32,254
Deloitte Touche Tohmatsu	To undertake a review of the Department's Information Management and Technology (IMT) capabilities— Enterprise Information Management and Technology Capability project	11-Jul-16	02-Sep-16	264,825	240,750	0
PricewaterhouseCoopers (PwC)	To develop a privacy impact assessment of the use of the national assessment platform by Victorian schools and the ensuing use of NAPLAN results data (NAPLAN Online Privacy Impact Assessment)	13-Jul-16	31-Oct-16	41,820	41,820	0
KPMG	To conduct the Corporate Procurement Project as part of the Department's Procurement and Financial Management Reforms	18-Jul-16	28-Jun-17	552,170	552,170	0
Synergistiq Pty Ltd	To evaluate the Transition: A Positive Start to School program	25-Jul-16	31-Mar-17	122,083	122,083	0
Dandolo Partners	Evaluation of the Teach For Australia program in Victoria	01-Aug-16	31-Dec-17	127,000	127,000	0
Deloitte Access Economics	To provide research and analysis for the Information Usage across DET Systems project	05-Aug-16	30-Nov-16	101,813	101,813	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
ACIL Allen Consulting Pty Ltd	To provide modelling and analysis services to support Vocational Education and Training (VET) Reform (VET Funding Modelling & Analysis Services)	08-Aug-16	28-Feb-17	175,265	175,265	0
Nous Group Pty Ltd	To conduct a cost/benefit analysis of current school review arrangements and explore alternative models of review—Exploring models of school review project	08-Aug-16	31-Dec-16	297,278	203,770	93,508
Landell Corporation Pty Ltd	To review existing policies and practices for travel, fleet vehicles and fuel cards; to design new or improve current policies and practices; and lead the implementation (Travel, Fleet and Fuel Cards PFM Reform Project)	10-Aug-16	21-Jun-17	133,682	133,682	0
I and J Management Services	To undertake consultations and deliver written findings on Panorama reporting requirements for regions, areas and networks	17-Aug-16	30-Sep-16	38,500	38,500	0
I and J Management Services	To evaluate the Strategic Partnerships Program	22-Aug-16	31-Oct-16	54,615	54,615	0
Dandolo Partners	To evaluate the Musical Futures Australia Professional Learning Programs	15-Sep-16	31-Mar-18	199,100	79,640	119,460
KPMG	To provide project management services to the Early Childhood Reform project	26-Sep-16	21-Oct-16	40,500	40,500	0
Deloitte Access Economics	To provide financial modelling services to the Early Childhood Reform project	26-Sep-16	31-Dec-16	55,000	50,000	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
KPMG	To develop the Infrastructure Business Case for the Early Childhood Procurement project	28-Sep-16	26-Oct-16	111,375	111,375	0
PTR Consulting	To evaluate the role and strategy of WISE: School Improvement Partners	01-Oct-16	31-Dec-16	46,200	46,200	0
Nous Group Pty Ltd	To provide advice on the content and process of early childhood reforms	16-Oct-16	15-Jan-17	50,000	20,694	0
Pinnacle Group Australia	To provide advice, review and refine the Early Childhood and School Education People and Culture Program	17-Oct-16	19-Jan-17	18,182	13,460	0
The Learning First Group	To conduct the Professional Learning Communities Developmental and Impact Evaluation	28-Oct-16	30-Apr-18	1,963,636	237,783	1,725,854
Hall & Partners Open Mind Pty Ltd	To ascertain the information sharing policy and its operational impacts, including legislative and privacy impacts.	03-Nov-16	11-Nov-16	30,000	30,000	0
KPMG	To consult with ICT suppliers, schools, and other stakeholders to test and refine the Framework, ensure it is fit for purpose, and prepare for full implementation in Phase 2—Conditions of Connection Framework Phase 1B project	10-Nov-16	30-Apr-17	141,073	96,143	59,037

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
PricewaterhouseCoopers (PwC)	To develop a business case to provide a rationale for, and support the budget bid for ongoing funding of Skills and Jobs Centres (SJs)	14-Nov-16	31-Jan-17	100,000	67,962	0
PricewaterhouseCoopers (PwC)	To conduct an independent actuarial assessment of the calculation of the long service leave liability of the Department of Education and Training	14-Nov-16	28-Nov-16	36,720	36,720	0
PricewaterhouseCoopers (PwC)	To undertake a desktop review of the Departments workforce—Strategic Human Capital Management project	14-Nov-16	01-Apr-17	214,182	213,240	0
Victoria University (CIRES)	To design, deliver and report on survey and feedback mechanism for initial teacher education (the Victorian ITE survey).	17-Nov-16	31-Aug-17	163,009	41,250	121,759
Strategic Project Partners	To develop an evaluation framework of 12 TAFE institutes Strategic Plans—TAFE Institutes Strategic Evaluation	21-Nov-16	17-Nov-17	89,500	89,500	0
Deloitte Touche Tohmatsu	To develop the Implementation plan for Information Management and Technology Capability Review	21-Nov-16	31-Dec-16	63,636	57,000	0
Nous Group Pty Ltd	Communities of Practice—Operational Change Management Model	01-Dec-16	01-Jan-17	12,650	12,650	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016–17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Accelerated Knowledge Technologies Pty Ltd	To advise on structural alignment requirements essential to effective delivery of strategic policy advice in the context of the Education State reform agenda	02-Dec-16	30-Sep-17	58,650	41,650	17,000
Flanagan Brown Greaves Pty Ltd	To provide specialist organisational psychologist consultation and support services related to the development of the Principal Mental Health and Wellbeing Framework	02-Dec-16	06-Feb-18	36,363	18,750	17,614
Phillips KPA	To analyse and evaluate the efficiency and efficacy of the programmatic approach being trialled to support high needs learners to engage with and achieve in vocational education and training—Reconnect Program Evaluation	07-Dec-16	30-Sep-18	154,620	21,801	132,817
Victoria University	To conduct meta-analysis of DET Evaluation Reports from 2012-2015	09-Dec-16	27-Feb-17	109,119	109,119	0
Deloitte Touche Tohmatsu	To review the unscheduled release of ATAR Results to VCE students	12-Dec-16	31-Dec-16	90,909	49,500	0
Centre for Community Child Health (CCCH) Murdoch Children's Research Institute	To plan and conduct a pilot of the recommended School Entrant Health Questionnaire (SEHQ), the accompanying Clinical Response Algorithm and Clinical Response Protocols	15-Dec-16	30-Nov-17	239,421	47,884	191,537

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016-17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Senate SHJ	To implement change management support across the Higher Education and Skills Group, enhance performance and create alignment around the implementation of <i>Skills First</i>	06-Jan-17	31-Mar-17	90,909	69,605	0
Pixel Perfect Pty Ltd	To conduct market analysis, sourcing and engagement of a specialist demographic supplier for school provision and demand	11-Jan-17	28-Apr-17	45,455	22,895	0
KPMG	To report on proposed enhancements to the framework for existing cleaning contracting arrangements in schools	16-Jan-17	31-Mar-18	135,909	0	135,909
Cube Group Management Consulting Pty Ltd	To undertake a market analysis to identify the viability of alternative vendors, which are able to supply the same service as the incumbent vendor.	03-Feb-17	01-Apr-17	20,000	9,240	0
Dandolo Partners	Secondary School Transformation & Capability Building	08-Feb-17	30-Jun-17	44,255	44,255	0
PricewaterhouseCoopers (PwC)	To conduct the Strategy Development for Financial Services Division Data Analytics Project	20-Feb-17	19-Apr-17	45,455	45,455	0
Pario Solutions Group Pty Ltd	To conduct a review of the Fraud and Corruption Control (FCC) framework to identify improvements in FCC effectiveness, capability and efficiency.	27-Feb-17	30-Jun-17	100,703	97,482	0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016-17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
PricewaterhouseCoopers (PwC)	To assess existing Students with Disabilities Transport Program safety measures within existing policy and bus contracts with a view to assess their adequacy, and identify opportunities to improve SDTP safety standards to ensure child safety	06-Mar-17	31-Mar-17	45,000	29,453	0
ACIL Allen Consulting Pty Ltd	To refine VET Forecasting Methods for Skills First	08-Mar-17	19-May-17	40,909	32,472	0
Hall & Partners Open Mind Pty Ltd	Assessment of existing awareness and the development of an internationalising Education Marketing and Communications Plan	14-Mar-17	31-Aug-17	68,640	17,160	51,480
PricewaterhouseCoopers (PwC)	To review DET Allocation of Appropriation Funding to the VCAA	27-Mar-17	28-Jun-17	54,545	47,583	0
Deloitte Access Economics	To research, develop and provide a school resource allocation model for trial, further development and implementation	03-Apr-17	31-Aug-17	454,545	136,364	318,182
Nation Partners Pty Ltd	To provide Community and Stakeholder Relations Services	03-Apr-17	02-Apr-19	3,904,600	17,873	3,886,728
PricewaterhouseCoopers (PwC)	Development of schools analytical tool and dashboard	07-Apr-17	06-Apr-18	125,235	61,050	64,185

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016-17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Victoria University	To review, research, develop and make recommendations for funding distribution of Victorian Non-Government Schools with reference to the Family Assistance Model (FAM) and disability funding (Financial Assistance Model (FAM) Review V2)	10-Apr-17	27-Oct-17	163,636	27,102	136,534
ACIL Allen Consulting Pty Ltd	To evaluate the Maternal and Child Health (MCH) Service Innovation Fund and develop a MCH Innovation Practice Guide	18-Apr-17	31-Jul-17	79,440	31,776	47,664
Brand Business Pty Ltd	To conduct market research and analysis to identify information needs and available marketing channels and platforms (National Disability Insurance Scheme (NDIS) Priority 8 Promoting the Sector)	18-Apr-17	30-Aug-17	111,900	0	111,900
Edpartnerships International Pty Ltd	To advise on the approach for development of a Victorian Student Agency and Leadership Framework	19-Apr-17	03-Jun-17	54,780	54,533	0
Nous Group Pty Ltd	To undertake the first phase of work on Priority 4C – Collaborative Work Placements for the National Disability Insurance Scheme (NDIS) Workforce	24-Apr-17	30-Aug-17	92,500	0	92,500
Tom Bentley	To advise on system-wide implementation and learning in the context of the delivery of Education State reforms	01-May-17	31-Dec-17	80,000	20,000	48,000
University of Melbourne	To undertake data collection and analysis, coaching in schools and final report for the Reducing Restraint and Seclusion Research Project	08-May-17	14-Jun-19	200,000	109,092	72,727

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excluding GST)	Expenditure 2016-17 (\$ excluding GST)	Future expenditure (\$ excluding GST)
Nous Group Pty Ltd	To advise and inform on National Disability Insurance Scheme (NDIS) Projects	18-May-17	30-Aug-17	99,000	0	99,000
HLB Mann Judd (VIC) Pty Ltd	To provide financial and advisory services to the Strategy and Integration Division	31-May-17	15-Jun-17	12,500	12,500	0
Grant Thornton Australia Limited	Review of the Security Services Unit budget and expenditure	01-Jun-17	30-Jun-17	45,455	0	45,455
Deloitte Access Economics	Modelling to support school funding reform proposals	19-Jun-17	30-Nov-17	118,000	0	118,000
Deloitte	A feasibility study recommending options to enhance the Schools Connect Portal	30-Jun-17	01-Sep-17	100,000	0	100,000
The Social Research Centre	To assist DET in its understanding of family and provider views of kindergarten that contribute to participation and capacity, such as preferences of families, and their perspectives of the value of early childhood education.	30-Jun-17	31-Oct-17	283,991	0	283,991

Table 8 – Contractor expenditure

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
A G COOMBS SERVICING PTY LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,560
ACCESS GURU	IT Services	2,400
ACCESS INNOVATION MEDIA PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	10,480
ACCESS TESTING PTY LTD	IT Services	34,000
ACIL ALLEN CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	384,118
ACTIV8 TECHNOLOGIES PTY LTD	IT Services	111,292
ADECCO AUSTRALIA PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	1,223,551
ADVANCED TRAINING PTY LTD	Professional Services	396
AECOM COST CONSULTING PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	8,740
AERIAL CONSULTANCY PTY LTD	Professional Services	48,200
AFFINITEXT INC	Professional Services	15,000
AFS INTERCULTURAL PROGRAMS AUSTRALIA	Education Services	138,137
AG COOMBS ADVISORY PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,050

¹ Contractors' business names are as listed in the Australian Business Register and capitalisation, abbreviations, punctuation, spelling and any apparent errors or inconsistencies are as listed.

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
AGENDA GROUP PTY LTD	Professional Services	99,000
AHCA PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,050
AIRFOUR AIR CONDITIONING AND MECHANICAL SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	626
ALDER TECHNOLOGY CONSULTING PTY LTD	IT Project Management Services	26,500
ALL GRADUATES INTERPRETING AND TRANSLATING	Education Services	413
ALMEGA PTY LTD	IT Project Management Services	19,346
ALTUS PAGE KIRKLAND	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	50,040
AMAZE INCORPORATED	Professional Services (Research, Leadership and Professional Development)	6,650
AMH CONSULTING PTYLTD	Professional Services	7,500
AMY EDUCATION SERVICES	Education Services	2,999
ANDREW FULLER+ASSOCIATES	Professional Services (Research, Leadership and Professional Development)	25,500
ANDREW PEGLER MEDIA	Professional Services	26,400
ANDREWS GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	37,159
ANNE DALTON + ASSOCIATES	Professional Services	5,915
ANNE MARKIEWICZ AND ASSOCIATES PTY LTD	Professional Services	2,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
ANT HOUSE PTY LTD	Education Services	2,080
APP CORPORATION PTY LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	50,600
ARCBLUE	Education Services	12,603
ARDOCH YOUTH FOUNDATION LIMITED	Early Childhood Services	35,412
ARNOLD GROUP AUSTRALIA PTY LTD	Professional Services (Research, Leadership and Professional Development)	24,450
ARTD PTY LTD	Professional Services (Research, Leadership and Professional Development)	41,757
ARTIS GROUP PTY LIMITED	Professional Services	161,834
ASG GROUP LIMITED	IT Services	407,835
ASHURST AUSTRALIA	Professional Services	29,273
ASLIA VIC INC	Professional Services	2,489
ASSETT FACILITIES MANAGEMENT PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	25,127
ASYMMETRICS PTY LTD	Professional Services (Research, Leadership and Professional Development)	4,823,196
ATTICUS MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	18,480
AUCKLAND UNISERVICES LIMITED	Education Services	292,465
AURECON AUSTRALASIA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	71,189

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
AUSTRALIAN BUREAU OF STATISTICS (MELB)	Professional Services	3,495
AUSTRALIAN CHILDHOOD FOUNDATION	Education and Community Development Services	155,138
AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH (ACER)	Professional Services (Research, Leadership and Professional Development)	645,949
AUSTRALIAN DAVOS CONNECTION LIMITED	Professional Services (Research, Leadership and Professional Development)	60,454
AUSTRALIAN INSTITUTE OF MANAGEMENT EDUCATION AND TRAINING	Professional Services (Research, Leadership and Professional Development)	1,359
AUSTRALIAN SURVEY RESEARCH	Publishing, Printing, Promotions and Communications or Marketing Services	92,010
AWARD FORCE PTY LTD	Professional Services (Research, Leadership and Professional Development)	9,234
AXESS COMMERCIAL INTERIORS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,500
AXIOM EDUCATION VICTORIA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	559,880
BAADE HARBOUR AUSTRALIA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,141,102
BAINBRIDGE ASSOCIATES PTY LTD	Professional Services	17,300
BALLOON TREE PRODUCTIONS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	13,922
BANK OF IDEAS	Professional Services	3,384
BEATON GROUP PTY LTD	Professional Services	1,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
BECKON MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	20,231
BENDIGO SCIENCE AND TECHNOLOGY MUSEUM INC	Education Services	190,909
BERNE FLEMING CIVIL PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	15,580
BEVERIDGE WILLIAMS AND CO PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	17,926
BEVINGTON CONSULTING PTY LTD	Professional Services	142,470
BIDWRITER	Professional Services	8,320
BIG PICTURE STRATEGIC SERVICES	Strategic Services and Advice for Audit, Fraud and Procurement	1,200
BILL HUNT CONSULTANCY SERVICES	Professional Services	38,323
BISON UNITED PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,950
BLACKCOMPASS SOFTWARE	IT Project Management Services	169,155
BLICK CREATIVE INDUSTRIES PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	874
BLUEBOAT PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	9,690
BME BEHAVIOUR MANAGEMENT IN EDUCATION	Education Services	5,880
BOOGIE01 MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	179,603
BOOST PROMO PRODUCTS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	38,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
BRAND ARCHITECTS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	25,255
BRAND BEAGLE PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	14,650
BRAND BUSINESS PTY LTD	Professional Services	31,200
BROADBENT MEDIA SERVICES	Publishing, Printing, Promotions and Communications or Marketing Services	6,203
BROOKMOST PTY LTD	Professional Services	100
BUILD THIS TODAY PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,230
BUREAU VERITAS HSE	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	39,927
C R THORN AND SONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,559
C3 BUSINESS SOLUTIONS PTY LTD	IT Project Management Services	58,600
CADENCE ECONOMICS PTY LIMITED	Strategic Services and Advice for Audit, Fraud and Procurement	177,773
CAFLISCH ARCHITECTS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,870
CALIBRE CONSULTING (MELB) PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	900
CAMBRIDGE AND COMPANY PTY LTD	Professional Services	45,350
CAPTIONING STUDIO PTY LTD	Education Services	19,290
CAS EDUCON PTY LTD	Professional Services	242,060

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CENTRE FOR ORGANISATION DEVELOPMENT PTY LTD	Professional Services (Research, Leadership and Professional Development)	3,000
CENTRE FOR STRATEGIC EDUCATION	Professional Services (Research, Leadership and Professional Development)	36,375
CHAMBERS CONSULTING	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	6,500
CHANDLER MACLEOD GROUP LIMITED	Recruitment Services	15,385
CHANGESMITH CONSULTING	Professional Services (Research, Leadership and Professional Development)	4,800
CHARLES STURT UNIVERSITY	Professional Services (Research, Leadership and Professional Development)	531
CHERYL L DICKSON TWC HILLS	Education and Community Development Services	50,896
CHIN COMMUNICATIONS PTY LTD	Education Services	185
CHRISTOPHER SHEN CONSULTING	Professional Services	4,500
CHURCHILL CONSULTANCY	Professional Services	10,375
CITY LIVING PROPERTY SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	186,583
CIVICA EDUCATION PTY LIMITED	IT Project Management Services	333,517
CLEAR HORIZON CONSULTING PTY LTD	Professional Services	8,800
CLICKS RECRUIT AUSTRALIA	Contract Staff (Whole of Government State Purchase Contract)	6,119,112
COACH IN A BOX PTY LTD	Education Services	144,552

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
COLMAR BRUNTON PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	624,095
COMMONER MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	10,713
COMMUNITY CHILD CARE ASSOCIATION INC	Education Services	25,484
COMMUNITY LEADERSHIP LODDON MURRAY INC	Education and Community Development Services	18,182
COMPRARA PTY LTD	Professional Services	145,672
CONSIDERED COMPLIANCE SERVICES PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	38,414
CONSTRUCTING MODERN KNOWLEDGE LLC	Education Services	129,368
CONSTRUCTION INFORMATION SYSTEMS LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	55,110
CONSULCAD PTY LTD	IT Services	16,875
COOL BANANAS SERVICES PTY LTD	IT Services	28,350
CORPORATE SCORECARD PTY LIMITED	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	42,444
CORRS CHAMBERS WESTGARTH SOLICITORS	Professional Services	45,360
COUNSELLING APPRAISAL CONSULTANTS PTY LTD	Professional Services	1,672
COURT TRANSCRIPT SERVICES PTY LTD	Professional Services	1,399
CPSE PTY LTD	Professional Services	412

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CREALO PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	2,200
CREATIVE COACHING COMPANY	Professional Services (Research, Leadership and Professional Development)	5,500
CT ALLIANCE	Strategic Services and Advice for Audit, Fraud and Procurement	375
CTP ENTERPRISES PTY LTD	Professional Services	208,400
CTS ELECTRICAL AND AUTOMATION SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	6,746
CUBE COMPANY PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	9,325
CUBE GROUP MANAGEMENT CONSULTING (AUSTRALIA) PTY LTD	Professional Services	58,913
CUSHMAN AND WAKEFIELD PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	5,658,755
D R WILSON CONSULTANTS	Professional Services	12,182
DAINVILLE PTY LTD	Professional Services	600
DANDOLO PARTNERS PTY LTD	Professional Services (Research, Leadership and Professional Development)	1,026,460
DATABASE SYSTEMS CONSULTANCY PTY LTD	IT Services	63,200
DDI ASIA PACIFIC INTERNATIONAL LTD	Professional Services	44,000
DEAKIN UNIVERSITY	Education and Community Development Services	621,992
DELOITTE ACCESS ECONOMICS	Professional Services (Research, Leadership and Professional Development)	556,728

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
DELOITTE TOUCHE TOHMATSU	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	589,550
DENCH MCCLEAN CARLSON PTY LTD	Professional Services	28,130
DENGON DESIGN + PUBLISHING PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	940
DENTSU MITCHELL MEDIA AUSTRALIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	151,772
DESIGN CORE ARCHITECTS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	89,137
DIGITAL S PRODUCTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	36,700
DIMENSION DATA AUSTRALIA PTY LIMITED	IT Project Management Services	238,096
DIXON APPOINTMENTS PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	649,745
DLA PIPER AUSTRALIA	Professional Services	6,965
DOMESTIC VIOLENCE RESOURCE CENTRE VICTORIA	Professional Services (Research, Leadership and Professional Development)	43,058
DPR AND CO PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	140,302
DR VINCENT CLARK + ASSOCIATES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	6,209
DRIFT MEDIA	Publishing, Printing, Promotions and Communications or Marketing Services	9,573
DRUMMOND STREET SERVICES INC	Education Services	11,032
DYNAMIC EQUILIBRIUM PTY LTD	IT Services	161,385

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
E GOERS + J K MAUNDER	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	39,046
EARLY CHILDHOOD AUSTRALIA	Publishing, Printing, Promotions and Communications or Marketing Services	28,057
EARLY CHILDHOOD INTERVENTION AUSTRALIA VICTORIAN CHAPTER INC	Early Childhood Services	5,000
EDASSIST	Education Services	46,260
EDITURE TECHNOLOGY PTY LTD T/A NEW ERA	IT Project Management Services	123,899
EDPARTNERSHIPS INTERNATIONAL PTY LTD	Education Services	1,513,299
EDU21C FOUNDATION	Education Services	2,452
EDUCATION CHANGEMAKERS PTY LTD	Education Services	177,636
EFFECTIVE COLLECTIVE	Professional Services (Research, Leadership and Professional Development)	19,700
EIRE ELECTRICAL SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,640
ELGIN ECONOMICS	Professional Services	1,248
ELMO LEARNING SERVICES PTY LTD	Professional Services (Research, Leadership and Professional Development)	212,450
EMPIRED LTD	IT Project Management Services	52,313
ENABLE WORKPLACE CONSULTING PTY LTD	Professional Services	1,080
ENDEAVOUR FOUNDATION	Education Services	733

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
ENSKILLS LEARNING AND DEVELOPMENT	Education Services	7,389
ERNST AND YOUNG	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	2,203,029
EUAN FERGUSON PTY LTD	Professional Services	35,927
EXPERIAN AUSTRALIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	223,361
EYRES AND ASSOCIATES	Professional Services (Research, Leadership and Professional Development)	9,140
FASTECH PTY LTD	IT Project Management Services	151
FEDERATION UNIVERSITY AUSTRALIA	Professional Services	13,000
FINSBURY GREEN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	48,962
FINXL PROFESSIONAL SERVICES PTY LTD	Professional Services	134,703
FIRST POINT CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	69,688
FLANAGAN BROWN GREAVES PTY LTD	Professional Services	34,435
FOCUSED FUTURE	Professional Services (Research, Leadership and Professional Development)	4,500
FORESIGHT LANE PTY LTD	Professional Services	7,200
FOURSIGHT ARCHITECTS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	357,237
FRANCIS ABOURIZK LIGHTOWLERS	Professional Services	3,750

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
FRANKLIN COVEY PTY LTD	Professional Services (Research, Leadership and Professional Development)	62,875
FREESTYLE ACADEMY	Education Services	2,500
FUEL AGENCY PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	97,105
FUJI XEROX BUSINESSFORCE PTY LIMITED	Professional Services	36,432
GAMEPLAN EDUCATION	Education Services	534
GEOFF ROURKE BUILDING + MAINTENANCE SERVICE PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	59
GET WORDED UP	Publishing, Printing, Promotions and Communications or Marketing Services	5,650
GIBBS CONSULTANCY	Professional Services	70,793
GILDA HOWARD CONSULTING	Education Services	2,727
GIORCELLI EDUCATIONAL CONSULTANCY SERVICES PTY LTD	Professional Services	3,955
GJK FACILITY SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	7,960
GLENN PROCTOR CONSULTING	Professional Services	12,900
GLOBAL SPEECH NETWORKS PTY LTD	Education Services	25,350
GLOBAL VISION MEDIA	Publishing, Printing, Promotions and Communications or Marketing Services	111,946

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
GN RESOUND PTY LIMITED	Education Services	3,832
GOLDEN CITY REFRIGERATION AND AIR CONDITIONING	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	190
GPAC AUSTRALIA PTY LTD	Education Services	3,770
GPM AND ASSOCIATES	Professional Services	2,700
GRANT THORNTON AUSTRALIA LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	199,240
GREENCAP - NAA PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	24,285
GROWTH COACHING INTERNATIONAL	Education Services	845,397
GSD ARCHITECTS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	12,620
GWS AUST PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	33,027
H AND L MOODIE ELECTRICAL SERVICES AUST PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,460
HALL + PARTNERS OPEN MINDPTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	30,000
HALL + WILCOX	Professional Services	1,556
HAMMOND STREET DEVELOPMENTS PTY LTD	IT Project Management Services	1,117,172
HANDS ON EDUCATIONAL CONSULTANCY PTY LTD	Education Services	36,373
HASKELL ARCHITECTS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	95,782

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
HAWKER BROWNLOW EDUCATION PTY LTD	Professional Services (Research, Leadership and Professional Development)	259,523
HAYS SPECIALIST RECRUITMENT AUSTRALIA PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	19,342,626
HAZCON PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	699
HEATHER BARNES PTY LTD	Professional Services (Research, Leadership and Professional Development)	7,778
HEPPELL NET	Education Services	28,743
HERRMANN INTERNATIONAL ASIA PTY LIMITED	Professional Services	54,530
HI OPERATIONS PTY LIMITED	Professional Services (Research, Leadership and Professional Development)	273
HICKS-DAVIES CONSULTING PTY LTD	Professional Services	172,800
HIGHCHAIR PTY LTD T/A THE CIVIC GROUP	Publishing, Printing, Promotions and Communications or Marketing Services	8,750
HILL PDA PTY LIMITED	Professional Services	12,800
HLS EDUCATION CONSULTING	Education Services	46,121
HOBAN RECRUITMENT	Contract Staff (Whole of Government State Purchase Contract)	2,553,425
HOBSONS AUSTRALIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	169,635
HOOK EDUCATION LTD	Professional Services	18,106
HOWARD R KELLY PTY LTD	Professional Services	15,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
HOWLETT EDUCATION CONSULTANCY	Education Services	9,280
HUDDLE AUSTRALIA PTY LTD	Professional Services	150,000
HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	11,751,344
HUMAN CONNECTIONS (AUST) PTY LTD	Professional Services (Research, Leadership and Professional Development)	4,500
HYDON CONSULTING PTY LTD	Professional Services	2,550
I AND J MANAGEMENT SERVICES	Education Assessment Services	181,731
I CAN NETWORK LTD	Education Services	1,750
ID (INFORMED DECISIONS) PTY LTD	Professional Services (Research, Leadership and Professional Development)	12,500
IDEASYS INCORPORATED	Professional Services	9,500
IG ERGONOMICS SOLUTIONS	Professional Services	720
IMAGE IN MOTION	Publishing, Printing, Promotions and Communications or Marketing Services	887
IMAGEPLAY PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	5,978
INDEC CONSULTING	Professional Services	1,835,190
INFO ACCESS GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	4,290
INJURYNET AUSTRALIA PTY LTD	Professional Services	116,466

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
INK BUREAU	Publishing, Printing, Promotions and Communications or Marketing Services	1,500
INSIGHT SRC PTY LTD	Professional Services (Research, Leadership and Professional Development)	559,974
INTERNATIONAL EDUCATION ASSOCIATION SHANGHAI	Professional Services	236,373
INTESO PTY LTD	IT Project Management Services	154,756
INTHYNC	Professional Services (Research, Leadership and Professional Development)	17,916
IRON MOUNTAIN AUSTRALIA GROUP PTY LTD	Professional Services	654
IRREGULAR NETWORKS PTY LTD	IT Services	30,294
ITHACA GROUP	Professional Services (Research, Leadership and Professional Development)	146,213
JAC AND ASSOCIATES CONSULTING	Professional Services	22,725
JAGUAR CONSULTING SERVICES PTY LTD	IT Project Management Services	44,400
JASCO CONSULTING PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	10,850
JB HI-FI EDUCATION SOLUTIONS PTY LTD T/A NETWORK NEIGHBORHOOD PTY LTD	IT Services	69,667
JDS AUSTRALIA PTY LTD	IT Project Management Services	11,520
JEFF WHALAN LEARNING GROUP	Professional Services (Research, Leadership and Professional Development)	23,075
JESSUP EZARD CONSULTING	Education and Community Development Services	5,800

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
JKEDIT PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	570
JOHN MCCARTHY CONSULTING	Professional Services	29,000
JOHNS LYNG MAKESAFE EMERGENCY BUILDERS VICTORIA	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	7,684,590
JOHNS LYNG VIC REGIONAL	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	105,342
JQN CONSULTING	Professional Services	26,426
JUSTITIA PTY LTD	Professional Services	53,030
K J ROSS + ASSOCIATES PTY LTD	Professional Services	46,750
KARE PSYCHOLOGY	Professional Services	31,467
KASF BUSINESS CONSULTING	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	10,800
KATSIERIS ORIGAMI	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	71,300
KERRIE HANCOX CONSULTING PTY LTD	Professional Services	1,350
KERRIE ONEILL CONSULTING	Curriculum Development Services	21,600
KINDERS TOGETHER ASSOCIATION INC	Early Childhood Services	1,309
KING AND HUDSWELL PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	76,591
KOORREEN ENTERPRISES	Professional Services (Research, Leadership and Professional Development)	3,500

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
KPMG AUSTRALIA	Professional Services (Research, Leadership and Professional Development)	1,107,652
LA TROBE UNIVERSITY	Professional Services (Research, Leadership and Professional Development)	31,008
LANDELL CORPORATION PTY LTD	Strategic Services and Advice for Audit, Fraud and Procurement	75,915
LANDER AND ROGERS	Professional Services	5,990
LANDSERV PTY LTD	Professional Services	17,590
LANEC SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	218
LANGTREE PLANNING	Professional Services	46,818
LARTER CONSULTING PTY LTD	Professional Services	12,338
LEARNING ARCHITECTS LIMITED	Education Services	6,500
LEARNING CREST	Professional Services	4,157
LEARNING FIRST GROUP PTY LTD	Education Services	103,551
LIFE AND BUSINESS LEADERSHIP INSTITUTE PTY LTD	Professional Services (Research, Leadership and Professional Development)	20,692
LINKIT (ADVANCED ASSESSMENT SYSTEMS)	Education Assessment Services	837,506
LITSUPPORT PTY LIMITED	Professional Services	2,562
LIVING IT LIVE	IT Services	3,595

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
LIZARD CHILDRENS CENTRE PTY LIMITED	Early Childhood Services	4,320
LOCAL LOGIC PLACE	Professional Services (Research, Leadership and Professional Development)	20,000
LOUISE HILL AND ASSOCIATES PTY LTD	Education Services	1,536
LVM ENTERPRISES PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	6,950
M MILLAR CONSULTING PTY LTD	Professional Services	23,366
MACUTEX PTY LTD	Professional Services	29,950
MADDOCKS	Professional Services	67,275
MADISON CROSS AUSTRALIA PTY LTD	IT Project Management Services	623,972
MAGIC TYPEWRITER	Publishing, Printing, Promotions and Communications or Marketing Services	960
MAGIC WORDS INTERNATIONAL	Professional Services (Research, Leadership and Professional Development)	2,455
MALBON MEDIA	Publishing, Printing, Promotions and Communications or Marketing Services	2,080
MANAGING VALUES PTY LTD	Professional Services (Research, Leadership and Professional Development)	84,220
MARBEANGROOK CONSULTING	Professional Services	3,350
MARRADON CONSTRUCTIONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	287,578
MARSH PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,867,321

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
MARY JEAN GALLAGHER AND ASSOCIATES	Professional Services	44,320
MATHEMATICAL ASSOCIATION VIC	Professional Services (Research, Leadership and Professional Development)	43,037
MATRIX PSYCHOLOGY SERVICES	Professional Services	480
MAYFAIR GROUP MANAGEMENT PTY LTD	Professional Services (Research, Leadership and Professional Development)	10,100
MCARTHUR (VIC) PTY LTD	Professional Services (Research, Leadership and Professional Development)	500
MEDIALINK PRODUCTIONS	Professional Services	57,763
MEINHARDT AUSTRALIA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,245,310
MELBOURNE BUILDING TECHNOLOGY (VIC) PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	243,636
MELBOURNE STUDIO PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	24,000
MERTONS CORPORATE SERVICES PTY LTD	Professional Services	2,340
METRO TRADE SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	29,304
MICHAEL FRANCIS EDUCATIONAL	Education Services	10,550
MICHAEL FULLAN ENTERPRISES INC	Professional Services	5,000
MICHELLE DUNN PRODUCTIONS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	880
MICROHIRE (VIC/SEQ) PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,338

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
MICROSOFT PTY LIMITED	IT Project Management Services	43,675
MINTER ELLISON	Professional Services	304,971
MONASH UNIVERSITY	Professional Services (Research, Leadership and Professional Development)	432,947
MOTT MACDONALD AUSTRALIA PTY LIMITED	Education Services	1,684,410
MUNICIPAL ASSOCIATION OF VICTORIA	Professional Services (Research, Leadership and Professional Development)	4,000
MURDOCH CHILDRENS RESEARCH INSTITUTE	Early Childhood Services	181,945
MUSEUM VICTORIA	Education Services	122,727
MUSICAL FUTURES AUSTRALIA PTY LTD	Education Services	427,273
NATION PARTNERS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	36,004
NATIONAL CURRICULUM SERVICES	Curriculum Development Services	189,294
NATIONAL INSTITUTE OF CIRCUS ARTS LIMITED	Professional Services	6,370
NATIONAL PARKING CONSULTANTS	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,450
NCS PEARSON PTY LTD	Education Services	190,736
NEC AUSTRALIA PTY LTD	IT Services	594
NEC IT SOLUTIONS AUSTRALIA PTY LTD	IT Services	2,585,085

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
NEXTGEN LEARNING PTY LIMITED	Education Services	3,500
NGUYEN ANH PTY LTD	Professional Services	564
NIC LANSDELL	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	44,992
NO FUSS ADMIN	Professional Services	727
NORTH CONSULTING SERVICES PTY LTD	Professional Services	34,078
NORTH PROJECTS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	101,983
NORTON ROSE FULBRIGHT AUSTRALIA	Professional Services	3,271
NOTOSH LIMITED	Professional Services	3,500
NOUS GROUP PTY LTD	Education Services	1,194,836
NUTTSHELL GRAPHICS	Professional Services	6,753
OAKTON SERVICES PTY LTD	IT Project Management Services	355,742
OBS PTY LTD	IT Project Management Services	16,495
ONE DOT TECHNOLOGIES PTY LTD	IT Services	40,885
OOM CREATIVE	IT Services	8,445
OPEN WINDOWS AUSTRALIA PTY LTD	IT Services	317,981

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
OPTIM LEADERSHIP CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	43,785
OPTUM HEALTH + TECHNOLOGY (AUSTRALIA) PTY LTD	Professional Services	524,040
OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	37,170
ORGANISATIONAL DIRECTIONS	Professional Services (Research, Leadership and Professional Development)	199,717
ORGANON CONSULTING PTY LTD	IT Services	1,800
ORIMA RESEARCH PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	333,635
OUR WATCH LIMITED	Education Services	32,500
OUTDOORS VICTORIA LIMITED	Curriculum Development Services	42,682
PAPILLON CONSULTING GROUP PTY LTD	Professional Services	14,590
PARENTING RESEARCH CENTRE INC	Education Services	90,909
PARISFIRST PARTNERS PTY LTD	IT Services	173,635
PARKIN CORPORATE PTY LTD	Professional Services	277,675
PATERSON + PATERSON CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	750
PEARSON AUSTRALIA GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	94,236
PEER ACADEMY PTY LTD	Education Services	32,875

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
PEPPERMINT CONSULTANTS PTY LTD	HR Services	45,369
PERFORMANCE ARCHITECTS (VIC) PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	8,195
PERIDOT EDUCATION PTY LTD	Education Services	593
PERRETT SIMPSON PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	800
PETER HULL AND ASSOCIATES	Professional Services	5,080
PHONE TECHNOLOGY SOLUTIONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,406
PICTA CREATIVE PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	31,350
PINNACLE GROUP AUSTRALIA PTY LTD	Professional Services (Research, Leadership and Professional Development)	332,748
PIRAC ECONOMICS	Professional Services	6,000
PITCHER PARTNERS CONSULTING PTY LTD	Strategic Services and Advice for Audit, Fraud and Procurement	191,776
PIVOT PROFESSIONAL LEARNING PTY LTD	Education Assessment Services	22,600
PIXEL CUBE	Training Services	2,387
PIXEL PERFECT PTY LTD	Professional Services	325,993
PIXEL3 VIDEO PRODUCTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	17,818
PJ GANNON EDUCATIONAL SERVICES	Professional Services	17,176

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
PKF FORENSIC AND RISK SERVICES (MELBOURNE AND SYDNEY) PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,200
PLANIT TEST MANAGEMENT SOLUTIONS PTY LTD	IT Project Management Services	470,567
POMP PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,474
POSITIVE VISION	Publishing, Printing, Promotions and Communications or Marketing Services	8,750
POWER PARTNERS (AUST) PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	353,957
POWERFUL LEARNING PRACTICE	Professional Services (Research, Leadership and Professional Development)	2,772
PPB ADVISORY	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	142,515
PRACTICAL LEADERSHIP PTY LTD	Professional Services (Research, Leadership and Professional Development)	53,720
PRICEWATERHOUSE COOPERS	Professional Services (Research, Leadership and Professional Development)	538,109
PRINT DESIGN AUSTRALIA	Publishing, Printing, Promotions and Communications or Marketing Services	805
PROGRAMMED FACILITY MANAGEMENT	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	169,593
PROPERTY MECHANIC	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,400
PROSIS SOLUTIONS LTD	IT Services	6,783
PROTIVITI PTY LIMITED	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,405,137
PTR CONSULTING	Professional Services (Research, Leadership and Professional Development)	170,445

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
PURE HACKING PTY LTD	IT Services	14,000
PURE LEARNING PTY LTD	Professional Services (Research, Leadership and Professional Development)	8,000
PVP CONSTRUCTIONS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	30,832
QUEENSLAND UNIVERSITY OF TECHNOLOGY	Professional Services (Research, Leadership and Professional Development)	32,000
R AND J SIDES ELECTRICAL PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	191
RA KENDT+ASSOCIATES	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	15,080
RADII PTY LTD	Professional Services (Research, Leadership and Professional Development)	1,650
RANDSTAD PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	3,695,789
RCR O'DONNELL GRIFFIN PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	29,883
READIFY PTY LTD	IT Project Management Services	707,208
REALVIEW TECHNOLOGIES PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	999
RECOVERIES CORPORATION PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	2,510
RED ROCK CONSULTING	IT Services	21,987
REED GRADUATION SERVICES PTY LTD	Professional Services	1,300
RE-ENGINEERING AUSTRALIA FOUNDATION LIMITED	Education Services	20,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
RESOLUTION INSTITUTE	Professional Services	515
RESOLUTION MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	56,620
RFK CONSULTING	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	45,600
RI ALEBAKIS COMMUNICATION SERVICES	Publishing, Printing, Promotions and Communications or Marketing Services	653
RIVAL AIR SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	180
RMIT UNIVERSITY	Professional Services (Research, Leadership and Professional Development)	2,727
ROB VINGERHOETS - EDUCATIONAL CONSULTANCY	Professional Services (Research, Leadership and Professional Development)	4,215
ROBERT BUCKELL FILM AND TELEVISION SERVICES PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	9,125
ROCHDALE INTERIORS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	5,260
ROCK LILY DESIGN AND CONSULTING	Publishing, Printing, Promotions and Communications or Marketing Services	680
ROSS HUMAN DIRECTIONS LIMITED	Contract Staff (Whole of Government State Purchase Contract)	119,936
ROYAL CHILDRENS HOSPITAL	Professional Services (Research, Leadership and Professional Development)	12,453
RSM BIRD CAMERON	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	376,646
RUBIX CONSULTING PTY LTD	IT Project Management Services	763,884
SACON GROUP PTY LTD	IT Project Management Services	77,360

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SAGACITY RESEARCH	Professional Services (Research, Leadership and Professional Development)	31,818
SAL CONSULTING PTY LTD	Professional Services	51,000
SALTER HILL GROUP PTY LTD	Professional Services (Research, Leadership and Professional Development)	87,875
SANDRIDGE ROADS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	161,822
SARAH THE FIRTH CREATIVE SERVICES	Publishing, Printing, Promotions and Communications or Marketing Services	10,750
SAXTON SPEAKERS BUREAU PTY LTD	Professional Services (Research, Leadership and Professional Development)	60,000
SCHARP DESIGN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	10,080
SCHOOL RESEARCH EVALUATION AND MEASUREMENT SERVICES	Professional Services (Research, Leadership and Professional Development)	136,240
SEAMER DESIGN	Publishing, Printing, Promotions and Communications or Marketing Services	48,365
SEMANN SLATTERY AND ASSOCIATES PTY LTD	Education Services	125,222
SENATE SHJ	Strategic Services and Advice for Audit, Fraud and Procurement	622,567
SENSEI PRODUCTIVITY PTY LTD	IT Project Management Services	76,266
SEXTON CONSULTING	Professional Services	6,243
SEYFARTH SHAW AUSTRALIA	Professional Services	51,737
SHANLEY MANAGEMENT SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,400

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SHARP WORDS EDITING AND WRITING SERVICES	Publishing, Printing, Promotions and Communications or Marketing Services	13,905
SHARRATT EDUCATIONAL GROUP INC	Education Services	41,340
SILENT PARTNERS LEARNING SERVICES	Education Services	345,939
SIMPLY WRITTEN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	3,600
SIP MANAGEMENT CONSULTANTS (VIC) PTY LTD	Professional Services	15,382
SMART APPS PTY LTD	Professional Services	103,050
SMART LOGIC MAPPING	Professional Services	3,400
SOCIAL EDUCATION VICTORIA INC	Education Services	32,598
SOCIAL RESEARCH CENTRE PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,378,944
SOLUTIONONE PTY LTD	IT Services	6,559
SOULBOOK PTY LTD	IT Services	848,643
SOUTH AUSTRALIAN HEALTH AND MEDICAL RESEARCH INSTITUTE LIMITED	Professional Services (Research, Leadership and Professional Development)	130,500
SPACES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	325,796
SPATIAL VISION INNOVATIONS PTY LTD	Curriculum Development Services	1,635
SPELD VICTORIA INC	Education Assessment Services	4,942

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SQUEEGEE TAYLORS SCREEN PRINTING + EMBROIDERY PTY	Publishing, Printing, Promotions and Communications or Marketing Services	7,784
STABLE RESEARCH	Publishing, Printing, Promotions and Communications or Marketing Services	2,110
STAGING CONNECTIONS PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	4,647
STANFORD MARKETING PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	8,640
STAR AUTISM SUPPORT INC	Education Services	387,753
STENNING + ASSOCIATES PTY LTD	Professional Services	34,222
STEPHANIE CRAWFORD AND ASSOCIATES	Education Services	500
STORYTELLER AUSTRALIAN BOARD GAME EDUCATIONAL RESOURCE	Education Services	8,384
STRATEGIC DATA PTY LTD	Professional Services (Research, Leadership and Professional Development)	34,240
STREAMING GUYS	Publishing, Printing, Promotions and Communications or Marketing Services	1,950
STRESSLESS LIFE	Professional Services (Research, Leadership and Professional Development)	4,470
STRING THEORY CREATIVE	Publishing, Printing, Promotions and Communications or Marketing Services	19,360
STRINI BUILDING SOLUTIONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	700
STUART SCOTT PLUMBING PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,470

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SUCCESS MEASURES	Professional Services (Research, Leadership and Professional Development)	50,145
SUMMIT CONSULTING SOLUTIONS	Professional Services	132,240
SWINBURNE UNIVERSITY OF TECHNOLOGY	Education Services	18,360
SYNERGISTIQ PTY LTD	Professional Services (Research, Leadership and Professional Development)	486,321
SYRIS CONSULTING PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	124,523
SYSTEMATIC GROUP CONSTRUCTIONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	13,273
T SAM + DA SANDFORD + HM SANDFORD	Professional Services	1,865
TAG SAFE TEST AND TAG	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,120
TALENT INTERNATIONAL (VIC) PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	967,554
TECH-SAVVY SOLUTIONS	Professional Services (Research, Leadership and Professional Development)	98,370
TECTURA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	15,000
TGM WIRED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	23,572
THINK PRODUCTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	33,075
THOMSON REUTERS PROFESSIONAL AUSTRALIA LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	19,202
THOUGHT POLICE PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	4,060

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
THOUGHTSPAN	Education Services	4,963
THREAT INTELLIGENCE PTY LTD	IT Services	308,000
THREES A CROWD DESIGN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	43,037
TRACEY BRUNSTROM AND HAMMOND PTY LTD	Professional Services	8,950
TRAN-C	Publishing, Printing, Promotions and Communications or Marketing Services	5,000
TREND CRAFT BUILDING SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,358,071
TRINITY HOLISTIC SERVICES	Professional Services (Research, Leadership and Professional Development)	7,920
TRUTH AGENCY	Publishing, Printing, Promotions and Communications or Marketing Services	168,500
UMAI PTY LTD	Professional Services	13,380
UNIVERSITY OF CANBERRA	Education Services	30,000
UNIVERSITY OF MELBOURNE	Professional Services (Research, Leadership and Professional Development)	1,417,442
UNSTUCK LEARNING DESIGN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	5,500
UNSW GLOBAL PTY LIMITED	Professional Services	45,700
UOM COMMERCIAL LTD	Professional Services (Research, Leadership and Professional Development)	1,938,188
URBAN MAINTENANCE SYSTEMS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	223,927

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
URBIS PTY LTD	Professional Services	24,575
UXC PROFESSIONAL SOLUTIONS PTY LTD	IT Project Management Services	314,098
VALAD SOLUTIONS PTY LTD	Professional Services (Research, Leadership and Professional Development)	123,868
VERSO LEARNING PTY LTD	Professional Services	9,600
VET DEVELOPMENT CENTRE LTD	Professional Services (Research, Leadership and Professional Development)	70,000
VETASSESS	Professional Services (Research, Leadership and Professional Development)	122,999
VICTORIA LEGAL AID	Professional Services	8,870
VICTORIA UNIVERSITY	Professional Services (Research, Leadership and Professional Development)	1,380,155
VICTORIAN SCHOOL OF LANGUAGES	Curriculum Development Services	2,884
VIDEOCRAFT AUSTRALIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,032
VINCENTS CHARTERED ACCOUNTANTS	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	23,142
VITS LANGUAGELINK	Education Services	28,780
VITTORI COMMUNICATIONS	Publishing, Printing, Promotions and Communications or Marketing Services	4,830
VJA EDUCATION CONSULTANT	Professional Services	27,045
WALSH AND OMEARA BUILDERS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	34,773

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
WATSON PSYCHOLOGY	Professional Services	11,100
WEBPLACE PTY LTD	IT Services	13,644
WEBSURVEY UNIT TRUST	Professional Services (Research, Leadership and Professional Development)	79,471
WENN CONSULTING	Professional Services	30,130
WHERE TO RESEARCH BASED CONSULTING PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	124,964
WHYDEV LIMITED	Professional Services (Research, Leadership and Professional Development)	8,400
WILCOB PTY LTD	Education Services	366,264
WILLIAMS RAVI PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	7,400
WINSER CONSULTANCY	Professional Services	51,478
WORK ABLE CONSULTING PTY LTD	Professional Services	2,379
WORKLOGIC PTY LTD	Professional Services	34,984
WORLD EDUCATION PROGRAM AUSTRALIA LIMITED	Education Services	3,302
WSP BUILDINGS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	8,600
YARN STRONG SISTA PTY LTD	Professional Services (Research, Leadership and Professional Development)	46,564
YELLOW LADYBUGS LTD	Education Services	1,200

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
YOUNG AUSTRALIANS BEST BOOK AWARD COUNCIL	Education Services	9,751
ZENITHOPTIMEDIA AUSTRALIA PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	234