



DEPARTMENT OF EDUCATION AND TRAINING

ANNUAL REPORT 2019–2020
ADDITIONAL INFORMATION



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Introduction

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

The Department of Education and Training makes this information available (or provides details of how the material may be sourced) in the *Department of Education and Training Annual Report 2019–20* or herein.

Requirements covered in this report include:

- details of any major external reviews carried out on the Department
- details of major research and development activities undertaken by the Department
- details of overseas visits, including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the Department to develop community awareness of the Department and its services
- a list of major committees sponsored by the Department, 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 each engagement.

Requirements covered in the *Department of Education and Training Annual Report 2019–20*, which is available at www.education.vic.gov.au, include:

- 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 Department 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 Department and details of time lost through industrial accidents and disputes
- details of changes in prices, fees, charges, rates and levies charged by the Department.

Major external reviews

The following table details major external reviews carried out on the Department and completed during 2019–20.

Major external reviews carried out on the Department

Major external review	Conducted by	Purpose	Completed
Enrolment processes at Technical and Further Education institutes	VAGO	To examine the efficiency of enrolment processes for government-subsidised training at four TAFEs and one dual sector university.	11 September 2019
Sexual harassment in the Victorian Public Service	VAGO	To assess whether all eight Victorian Government departments effectively prevent, report and respond to sexual harassment.	28 November 2019
Investigation of three protected disclosure complaints regarding allegations of nepotism in government schools	Victorian Ombudsman	To investigate protected disclosure complaints made in 2018 and 2019 alleging that senior leadership at three schools employed family members without due process.	20 May 2020
Personnel security: due diligence for public service employees	VAGO	To determine whether fraud and corruption controls regarding personnel security are well designed and operating as intended. The review examined personnel security measures at all eight government departments, and the Victorian Public Service Commission.	21 May 2020
'Operation Betka' – a special report of an investigation into corrupt conduct by a former contractor of the Department	IBAC	To investigate concerns that the Department identified in 2016 of failings by a former contractor to declare and manage their conflicts of interest.	27 May 2020
Assurance review of responses to performance audit recommendations 2015–16 to 2017–18	VAGO	To examine how public entities monitor and respond to performance audit recommendations made by VAGO between 2015–16 and 2017–18.	17 June 2020
Results of 2019 audits: Technical and Further Education institutes	VAGO	To assess the TAFE sector's financial performance and sustainability for the year ended 2019.	30 June 2020
Results of 2019 audits: universities	VAGO	To assess the university sector's financial performance and sustainability for the year ended 2019.	30 June 2020

Major research and development

The following table details major research and development activities undertaken by the Department.

Major research and development

Major research and development	Conducted by	Purpose
Change Management Strategy	PricewaterhouseCoopers	To support implementation planning for a new students with disability funding and support model.
Development of a teaching tool for kindergartens	University of Melbourne	To develop and pilot an online tool to support learning assessments by kindergarten educators.
Developmental evaluation of the professional practice elements in the Victorian Government Schools Agreement 2017	University of Melbourne	To monitor and gain insights into how professional practice elements are being implemented in schools, assess whether the professional practice days and learning specialist initiatives are leading to improvements, and understand the effectiveness of the reforms.
Early childhood strategic evaluation	ACIL Allen Consulting	To investigate the collective impact of early childhood reforms on outcomes for children, families, workforces, services and the education system from 2019 to 2021.
Education Endowment Fund research database commission	Evidence For Learning (Social Ventures Australia)	To understand the factors of disengagement for at-risk students and the effective strategies to support their learning during the COVID-19 pandemic.
Employer Satisfaction Survey	Wallis	To provide an assessment of employer satisfaction, quality and skills delivered by training and other aspects of training delivery. Results from the annual survey are provided to training providers and used to drive improvements in the training system.
English as an Additional Language: effective practice	Deloitte Access Economics	To better understand the program approaches and inputs required to provide effective program delivery of English as an additional language.
Evaluation of the Differentiated Support for School Improvement (DSSI) initiatives	University of Melbourne	To investigate the DSSI's effectiveness and appropriateness, impact on school improvement, barriers and enablers of implementation and school engagement, and the sustainability of practice changes.
Evaluation of the Professional Learning Communities (PLC) initiative	University of Melbourne	To investigate the extent to which the PLC initiative improves teacher practice and student outcomes.

Major research and development	Conducted by	Purpose
Head Start evaluation	Nous Group	To undertake a process and impact evaluation over a three and a half year period to determine how the Head Start pilot has been rolled out in the 10 Head Start clusters, including its impact on schools, families and employers.
A review of the Kindergarten Capacity Assessment program	Ernst & Young	To gain a detailed understanding of the Victorian early childhood sector's physical facilities and workforce. This research improved the effectiveness of investment in and support for kindergarten programs.
Development of Kindergarten Central Enrolment Guides	Nous Group	To support the vision of consistent and transparent Central Enrolment processes across Victoria through the development of guides and resources that support councils to adopt, expand and enhance their schemes.
Kindergarten Infrastructure program	Deloitte Access Economics	To understand how to facilitate a major expansion of kindergarten infrastructure to support increased provision of kindergarten programs across the State.
Learning Difficulties project	Deloitte Consulting	To develop web content for the Department's public-facing website relating to learning difficulties.
Literacy and Numeracy Strategy evaluation	Centre for Program Evaluation, University of Melbourne	To evaluate the implementation and effectiveness of the Department's Literacy and Numeracy Strategy.
Local Labour Needs Dashboard	Deloitte Access Economics	To provide a localised assessment of skill-shortages, and whether the shortages require a training response, or other appropriate responses. The dashboard incorporates a range of data variables covering training demand and supply.
LOOKOUT Early Childhood pilot evaluation	ACIL Allen Consulting	To support continued LOOKOUT program improvement, monitor its progress towards outcomes, and support an evidence base for future program design and decision-making.
LOOKOUT evaluation	ACIL Allen Consulting	To examine the implementation and impact of LOOKOUT Education Support Centres in order to identify opportunities for improvements and inform future program directions. The evaluation strengthened the Department's ability to deliver better outcomes for children and young people in care.
Middle Years Literacy and Numeracy Support initiative evaluation	Australian Council for Educational Research	To determine whether the initiative is achieving intended outcomes for key stakeholders and being implemented effectively.

Major research and development	Conducted by	Purpose
Navigator program evaluation	Urbis Pty Ltd	To support continued refinement and improvement to the Navigator program and its rollout. The evaluation explored how effectively Navigator has been rolled out, and examined the outcomes and impacts of the program.
Outside School Hours Care Demonstration program evaluation	PricewaterhouseCoopers	To investigate the program's effectiveness, report on its delivery at different sites, and summarise the enablers and barriers to delivery.
Respectful Relationships evaluation 2019–20 – Phase 2	ACIL Allen Consulting	To examine the effectiveness of implementing a whole-of-school approach to Respectful Relationships in Victorian schools and to capture early signs of impact on school communities and funded kindergarten programs.
Review of School Sport Victoria	Ernst & Young	To improve School Sport Victoria's sports program and deliver value to stakeholders. The scope of the review considered School Sport Victoria's purpose and core business, governance, funding, structure and administration.
Student Satisfaction Survey	Social Research Centre	To provide an assessment of student outcomes, satisfaction with the training provider, assessment processes and other aspects of training delivery. Results from the annual survey are provided to training providers and used to drive improvements in the training system.
TAFE Victoria brand and marketing strategy	PricewaterhouseCoopers	To evaluate and develop a four-year marketing strategy for TAFE Victoria. The strategy informs the development of overarching campaigns to build the TAFE brand and define its place in delivering Skills First.
Teacher recruitment campaign	The Behavioural Architects	To gain insights into the barriers and motivators for career changers and non-practising teachers entering or re-entering the teaching profession. The findings will inform future campaign messages and creative as well as media placements and communication activities.
Transforming Career Education in Victorian Government Schools evaluation	Urbis Pty Ltd	To undertake a process and outcome evaluation of the suite of initiatives that make up the Transforming Career Education in Victorian Government Schools reforms.
Understanding positive engagement during mid-childhood	Melbourne Institute of Applied Economic and Social Research	To understand key drivers of school engagement across a range of measures, including student achievement, student attendance and student attitudes.

Overseas travel – corporate

The table below details the overseas travel undertaken by corporate staff during 2019–20 and summarises each trip’s objectives and outcomes.

Overseas travel (Department)

Officer	Destination	Objective	Outcomes
Executive Director, Inner Eastern Melbourne Area	Austria	Support for school-based staff and students.	The Executive Director travelled to provide health, safety and wellbeing support to a family, students and staff in Austria.
Secretary Director, Tertiary Education Policy and Performance	Belgium, Finland, United Kingdom	Ensure Victorians have equitable access to quality education and training. Work with providers and partners to build an integrated birth to adulthood education and development system.	The purpose of this trip was to accompany the Minister for Training and Skills in examining best-practice post-secondary education training systems in Europe. The trip supported the development of similar approaches and policies in Victoria.
VPS Officer	Cambodia	Activate excellence, innovation and economic growth.	This trip promoted the International Student Program, consistent with the Victorian Government International Education Sector Strategy to increase the number of international students studying in Victoria. The trip involved delivering the program’s education exhibition events, information seminars and interview sessions, meeting and briefing sessions with accredited education agents and potential high-calibre future students from Cambodia, and attending fairs and education roadshows.
VPS Officer	Cambodia, Thailand, Vietnam	Activate excellence, innovation and economic growth.	This trip promoted the International Student Program consistent with the Victorian Government International Education Sector Strategy to increase the number of international students studying in Victoria. The trip involved delivering the International Student Program’s education exhibition events; information seminars and interview sessions; meeting and briefing sessions with accredited education agents and potential high-calibre future students from South East Asia; and attending fairs and education roadshows.

Officer	Destination	Objective	Outcomes
Executive Director, Koorie Outcomes Division VPS Officer	Canada	Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services.	The OECD Directorate for Education and Skills held a meeting in Victoria, British Columbia, Canada, in 2019 seeking to improve educational outcomes for indigenous students. A number of strategies employed in other jurisdictions have relevancy for Victoria and are transferable, subject to consultation with the Victorian Aboriginal Education Association Incorporated. These strategies include those relating to teaching of Indigenous languages, Elders' involvement and use of apprentices/trainees.
VPS Officer	China	Activate excellence, innovation and economic growth.	This trip promoted the International Student Program consistent with the Victorian Government International Education Sector Strategy to increase the number of international students studying in Victoria. The trip involved delivering the program's education exhibition events, information seminars and interview sessions, meeting and briefing sessions with accredited education agents and potential high-calibre future students from China, and attending fairs and education roadshows. The VPS Officer travelled to seven cities in China to promote the International Student Program.
VPS Officer	China	Activate excellence, innovation and economic growth.	This trip promoted the International Student Program consistent with the Victorian Government International Education Sector Strategy to increase the number of international students studying in Victoria. The trip involved delivering the program's education exhibition events, information seminars and interview sessions, meeting and briefing sessions with accredited education agents and potential high-calibre future students from China, and attending fairs and education roadshows. The VPS Officer travelled to eight cities in China to promote the International Student Program.
VPS Officer	China	Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services. Increase global citizenship, intercultural capability and language learning in Victorian government schools.	A VPS Officer travelled to China to support the successful delivery of the Victorian Young Leaders to China program. The program's objective is to increase global citizenship, intercultural capability and language learning in Victorian schools. This trip assisted with in-country activities and provided language support to the group and program leaders in Beijing.

Officer	Destination	Objective	Outcomes
VPS Officer	China	<p>Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services.</p> <p>Increase global citizenship, intercultural capability and language learning in Victorian government schools.</p>	<p>A VPS Officer travelled to China to support the successful delivery of the Victorian Young Leaders to China program.</p> <p>The program's objective is to increase the global citizenship, intercultural capability and language learning in Victorian schools.</p> <p>This trip assisted with in-country activities and provided language support to the group and program leaders in Beijing and Nanjing. It also helped consolidate relationships with the Department's Chinese partners.</p>
VPS Officer	China, Ukraine	<p>Increase global citizenship, intercultural capability and language learning in Victorian government schools.</p>	<p>The VPS Officer travelled to China to support the successful delivery of the Victorian Young Leaders program for Year 9 students to develop their global knowledge, intercultural understanding and Chinese language proficiency.</p> <p>The VPS Officer travelled to Ukraine to represent the Department at two meetings and to deepen the Department's relationship with the Ministry of Education and Science of Ukraine.</p>
VPS Officer	India	<p>Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services.</p> <p>Increase the number of Victorians actively participating in education, training, development and child health services.</p>	<p>The VPS Officer's travel to India supported the successful implementation of the Victorian Young Leaders pilot program, which was delivered in India. The VPS Officer managed all in-country activity to mitigate risk and ensure appropriate program delivery for 40 students and eight teachers during the pilot.</p> <p>Additionally, this trip deepened relationships with Indian host schools and program partners.</p>
Deputy Secretary, Financial Policy and Information Services	India	<p>Activate excellence, innovation and economic growth.</p>	<p>As part of Victoria's India Strategy, the Australia and New Zealand School of Government is collaborating with the Victorian Government to deliver the three-year Victoria India Government Exchange Program. This trip was for the purpose of attending the program.</p> <p>Travelling to India as part of the program helped to establish a productive and informative government-to-government exchange, and enabled executives to drive collaboration in areas where Victoria and India's capabilities intersect.</p>

Officer	Destination	Objective	Outcomes
Secretary VPS Officer	India, Indonesia, Singapore	Activate excellence, innovation and economic growth.	<p>The primary outcome of the travel was to promote and launch several Victorian government programs, including the Victorian Young Leaders to India and Women in Schools Leadership program, hosted by the Australia India Institute in Delhi.</p> <p>The trip enabled the development of relationships and networks with key education stakeholders in India, Indonesia and Singapore.</p>
VPS Officer	Indonesia	<p>Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services.</p> <p>Increase the global citizenship, intercultural capability and language learning in Victorian government schools.</p>	<p>The VPS Officer's travel to Indonesia supported the successful implementation of the Victorian Young Leaders pilot program delivered in Indonesia. The VPS Officer managed all in-country activity to mitigate risk and ensure appropriate program delivery for 39 students and 10 teachers during the pilot.</p> <p>Additionally, this trip deepened relationships with Indonesian host schools and program partners.</p>
Director, Bastow Institute of Educational Leadership	Qatar	Activate excellence, innovation and economic growth.	<p>The Qatar Foundation held the World Innovation Summit for Education in Doha in 2019. The Bastow Institute of Educational Leadership (Bastow) representative travelled to present its Aspiring Principal program and to facilitate a workshop.</p> <p>Attendance highlighted the Department's position as a national and international leader in educational leadership.</p> <p>The trip provided a unique opportunity to meet with teachers, decision makers and influential experts from all fields of public and private sectors to share their experiences and to address evolving education challenges.</p>

Officer	Destination	Objective	Outcomes
Executive Director, Performance Division VPS Officers	Singapore	Increase the productivity of our services Simplify and join up the Department's work, manage change well and use resources wisely (through effective leadership and management).	<p>The Australia and New Zealand School of Government's Executive Master of Public Administration (EMPA) degree produces confident, critical thinking public sector leaders with the skills required to manage complex challenges, take the next step in their careers and deliver value to the communities they serve.</p> <p>The EMPA explores the core principles of public sector management, including public value and systems thinking, in an inspiring, blended learning environment.</p> <p>The Delivering Public Policies and Programs subject is one of the core subject offerings and is delivered in Singapore. The subject presents a framework for considering possible government responses to complex contemporary public problems.</p> <p>The subject encouraged participants to think analytically about problems, to compare alternative ways of tackling them, and to think carefully about the likely results of any changes in current policies and programs.</p> <p>The Department supported nine Executives and VPS Officers to travel to participate in the EMPA degree.</p>
Executive Director, Early Childhood and School Support, North West Victoria Region Director, Engagement, Participation and Inclusion	Singapore	Activate excellence, innovation and economic growth.	<p>The Australia and New Zealand School of Government's Executive Fellow Program (EFP) for senior executives develops their capacity to lead public sector organisation and is tailored for the needs of Australian and New Zealander participants.</p> <p>The EFP is an intensive three-week residential program for senior executives held in Singapore.</p> <p>The Department benefits from having highly skilled Senior Executives well-versed in leadership, values and strategy in the public domain.</p>
Deputy Secretary, School Education Programs and Support	Singapore	Activate excellence, innovation and economic growth.	<p>The Deputy Secretary travelled to support the Deputy Premier's visit to Singapore, which was part of a broader ministerial delegation to India, Singapore and Indonesia.</p> <p>This trip included meetings with Singaporean ministers and involved supporting and leading ministerial roundtable discussions and participated in school visits.</p>

Officer	Destination	Objective	Outcomes
Senior Education Improvement Leader, Inner Eastern Melbourne Area	Thailand	Support for school-based staff and students.	The Department's personnel provided health, safety and wellbeing assistance to staff and students in Bangkok.
VPS Officer	United Kingdom	Ensure Victorians have equitable access to quality education and training.	<p>Nurture UK held a training course on the theory and practice of nurture groups in Norwich, United Kingdom. A representative from the Department's LOOKOUT team, which supports students in out-of-home care, attended to enhance professional skills in this field.</p> <p>The training aligns with the Department's goal that children with social, emotional and behavioural difficulties should not be excluded from gaining an education.</p> <p>The VPS Officer is now equipped to assist schools in setting up a nurture group that will assess learning, social and emotional needs of the children at risk and give them the necessary help to remove barriers to learning.</p>
Victorian Skills Commissioner VPS Officer	United Kingdom, Russia	Activate excellence, innovation and economic growth.	<p>The Victorian Skills Commissioner travelled to Kazan, Russia, where the WorldSkills Conference was hosted, to discuss global skills development and transformation. The Commissioner travelled as part of the Australian Government delegation.</p> <p>The Commissioner also travelled to London for further engagement with stakeholders who previously visited the Minister for Training and Skills.</p>
Director, Bastow Institute of Educational Leadership	United States of America	<p>Raise standards of learning and development achieved by Victorians accessing education.</p> <p>Increase the productivity of our services.</p>	<p>This trip enabled representation from the Bastow Institute of Educational Leadership to attend the International Education Leadership Centres Network in Washington D.C.</p> <p>The meeting focused on adopting new models of impact evaluation and how the Department of Education and Training might harness new approaches to impact evaluation that could enable rapid experimentation and learning from new models. The meeting in Washington addressed the need for effective measurement and evaluation of the impact of leadership training.</p>

Officer	Destination	Objective	Outcomes
VPS Officer	United States of America	<p>Raise standards of learning and development achieved by Victorians accessing education, training, development and child health services.</p> <p>Increase the number of Victorians actively participating in education, training, development and child health services.</p>	<p>The Bastow Institute of Educational Leadership representative attended a professional training and certification program called Dare to Lead which addresses the topics of vulnerability, courage, shame, and empathy in leadership.</p> <p>The Bastow Community of Practice Facilitator is now accredited to run the internationally recognised culture building program within the education sector.</p>
VPS Officer	United States of America	Activate excellence, innovation and economic growth.	<p>The American Speech-Language-Hearing Association conference held in Orlando, USA, covered 31 topic areas on the latest research and practices on speech and language.</p> <p>Attendance at the conference was part of the VPS Officer's professional development and assisted the Department in implementing its Health, Wellbeing and Inclusion Workforce practice model (HWIW).</p> <p>The VPS Officer used the trip to network with three leaders in education systems improvement who are from the Michigan and Florida education and are supporting the Department to implement the HWIW practice model.</p>
VPS Officer	Vietnam	Activate excellence, innovation and economic growth.	<p>This trip promoted the International Student Program consistent with the Victorian Government International Education Sector Strategy to increase the number of international students studying in Victoria.</p> <p>The trip involved delivering the program's education exhibition events, information seminars and interview sessions, meeting and briefing sessions with accredited education agents and potential high-calibre future students from Vietnam, and attending fairs and education roadshows.</p>

Overseas travel – schools

Travel helps to connect our education system to the world and enriches our practice and performance. It builds school staff capacity and complements the work being done in our classrooms to embed global learning, engagement and intercultural capabilities across our education system. Face-to-face engagement with our international counterparts in other countries showcases our strengths, forges meaningful partnerships nationally and overseas, drives the internationalisation of Victorian schools, and provides students across all learning disciplines with important opportunities to further their learning and development in a global context. School-based staff travel with students must be approved by the Regional Director. School-based staff overseas travel, without students, must be approved by the Assistant Deputy Secretary, Schools and Regional Services. Travel applications are submitted using the Department of Education and Training’s travel system and outline the travel destination(s), purpose and expected outcomes.

The Department is committed to ensuring transparency and accountability in how it spends public money. Reporting school-based staff overseas travel supports transparency and ensures compliance under the *Public Administration Act 2004*, the Code of Conduct for Victorian Public Sector Employees and whole-of-government guidelines. Overseas travel may also be reported in schools’ annual reports. Information provided in the table is extracted from the Department’s travel system and includes Department-funded, subsidised and mixed-funded travel events.

In 2019–20, school-based staff from the state’s 1,555 government schools recorded 424 overseas trips, a reduction of 15.5 per cent from 2018–19. The number of recorded trips was affected by the COVID-19 pandemic and the Australian Government’s ban on all overseas travel announced on 24 March 2020. This resulted in withdrawal and cancellation of travel applications, including those already approved prior to the pandemic.

Overseas travel (schools)

Objective	Officers	Destination	Number of trips	Outcomes
Conferences	Assistant Principal	England	1	Conferences provide opportunities to network and to hear from a variety of international high-quality speakers. They also provide the opportunity to gain insights into other educational frameworks, models, and delivery methods and deliver a valuable experience that can be shared in Victorian schools.
	Principal	France	1	
	School Council	Germany	2	
	Member	Indonesia	1	
	Teacher	Norway	1	
		Singapore	2	
		South Korea	1	
		United States	7	
		Vietnam	3	

Objective	Officers	Destination	Number of trips	Outcomes
Core business	Assistant Principal Education Support Principal Teacher	China	1	Core business activities include researching new technologies and enhancing processes to improve operational functionality and ventures. Increasing our knowledge and expertise on successful and high-performing schools is fundamental for improving student performance and outcomes, staff wellbeing and sustainability.
		England	1	
		Japan	3	
		Nepal	1	
		New Caledonia	1	
		New Zealand	3	
		Taiwan	2	
		United States	3	
		Vietnam	2	
Educational exports	Education Support Teacher	China	1	These trips improve bilateral relations and promote the Victorian education system.
		United States	1	
		Vietnam	1	
International student recruitment	Assistant Principal Business Manager Education Support Principal Teacher	Brazil	1	International student programs improve bilateral relations and promote the Victorian education system. These trips promoted the International Student Program through events such as educational roadshows, marketing of the program in source country markets to increase diversity, and recruitment of high-calibre students to enrol in Victoria's government schools.
		Cambodia	4	
		China	18	
		Germany	3	
		Japan	6	
		Thailand	1	
Professional development	Assistant Principal Business Manager Education Support Principal Teacher	Bhutan	1	Professional development provides opportunities to support Education State priorities. The investment strengthens teaching practices to deliver education programs and improve outcomes for all children. Professional development also provides subject specialists with strategies to improve teaching practices.
		Canada	7	
		China	1	
		Colombia	1	
		England	3	
		Finland	2	
		Hong Kong	1	
		India	6	
		Indonesia	2	
		Japan	4	
		Laos	1	
		New Guinea	1	
		New Zealand	1	
		Singapore	1	
		Thailand	1	
United States	4			
Professional scholarship program	Teacher	Israel	1	Engaging with different cultures and education systems increases knowledge, understanding and appreciation of the challenges faced by learners of English as a second language. This knowledge and understanding increase participants' capacity to lead international education programs and activities in schools. The experience also broadens world views and heightens participant self-awareness and opportunities.

Objective	Officers	Destination	Number of trips	Outcomes
Sister schools	Assistant Principal Business Manager Education Support Principal Teacher	Cambodia	1	Meeting sister schools provides life-changing experiences that develop new skills and knowledge through a combination of school-based learning and hands-on, educational excursions.
		China	41	
		France	2	
		Germany	5	
		Indonesia	1	
		Italy	2	
		Japan	12	
		Malaysia	1	
		New Caledonia	2	
		Singapore	1	
		Spain	1	
		Vietnam	2	
Student excursions	Assistant Principal Education Support Principal Teacher	Antarctica (Aus.)	1	International excursion experiences broaden intercultural understanding and provide opportunities to engage with other nationalities, especially their cultures and school programs.
		Austria	1	
		Cambodia	9	
		China	21	
		Costa Rica	1	
		Ecuador	1	
		England	2	
		Fiji	2	
		France	11	
		Germany	8	
		Greece	2	
		India	5	
		Indonesia	11	
		Italy	7	
		Japan	23	
		Laos	4	
		Malaysia	15	
		Mexico	1	
		Nepal	5	
		New Caledonia	4	
		New Guinea	3	
		New Zealand	6	
		Peru	1	
		Poland	1	
		Singapore	4	
South Korea	1			
Spain	2			
Thailand	5			
Timor-Leste	1			
United States	22			
		Vietnam	5	

Objective	Officers	Destination	Number of trips	Outcomes
Teacher work experience	Principal Teacher	Brunei Tonga	1 1	Experiential learning gives principals and teachers unique opportunities to build intercultural capabilities and global citizenship skills while immersed in a new teaching environment. The invaluable experience enables sharing of new perspectives with students and schools and enhances participants' ability to engage with Victoria's increasingly multicultural community. International learning offers a powerful platform for sharing and translating learnings into action, thereby improving schools.
VCE offshore	Education Support	China	1	Delivering VCE in China helps build stronger links and mutual understanding between regional China and Victoria. Victorian teachers who deliver training to Chinese teachers are able to critically reflect on how they teach in Australia and on practices that might further support international students in their class. The program exposes local Chinese students to Victorian teaching and assessment and helps them gain an internationally recognised senior secondary qualification. It further provides Chinese teachers with professional development opportunities. Teachers also gain a world perspective on instruction approaches and improve their own teaching by embracing cultural similarities and differences.
Victorian Young Leaders to China	Assistant Principal Teacher	China	21	The Victorian Young Leaders to China program is a valuable way for teachers to build their Asia literacy, networks and intercultural capability. It also enables them to enhance their teaching practice and support opportunities to develop connections with China and their school communities.
Victorian Young Leaders to India	Assistant Principal Teacher	India	6	The Victorian Young Leaders to India program is a valuable way for teachers to build their Asia literacy, networks and intercultural capability. It also enables them to enhance their teaching practice and support opportunities to develop connections with India and their school communities.
Victorian Young Leaders to Indonesia	Teacher	Indonesia	7	The Victorian Young Leaders to Indonesia program is a valuable way for teachers to build their Asia literacy, networks and intercultural capability. It also enables them to enhance their teaching practice and support opportunities to develop connections with Indonesia and their school communities.

Major promotional, public relations and marketing activities

The table below details the Department's major promotional, public relations and marketing activities during 2019–20 develop community awareness of the Department and its services.

Major promotional, public relations and marketing activities

Activity	Purpose	Cost (\$ excl. GST)
Learn Local Awards	The Victorian Learn Local Awards celebrate outstanding achievements of individuals, organisations and programs within the Learn Local education and training sector.	217,430
Learning from Home	The Learning from Home functional advertising was developed to support the Victorian Government's directive for all schools to transition to remote learning and teaching during Term 2, 2020 in order to slow the spread of COVID-19. Advertising targeted parents, carers and students across Victoria. Advertising communicated resources, tips and advice for parents and carers to support their child to learn from home.	56,609
Premier's VCE Awards	The Premier's VCE Awards publicly recognise, celebrate and promote young Victorians who have achieved excellence in their VCE studies. The 2020 event scheduled for April was cancelled.	7,046
Premiers' Reading Challenge 2019–2020	The Premiers' Reading Challenge is a key initiative that highlights the importance of reading for literacy development. Over 16 years the challenge has inspired more than three million students and children to read over 50 million books.	50,000
Recognition of Service ceremony	The Recognition of Service ceremony is an annual event that recognises and celebrates dedication, loyalty and longevity of service to the Department. Service recognition is awarded at a state level each year for staff who have achieved 40, 45, 50 and 55 years of service.	38,476
Return to School	The Return to School advertising aimed to inform the Victorian public about the staged return to school due to the COVID-19 pandemic. The advertising carried a secondary hygiene message and instruction to keep unwell children at home.	53,815
Victorian Early Year's Awards 2019	The Victorian Early Years Awards recognise finalists and winners of the annual 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 government investment and current initiatives in the early years sector.	89,300

Activity	Purpose	Cost (\$ excl. GST)
Victorian Education Excellence Awards	<p>The Victorian Education Excellence Awards recognise and celebrate the outstanding contributions to school and student outcomes made by teachers, principals and support staff in government schools.</p> <p>Presented across 10 categories, the awards promote the reputation of government schools as centres of excellence by recognising outstanding practice in areas of leadership, classroom teaching, student engagement and curriculum development.</p>	145,745
Victorian School Sports Awards	<p>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. The 2020 event scheduled for March was cancelled.</p>	27,715
Victorian State School Spectacular	<p>The Victorian State Schools Spectacular is an invaluable performing arts opportunity for Victoria's government school students from Prep to Year 12.</p> <p>Promotional activities supported community attendance and showcased the achievements of participating students.</p>	49,290
Victorian Training Awards	<p>The Victorian Training Awards showcase and celebrate the excellence and achievements of individuals, industry and organisations involved in vocational education and training in Victoria.</p>	378,131

Major committees

The following two tables list the Department-sponsored major governance committees and major project/operational committees. The tables detail each committee's purpose and the extent to which they achieved their purpose.

Major departmental governance committees

Major Committee	Purpose	Extent of purpose achieved
Audit and Risk Committee (ARC)	ARC assists the Secretary to fulfil governance responsibilities and obligations under the <i>Financial Management Act 1994</i> (the FM Act). ARC was established in August 2003 to comply with Standing Directions under the FM Act, which requires an audit committee to oversee and advise on matters of accountability and internal control affecting the Department's operations. ARC provides direct advice to the Secretary on governance, risk management, audit and control assurance activities.	During 2019–20, ARC held five meetings and convened two special meetings. The special meetings workshopped the four-year Internal Audit plan and assessed the impact of COVID-19 on matters such as school audits, the financial year-end audit, the internal audit program, year-end attestation processes and other relevant matters. ARC revised and approved its terms of reference in December 2019. It oversaw governance, risk management, audit and control assurance activities to advise the Secretary as to whether the Department's internal processes are 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 2018–19 in August 2019.
Budget and Financial Management Committee (BFMC)	BFMC advises the Executive Board (EB) on priorities for budget and finance matters, provides oversight of the Department's budget and finances, and acts as decision-maker for EB on budget and finance matters in accordance with its terms of reference. The BFMC's scope includes the Victorian Curriculum and Assessment Authority and the Victorian Registration and Qualifications Authority, both of which are primarily funded through the Department.	BFMC met monthly and monitored the financial position of the Department, including the impact of COVID-19, by considering the Budget Management Report and Student Resource Package Report. The BFMC managed the allocation of financial resources in alignment with the Department's service delivery, planning objectives and government priorities. Its key activities included management of the annual internal budget and midyear budget review processes.

Major Committee	Purpose	Extent of purpose achieved
<p>Culture and People Committee (CPC)</p>	<p>CPC advises EB on significant and strategic culture and capability matters related to the Department's Victorian Public Sector (VPS) workforce. CPC also provides oversight and assurance over strategies to promote diversity and inclusion, and occupational health and safety across the breadth of the Department's workforce.</p> <p>The VPS workforce in the Department includes central and regional corporate staff, nurses and allied health professionals.</p>	<p>CPC met monthly to provide strategic oversight of relevant policies, strategies, and initiatives, including the Investing in our People Strategy 2016–2020 and the People Matter Survey. It also discussed workforce planning and development, diversity and inclusion, and employee health, safety and wellbeing matters.</p> <p>CPC temporarily paused its meetings from May 2020 as alternative governance arrangements were established to enable the Department to effectively support staff during the COVID-19 pandemic.</p>
<p>Education State Board (ESB)</p>	<p>ESB is an advisory body to EB for the Department's strategic policy thinking. On referral from EB, ESB considers and provides advice on major policies or reforms to progress the Education State agenda. ESB acts as an escalation point for critical risks, issues and decisions affecting the reform agenda, and is also responsible for ensuring that all relevant activities of the Department are aligned with the Education State objectives.</p>	<p>ESB met fortnightly until March 2020 and monthly thereafter. It has maintained a focus on the design and implementation of Education State reforms and fostering cross-portfolio collaboration.</p> <p>Key highlights included: ongoing monitoring of school improvement reforms, including the impact of COVID-19, discussions on the early childhood education and care workforce plan, pathways into the VET and higher education sectors, and the Department's response to the Royal Commission into Victoria's Mental Health System.</p>
<p>Executive Board</p>	<p>EB provides stewardship of the Department and supports the Secretary with strategic leadership of the Department, its agencies and portfolios.</p>	<p>EB usually met fortnightly. It shifted to a weekly meeting schedule in March 2020 to ensure the Department was better placed to respond to the COVID-19 pandemic. In addition to overseeing the Department's response to COVID-19, EB set the Department's strategic direction and performance targets, managed the financial and operational performance of the portfolio, monitored the delivery of key priorities, ensured integration and alignment across groups and agencies, and provided senior leadership to drive a high-performing culture across the Department's portfolios.</p>

Major Committee	Purpose	Extent of purpose achieved
Executive Remuneration Committee (ERC)	The ERC ensures that a consistent and rigorous approach is taken to setting and adjusting remuneration for senior executive service within the Department and its statutory authorities. The approach to setting and adjusting remuneration is required to comply with the Victorian Public Sector Commission's <i>Victorian public service executive employment handbook</i> (2019).	ERC met three times in 2019–20 to consider and approve on executive remuneration outcomes following the application of the annual executive remuneration review and an ad hoc executive remuneration review. It provided a budget forecast of expenditure on executive salaries and forecast changes to the executive profile in the Department. ERC also monitored the executive rotation program and contract renewals.
Information Management and Technology Committee (IMTC)	IMTC advises EB on priorities relating to information management and technology (IMT) matters and provides oversight and decision-making authority on the Department's IMT business objectives. IMTC ensures that departmental information systems are compliant with relevant legislation and standards, including the Victorian Government Information and Communication Technology Governance Framework.	<p>IMTC met monthly and provided strategic oversight of the Department's IMT priorities. This oversight included monitoring the implementation of all major IMT projects to ensure that risks were managed appropriately and in accordance with the directions of the Department and the Victorian Government.</p> <p>Its key activities included the development of a new Information Management Framework, a department-wide business capability model, a School Technology program, and development and updates to the Information Security Policy.</p>
Infrastructure Planning and Delivery Committee (IPDC)	<p>IPDC provides assurance to EB that the Department has a robust framework for developing and implementing infrastructure delivery, and managing strategic development, implementation and delivery of Departmental physical assets.</p> <p>IPDC fulfils this role by approving and overseeing the infrastructure planning and implementation components of the Education State reform agenda.</p>	<p>IPDC held its first meeting in September 2019 and met monthly thereafter. It provided strategic oversight of the development and implementation of the Department's infrastructure and planning strategies across all education portfolios.</p> <p>Its key activities included improving the approval process for school reorganisation proposals, developing a school infrastructure investment strategy and capital allocation tool, updating the Placement Policy and related guidelines, overseeing specialist school operations and provision reform, and monitoring key actions and deliverables under the Asset Strategy.</p>

Major Committee	Purpose	Extent of purpose achieved
<p>Integrity Committee (IC)</p>	<p>IC provides assurance to the Secretary that the Department has a robust framework for managing integrity risks and lifting integrity performance. IC fulfils this role by approving and overseeing the development and delivery of integrity reforms which strengthen the Department's three lines of defence for risk management.</p> <p>The role of IC includes leadership of the Department's efforts to strive for the highest standards of integrity and public trust.</p> <p>In relation to the Department's statutory entities, the TAFE sector, and funded services, IC undertakes a stewardship role that reflects the Department's governance responsibilities and operational relationships with these bodies.</p>	<p>IC meets quarterly. It oversaw the 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.</p> <p>IC continued to lead the development of a culture steered by the Department's values: integrity, respect, responsiveness, accountability, impartiality, leadership and human rights.</p> <p>IC oversees the implementation of the Department's three-year Integrity Strategy, ensuring the ongoing focus on integrity reform.</p>
<p>Performance and Evaluation Committee (PEC)</p>	<p>PEC provided oversight and assurance of the Department's performance monitoring and evaluation activities. It comprised 11 members and was chaired by a deputy secretary.</p>	<p>PEC met once in July before ceasing operations following a restructure of the Department's governance structure.</p>
<p>Procurement and Probity Committee (PPC)</p>	<p>PPC provides strategic oversight of procurement activities within the Department to ensure appropriate rigour is exercised in accordance with the Department's Procurement Policy. In doing so, the PPC supports the Secretary's obligations to the Victorian Government Purchasing Board policies, under the FM Act.</p> <p>PPC also considers procurement of goods and services in statutory authorities (VCAA, VRQA, and Merit Protection Boards). PPC does not consider procurement related to construction or property.</p>	<p>PPC met monthly. In addition to providing strategic oversight of procurement activities, PPC:</p> <ul style="list-style-type: none"> • endorsed the Department's Procurement Activity Plan • participated in the 2019 governance review and implemented high-level recommendations for improvement • participated in committee-focused governance induction sessions, including discussions on decision-making, accountability and management of risk • reviewed and endorsed the terms of reference of the Capital Procurement Subcommittee • completed an annual assessment against its own terms of reference to identify areas that work well and opportunities for improvement.

Major departmental project/operational committees

Major Committee	Purpose	Extent of purpose achieved
Child Link Board	<p>The Board provides project oversight and decision-making to ensure that the Child Link program is designed and delivered to meet legislative and business requirements and reform outcomes.</p> <p>Membership comprises senior stakeholders across the Whole of Victorian Government.</p>	<p>The Board provided direction and authorisation for activities in the Child Link program and continues its ongoing governance role of the Child Link program.</p>
COVID-19 Government Schools Project Control Board	<p>The Board commenced in April 2020 to govern the implementation of the temporary operating model for government school education and the return to onsite teaching and learning.</p>	<p>The board met twice weekly between April and June 2020 and weekly thereafter. It enabled a rapid and coordinated implementation of advice, guidance and services to support government schools to deliver flexible and remote teaching, and learning supports to students. It also enabled schools to effectively deliver and report on teaching and learning and other critical functions, such as employee safety. The Board oversaw strategic and operational planning for return to onsite teaching and learning.</p>
Early Childhood Development Advisory Group	<p>The Advisory Group is committed to working with representatives of early childhood services, including the Department of Health and Human Services to continue to improve outcomes for children and young people and create a seamless service delivery system for children aged 0-8 years.</p>	<p>The Advisory Group met in September 2019 and February 2020. It discussed and aligned interdepartmental action on the Victorian Information Sharing reforms, connected pathways to support vulnerable families and the Review of the Early Childhood System.</p>
Early Childhood Education Reform Stakeholder Group	<p>The Stakeholder Group explores evidence and place-based approaches in the delivery of statewide, high-quality, play-based early childhood education to improve outcomes and ensure equity for children and their families.</p>	<p>The Stakeholder Group met in September and December 2019 and February 2020. It's fourth meeting scheduled for May 2020 was postponed due to COVID-19. The Stakeholder Group has been developing a systemwide perspective to provide a guiding vision for the early childhood sector over the next five to ten years.</p>

Major Committee	Purpose	Extent of purpose achieved
Early Years Compact Board	The Board implements the Early Years Compact between the Department, DHHS and local governments (represented by the Municipal Association of Victoria) and collaborates in new ways to improve outcomes for children and families.	The Board met in July and December 2019. In these meetings, in addition to the Compact Steering Group, Local Area Compact groups and other Compact working groups, the Board continued to champion and advocate for the Compact across all levels of government. Its work focused on increasing the participation of children in out-of-home care and children known to Child Protection in early years services, increasing the participation of Aboriginal families in early years services, and improving the identification and referral of children and families at risk of family violence.
Higher Education Project Control Group	The Control Group, comprises representatives of relevant Victorian government departments and provides oversight and guidance on the design, development and implementation of the Victorian government support package for universities, announced on 19 May 2020.	The Control Group met weekly following the announcement of the university support package to develop and monitor the implementation of the Victorian Higher Education State Investment Fund and payroll tax deferrals. It also advises on advocacy to the Commonwealth Government, and development of agreements between the Victorian Government and universities.
Inclusive Education Expert Panel	The Panel is chaired by the Secretary and comprises experts in the disability and education sectors. It provides advice to the Department on inclusive education for students with disability.	The Panel provided valuable advice on the Department's inclusive education agenda for students with disability.
Information Sharing and Multi-Agency Risk Assessment and Management Framework Steering Committee	The Steering Committee ensures that the objectives of the Child Information Sharing Scheme, Family Violence Information Sharing Scheme and the Multi-Agency Risk Assessment Management Framework are achieved through aligned and coordinated planning and implementation across all departments and agencies.	<p>The Steering Committee is co-chaired by the Department and Family Safety Victoria. Its governance was effective in ensuring that preparation and planning for Phase 2 implementation of Child Information Sharing reforms was aligned for workforces.</p> <p>As the reforms move beyond implementation to embedding and outcomes monitoring, the Steering Committee will be replaced with separate Child Information Sharing and Family Violence governance.</p>

Major Committee	Purpose	Extent of purpose achieved
Kindergarten Expansion Consultative Committee	The Committee brings together senior representatives from Victoria's early childhood sector, including local government, peak bodies and unions, to shape the future of the early learning sector in Victoria by supporting the implementation of high-quality three-year-old kindergarten. It provides advice relating to policy and system issues, helping to ensure implementation is in the best interests of Victorian children and families.	The Committee met in August and November 2019 and June 2020. The Committee provided advice to the Minister and the Department on key implementation decisions and acted as a guide to building support for the initiative across the sector.
Marrung Central Governance Committee	The Committee monitors and advises 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 at Regional Partnership Forums and Victorian Aboriginal Education Association Incorporated's Koorie Education Roundtables.	The Committee met three times and brought together over 45 key stakeholders including Aboriginal community controlled organisations, education sector representatives and associations, departments and central agencies, the Victorian Skills Commissioner and Commissioner for Aboriginal Children and Young People. The Committee oversaw the implementation of Marrung and identified new and emerging issues and actions, drawing on advice from the Regional Partnership Forums and Koorie Education Roundtables.
Minister–Victorian Vice-Chancellors Forum	The Minister for Higher Education meets with the vice chancellors of Victoria's universities to discuss issues of mutual concern, jointly undertake projects of agreed strategic importance and design, and develop and enhance Victoria's reputation as a global leader in higher education.	The Forum met three times during 2019–20 to discuss issues of key strategic importance for the Victorian post-secondary education sector. These issues included understanding and responding to the impacts of the Victorian bushfires and COVID-19 pandemic on Victorian universities and building stronger linkages and collaboration between VET and higher education through improved pathways. In addition, the Department met with Victorian vice-chancellors on a regular (at times twice weekly) basis throughout the first six months of 2020.
Quarterly peak principal body meetings	These quarterly meetings aim to consolidate departmental engagement with all peak bodies that represent the interests of principals, including with the Victorian Association of State Secondary Principals, the Victorian Principals Association and the Principals' Association of Specialist Schools.	These meetings provided the opportunity for principal groups to discuss issues of significant importance to their members.

Major Committee	Purpose	Extent of purpose achieved
Regional Education Consultative Group	The Group was established with representation from regional primary, secondary and specialist schools and peak bodies with an interest and expertise in regional education.	The Group met three times to contribute advice and guidance on the development of a five-year strategic plan for rural and regional education.
Rural and Regional Consultative Groups	The Consultative Groups provide advice and guidance on the development and implementation of a five-year strategic plan for rural and regional education.	The Consultative Groups considered and provided advice and views on local perspectives from rural and regional Victoria regarding the development of the strategic plan and advised on specific issues relating to the challenges of rural and regional education.
Schools Policy Project Board	The Project Board was formed to guide the development of the Department's long-term schools policy reform agenda to improve student outcomes and meet Education State targets. In early 2020 the board became the Schools Policy Project Control Board.	The Project Board met fortnightly. It enabled constructive testing and guidance on reform initiatives. Its functions continue as the Schools Policy Project Control Board.
Skills for Major Project Interdepartmental Committee (IDC)	The Committee examines current and future supply and demand for skills, and issues that prevent an adequate supply of skilled people for major infrastructure projects. The Committee is co-chaired by the Department and the Department of Treasury and Finance.	To date, two meetings have been held and six working groups have been established to identify and recommend priority policy interventions, for consideration in the 2021–22 Budget.
Student Resource Package Consultative Committee	The Committee consists of key stakeholder organisations and provides a framework for consultations when considering policy and operational impacts of changes in school resourcing. The Committee ensures policy congruence with the research, development and maintenance of the current school funding model.	The Committee met twice in 2019–20. It discussed and advised on the operational aspects of funding initiatives announced in the State Budget such as the Maintenance Blitz Funding, Camp Schools and Excursions Funding and the Student Excellence Program.
TAFE CEO Offshore Working Group	The Working Group is co-chaired by the Department and Global Victoria. It has oversight of the implementation of the TAFE Offshore Pilot.	The Working Group met twice in 2019–20 and supported the development of TAFE capability and strategic international education opportunities for the Victorian TAFE sector.
TAFE Network Leaders Forum	The Forum is a monthly meeting of TAFE CEOs and VET leaders of dual sector universities. It explores both strategic and operational issues facing the TAFE network.	The Forum met 10 times during 2019–20. Leadership from TAFE CEOs and the VET heads at dual sector universities helped the network to provide greater opportunities to Victorian VET learners.

Major Committee	Purpose	Extent of purpose achieved
The Guiding Coalition	The Coalition ensures that key education stakeholders and critical thinkers engage with the Education State reform agenda to progress our common goal of improving student outcomes.	The Coalition met quarterly and provided advice and guidance to the Department on the priority areas of: the future of secondary schooling; workforce recruitment, retention and support; health and wellbeing; and inclusion.
The School Policy and Funding Advisory Council	The purpose of the Council is to provide advice to the Minister for Education on regulatory, policy and funding issues that affect government and non-government schools.	During 2019–20 the Council provided advice on developing links to local Aboriginal perspectives and established the inaugural meeting of the Cross-sectoral Professional Leadership Forum.
Victorian Early Years Learning and Development Framework (VEYLDF) Project Board	The Board was established to support the implementation of the VEYLDF and transition to school. Since its establishment, the Board's remit has expanded to include governance of the School Readiness Funding, evidence informed programs and supports, and early learning leadership forums and kindergarten networks.	The Board met three times in 2019–20 and provided oversight of new items in the 2020 School Readiness Funding, strategic advice on the implementation of the early learning leadership forums and kindergarten networks and oversaw the evaluation of the 2016 implementation of the VEYLDF.
Victorian Home Education Advisory Committee	The Committee provides guidance, information and feedback to the Department and the VRQA on the operation of new home schooling regulations and matters.	The Committee met quarterly and discussed a range of issues relating to the implementation and operation of the home education regulatory changes. It agreed to set up a sub-committee to complete a two-year review of the regulatory changes to home schooling.
Victorian Schools Animal Ethics Committee	The Committee reviews and approves applications from schools to use animals for teaching purposes. It also provides advice to the Department and Victorian schools on animal welfare issues in schools.	During 2019–20 the Committee met six times and discussed 16 applications for the use of school animals. It also provided detailed feedback to schools and is implementing a new user-friendly application form.
Workforce, Recruitment, Retention & Support Working Group	A subgroup of the Guiding Coalition, the Working Group focuses on priority issues that seek to improve the experiences and educational outcomes of students across Victoria.	The Working Group discussed issues affecting the education workforce, such as, attraction and recruitment, preparation and induction, and retention and development, with a particular focus on rural and regional areas.

Consultancies and contractors

The tables below detail the consultancies and contractors engaged by the Department in 2019–20.

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 consistent with the register's listings.

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

In 2019–20, there were 32 consultancies who each had total fees of \$10,000 or more. These consultancies incurred a total expenditure of \$4.84 million (excluding GST) and are detailed in the table below.

Consultancy expenditure

Consultant	Purpose of consultancy	State date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2019–20 (\$ excl. GST)	Future expenditure (\$ excl. GST)
ACIL ALLEN CONSULTING PTY LTD	Child Information Sharing Scheme two-year review	3/09/2018	31/03/2021	559,382	139,846	363,598
ACIL ALLEN CONSULTING PTY LTD	Early childhood strategic evaluation	30/10/2018	30/09/2022	1,335,280	389,681	548,510
DELOITTE ACCESS ECONOMICS	Evaluation of the Learning Places Model	15/10/2018	30/08/2019	333,680	102,120	0
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	Outside School Hours Care Demonstration Program evaluation	29/11/2018	28/01/2020	657,694	205,124	0
RIXSTEWART PTY LTD	Cleaning Services – Operations and Contractual Advice	12/10/2018	31/12/2019	154,350	7,306	0
UNIVERSITY OF MELBOURNE	Monitoring and evaluation of the Differentiated Support for School Improvement initiatives	3/01/2018	31/12/2021	1,484,436	340,877	499,672

Consultant	Purpose of consultancy	State date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2019–20 (\$ excl. GST)	Future expenditure (\$ excl. GST)
UNIVERSITY OF MELBOURNE	Evaluation of the Literacy and Numeracy Strategy	29/01/2019	30/06/2022	805,402	303,456	411,036
DELOITTE TOUCHE TOHMATSU	Kindergarten Infrastructure Program	17/04/2019	30/11/2019	340,187	77,213	0
GTA CONSULTANTS (VIC) PTY LTD	Infrastructure and Planning – spatial access analysis	13/05/2019	28/06/2019	84,394	21,098	0
URBIS PTY LTD	Education Justice Initiative evaluation	17/06/2019	31/12/2020	223,625	28,541	94,067
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	Same-day attendance notification pulse check	11/06/2019	28/01/2020	173,664	73,263	0
LEARNING FIRST GROUP PTY LTD	Design and implementation of curriculum supports	31/05/2019	30/06/2019	135,000	135,000	0
PAXTON PARTNERS	Impact evaluation of work to improve health, safety and wellbeing and to reduce administrative burden for schools	5/08/2019	4/08/2021	455,515	215,185	240,330
GROSVENOR PERFORMANCE GROUP PTY LTD	Skills Uplift pilot program evaluation	30/08/2019	15/05/2020	174,391	174,391	0
GROSVENOR PERFORMANCE GROUP PTY LTD	Development of a functional /operational regional accommodation strategy to more efficiently manage the Department's regional office property portfolio	16/09/2019	31/03/2020	113,636	80,077	0
MCKINSEY PACIFIC RIM. INC.	Strategic overview of reform agenda for schools	23/09/2019	15/11/2019	904,545	904,545	0
DELOITTE ACCESS ECONOMICS	School Review evaluation	24/09/2019	20/07/2020	428,405	424,599	3,806

Consultant	Purpose of consultancy	State date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2019–20 (\$ excl. GST)	Future expenditure (\$ excl. GST)
AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH (ACER)	Middle Years Literacy and Numeracy Support initiative evaluation	1/10/2019	31/08/2022	906,594	302,059	604,535
FROMHEREON PTY LTD	Child Link Journey Map pilot	21/11/2019	18/03/2020	118,000	118,000	0
BRAND ARCHITECTS	A review of the design principles for Tech Schools	6/12/2019	30/06/2020	24,750	23,250	1,500
JOHN EDWIN FIRTH	Review of vocational and applied learning pathways in senior secondary school	15/11/2019	30/06/2020	127,500	81,750	45,750
ACIL ALLEN CONSULTING PTY LTD	Stage 1 Workforce Impact Assessment - Risks and Opportunities Funding and Support Model for Students with Disability in Victorian Government	14/01/2020	26/03/2020	81,700	81,700	0
KPMG AUSTRALIA	Corporate services initiatives	10/02/2020	30/06/2021	589,248	300,517	288,732
KPMG AUSTRALIA	Evaluations of the Regional and Specialist Training Fund and Workforce Training Innovation Fund	31/03/2020	10/06/2020	80,535	80,535	0
MARY JEAN GALLAGHER	Expert review of the ongoing implementation of the Education State reforms	26/08/2019	30/11/2019	83,655	83,655	0
MARY JEAN GALLAGHER	Expert review of the ongoing implementation of the Education State reforms	2/03/2020	31/12/2020	158,895	6,780	152,115
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	TAFE Brand and Marketing Strategy	15/07/2019	23/08/2019	90,488	50,488	0

Consultant	Purpose of consultancy	State date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2019–20 (\$ excl. GST)	Future expenditure (\$ excl. GST)
BKE CONSULTING	Data validation – Commonwealth School Resource Standard funding estimation tool	19/09/2019	n.a.	10,000	10,000	0
COLMAR BRUNTON PTY LIMITED	Work related to the Safety at Work for School Staff initiative	24/10/2019	28/02/2020	22,470	22,470	0
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	DET family violence workforce and course mapping project	22/06/2020	27/07/2020	90,096	45,000	45,096
PEG CONSULTING PTY LTD	Advisory Services - Higher Education and Skills Group	18/03/2020	17/04/2020	33,182	11,700	0

Contractor expenditure

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
A G COOMBS SERVICING PTY LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	18,951
A2M CONSULTING	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	88,613
ACCELERATED KNOWLEDGE TECHNOLOGIES PTY LTD	Professional Services	32,040
ACCENTURE AUSTRALIA LTD	Professional Services	4,133,235
ACCESS AUSTRALIA GROUP LIMITED	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,053
ACCESS INNOVATION MEDIA PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	14,917

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 in the register.

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
ACCESS TESTING PTY LTD	Professional Services	234,001
ACIL ALLEN CONSULTING PTY LTD	Professional Services	1,707,479
ACTIV8 TECHNOLOGIES PTY LTD	IT Services	313,500
ADAM BARBARA JEAN	Professional Services	2,050
ADECCO AUSTRALIA PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	2,212,597
AERIAL CONSULTANCY PTY LTD	Professional Services	15,000
AFFINITEXT INC	Professional Services	40,704
AFS INTERCULTURAL PROGRAMS AUSTRALIA	Professional Services	60,864
AG COOMBS ADVISORY PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	10,300
AGENDA GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	33,000
AIRFOUR AIR CONDITIONING AND MECHANICAL SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	10,642
ALL GRADUATES INTERPRETING AND TRANSLATING	Professional Services	15,440
ALLIED PICKFORDS BUSINESS RELOCATIONS MELBOURNE	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,470
ALTUS PAGE KIRKLAND	Strategic Services and Advice for Audit, Fraud and Procurement	38,930
AMAZON WEB SERVICES	IT Services	14,854
ANDREW PEGLER MEDIA PTY LTD	Professional Services	18,818

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
ANNE DALTON + ASSOCIATES	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	12,878
ANSARADA PTY LIMITED	IT Services	1,650
ANT HOUSE PTY LTD	Professional Services	10,500
ARCBLUE	Professional Services	85,696
ARCH CREATIVE	Publishing, Printing, Promotions and Communications or Marketing Services	30,685
ARLO SOFTWARE LIMITED	IT Services	129,260
ASG GROUP LIMITED	IT Services	67,962
ASLIA VIC INC	Professional Services	3,000
ASPECT PERSONNEL PTY LTD	Professional Services	205,212
ASPIRE EDUCATION SERVICES	Training Services	5,150
ASTHMA AUSTRALIA LTD	Training Services	44,287
AUCKLAND UNISERVICES LIMITED	Training Services	727,407
AURECON AUSTRALASIA PTY LTD	Professional Services	3,309,206
AUSPICIOUS ARTS PROJECTS INC	Professional Services	952,565
AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT LIMITED	Professional Services (Research, Leadership and Professional Development)	76,863
AUSTRALIAN BUREAU OF STATISTICS (MELB)	Professional Services	1,914
AUSTRALIAN CHILDHOOD FOUNDATION	Professional Services	32,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
AUSTRALIAN CHILDHOOD TRAUMA GROUP PTY LTD	Professional Services	23,099
AUSTRALIAN COLLEGE OF RURAL AND REMOTE MEDICINE	Training Services	18,750
AUSTRALIAN HEALTHCARE ASSOCIATES PTY LTD	Professional Services	1,681,604
AUSTRALIAN HEARING SERVICES	Professional Services	12,007
AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS	Professional Services (Research, Leadership and Professional Development)	8,800
AUSTRALIAN RESEARCH ALLIANCE FOR CHILDREN AND YOUTH LIMITED	Professional Services	8,232
AUSTRALIAN SURVEY RESEARCH GROUP PTY LTD	Professional Services	92,267
AUTISM BEHAVIOURAL INTERVENTION ASSOCIATION INC	Professional Services	159,057
AUTISM PARTNERSHIP PTY LTD	Professional Services	64,345
AUTOMATIC DATA PROCESSING LIMITED	Professional Services	834,043
AVOCA BLUE PTY LTD	Professional Services	5,855
AWARD FORCE PTY LTD	IT Services	18,698
AXESS COMMERCIAL INTERIORS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	7,280
AXIOM EDUCATION VICTORIA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	86,673

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
BAINBRIDGE ASSOCIATES PTY LTD	Professional Services	24,750
BAKER WENDY	Professional Services	11,559
BALLARAT HEALTH SERVICES	Early Childhood Services	9,455
BANGERANG CULTURAL CENTRE CO-OPERATIVE LTD	Education and Community Development Services	1,668
BARRINGTON CENTRE PTY LTD	Professional Services	34,557
BASTIAN GRAHAM W	Professional Services	2,100
BEATON GROUP PTY LTD	Professional Services (Research, Leadership and Professional Development)	2,182
BECKON MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	2,057
BEHAVIOURAL INSIGHTS AUSTRALIA	Professional Services	103,617
BEVERIDGE WILLIAMS AND CO PTY LTD	Professional Services	1,000
BEVINGTON CONSULTING PTY LTD	Professional Services	56,015
BILIDAS MANUEL PETER	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	14,300
BILL HUNT CONSULTANCY SERVICES	Professional Services	7,724
BISHOP LEON FRANCIS	Professional Services	1,820
BLACHFORD JANINE CAROL	Training Services	10,643
BLACHFORD ROBERT	professional Services	6,800
BLACKCOMPASS SOFTWARE	IT Services	27,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
BLAIRLOGIE LIVING AND LEARNING INC	Professional Services	932,499
BLUE LION MOVING SERVICES	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	8,022
BLUEBOAT	Publishing, Printing, Promotions and Communications or Marketing Services	7,337
BOOGIE01 MEDIA PTY LTD	IT Services	145,064
BOSTON CONSULTING GROUP PTY LTD	Professional Services	50,000
BOYLE LYN	Professional Services	4,850
BOYLE STEVEN PHILLIP	Professional Services	4,850
BRAIN PETER ROBERT	Professional Services	5,385
BRANDHOOK	Professional Services	36,240
BRAY AALYIAH	Professional Services	2,500
BROCKHURST CONSULTING	Professional Services	8,820
CAIRNMILLAR INSTITUTE	Training Services	49,990
CALLANDER ADELE	Professional Services	12,800
CAMPION EDUCATION (AUST) PTY LTD	IT Services	2,341
CAPIRE CONSULTING GROUP PTY LTD	Professional Services	43,629
CAPTIONING STUDIO PTY LTD	Professional Services	14,700
CAREER EDUCATION ASSOCIATION OF VICTORIA INC	Professional Services	4,514,095

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CARR STEVEN	Professional Services	1,200
CARTER PAUL	Professional Services	16,811
CASE MEALLIN (VIC) PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	47,600
CATHARINA ALLARD	Training Services	4,566
CENTRE FOR EVIDENCE AND IMPLEMENTATION	professional Services	37,079
CENTRE FOR EXCELLENCE IN CHILD+FAMILY WELFARE INC	Training Services	2,400
CENTRE FOR STRATEGIC EDUCATION	Professional Services	37,315
CERES INC	Professional Services	77,665
CEVO VIC PTY LTD	IT Services	64,077
CHAMBERS CONSULTING	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	1,250
CHAPTER THREE INTERNATIONAL PTY LTD	Professional Services	480,268
CHEESEMAN MEREDITH JOY	Education and Community Development Services	1,025
CHEW DUNCAN	Professional Services	34,306
CHIN COMMUNICATIONS PTY LTD	Professional Services	1,220
CHOCOLATE STUDIOS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	5,000
CHURCH NICHOLAS MICHAEL	Professional Services	59,776
CIRCLE T INDUSTRIES PTY LTD	IT Services	75,206

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CITY OF DAREBIN	Education and Community Development Services	2,991
CIVICA EDUCATION PTY LIMITED	Professional Services	163,573
CLARIDGE IAN JAMES	Professional Services	15,700
CLARIDGE NOEL LEONARD	Professional Services	15,074
CLARKE CURRICULUM SERVICES	Professional Services	10,000
CLARKE NICOLE	Professional Services	2,695
CLASSIC PICTURE FRAMERS + MORE	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,160
CLAYTON UTZ	Professional Services	137,362
CLEAR HORIZON CONSULTING PTY LTD	Professional Services	33,299
CLEGG JONATHAN CHARLES	Professional Services	6,674
CLICKS RECRUIT AUSTRALIA	Contract Staff (Whole of Government State Purchase Contract)	4,082,164
COACH IN A BOX PTY LTD (REFER 20065132)	Training Services	370,276
COLE DEBBIE	Professional Services	27,705
COLLINS BRIAN JOHN	Professional Services	8,200
COLMAR BRUNTON PTY LIMITED	Professional Services	485,319
COMMUNITY CHILD CARE ASSOCIATION INC	Education and Community Development Services	11,818
COMPRARA PTY LTD	Professional Services	25,847

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CONFERENCE WORKS PTY LTD	Professional Services	83,131
CONFLICTSOLVERS.COM.AU	Professional Services	3,659
CONSIDERED COMPLIANCE SERVICES PTY LTD	Professional Services	2,700
CONSTRUCTION INFORMATION SYSTEMS LIMITED	Professional Services	50,441
CONTENT ARK PTY LTD	Professional Services	32,218
CONTENT EMPIRE PTY LTD	Professional Services	13,444
CONVERGE INTERNATIONAL INCORPORATING RESOLUTIONSRTK PTY LTD	HR Services	295,164
COOL BANANAS SERVICES PTY LTD	Professional Services	13,710
CORBETT JOSEPH JAMES	Professional Services	5,300
CORNERSTORE MEDIA PRODUCTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	3,000
CORPORATE TRAVEL MANAGEMENT GROUP PTY LTD	Professional Services	133,733
CORRS CHAMBERS WESTGARTH SOLICITORS	Professional Services	23,054
COULTHARD LIESL NICOLE	Professional Services	17,817
CRAIG NATALIE	Professional Services	13,915
CREATE FOUNDATION LIMITED	Professional Services	1,010

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
CRONIN PETER	Professional Services	2,400
CROSSETT CONSULTING SERVICES	Professional Services	4,913
CROWN COACHES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,300
CSIRO	Professional Services	49,091
CTA PARTNERS	Professional Services	11,563
CUBE GROUP MANAGEMENT CONSULTING (AUSTRALIA) PTY LTD	Professional Services	360,269
CUFFE JESSICA TERESA	Professional Services	37,454
CUNNINGHAM BRUCE STEWART	Professional Services	18,750
CUNNINGHAM PIER PTY LTD	Education and Community Development Services	1,824
CUSHMAN AND WAKEFIELD PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	538,008
D AND D TAXATION CONSULTING PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	48,840
DANDOLO INTERNATIONAL PTY LTD	Professional Services	464,313
DATABANK ESCROW SERVICES PTY LTD	Professional Services	1,101
DATATIME SERVICES PTY LTD	Professional Services	2,478
DAVID WILKINS AND ASSOCIATES	Professional Services	7,500
DEANE JOEL PATRICK	Professional Services	3,500
DEEPEND MELBOURNE	Professional Services	88,015

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
DELL AUSTRALIA PTY LIMITED	IT Services	10,920
DELOITTE ACCESS ECONOMICS	Professional Services	1,607,137
DELOITTE CONSULTING PTY LIMITED	Professional Services	921,374
DELOITTE TOUCHE TOHMATSU	Professional Services	1,033,796
DENCH MCCLEAN CARLSON PTY LTD	Professional Services	49,010
DESIGN STATE	Publishing, Printing, Promotions and Communications or Marketing Services	12,220
DEVELOP AND GROW PSYCHOLOGY	Professional Services	2,200
DEVINE BRENDAN	Professional Services (Research, Leadership and Professional Development)	44,800
DIALOG INFORMATION TECHNOLOGY	Professional Services	14,700
DIAMOND VALLEY LEARNING CENTRE INC	Education and Community Development Services	3,118
DIXON APPOINTMENTS PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	533,234
DK2 PTY LTD	Professional Services	14,850
DOMESTIC VIOLENCE RESOURCE CENTRE VICTORIA	Professional Services	61,088
DORRAT LOUISE MAREE	Professional Services	5,250
DPR AND CO PTY LTD	Recruitment Services	5,000
DRA COMPUTING PTY LTD	Professional Services	20,696
DRAMA VICTORIA	Education and Community Development Services	4,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
DVE AQUATIC CLUB INCORPORATED	Education and Community Development Services	3,280
DXC PROFESSIONAL SOLUTIONS PTY LIMITED	Professional Services	504,073
DYNAMIC EQUILIBRIUM PTY LTD	Professional Services	292,278
EARLY CHILDHOOD AUSTRALIA	Professional Services (Research, Leadership and Professional Development)	17,700
EASTERN DOMESTIC VIOLENCE SERVICE INC	Training Services	5,100
EAWARDS	IT Services	5,170
ED SUPPORT COACHING AND MENTORING	Professional Services (Research, Leadership and Professional Development)	41,841
EDPARTNERSHIPS INTERNATIONAL PTY LTD	Professional Services	2,043,263
EDUCATION CHANGEMAKERS PTY LTD	Professional Services	32,625
EDUCATION SERVICES AUSTRALIA LIMITED (EDUCATION COUNCIL)	Professional Services	86,173
EDULEAD	Professional Services	2,900
EDVIEWS	Professional Services	16,665
EDWARDS APRIL	Professional Services	3,750
EDWARDS DISCRETIONARY TRUST	Professional Services	17,100
EL MURR ADONA	Professional Services	45,144
ELABOR8 PTY LTD	Professional Services (Research, Leadership and Professional Development)	19,350

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
ELM TEC PTY LTD	Professional Services	18,422
ELMO SOFTWARE LIMITED	IT Services	157,825
ELR SOFTWARE PTY LTD	Professional Services	8,095
EMBRY GARRY JOHN	Professional Services	11,793
EMPIRED LTD	IT Services	437,974
ENABLE WORKPLACE CONSULTING PTY LTD	Professional Services	7,795
ENCOMPASSING EDUCATION	Professional Services (Research, Leadership and Professional Development)	2,050
ENCORE EVENT TECHNOLOGIES PTY LIMITED	Publishing, Printing, Promotions and Communications or Marketing Services	16,802
END TO END CONSULTANCY SERVICES PTY LTD	Professional Services	25,781
ENRIGHT KEVIN	Professional Services	9,917
EQUIFAX AUSTRALASIA CREDIT RATINGS PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	37,864
ERNST AND YOUNG	Professional Services	3,411,343
ESSENTIAL ASSESSMENT	IT Services	3,078
ETHAN GROUP PTY LTD	Professional Services	228,435
EY IDENTITY PTY LTD	Professional Services	644,859
EYRES AND ASSOCIATES(REFER 20064577)	Professional Services (Research, Leadership and Professional Development)	2,883

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
FACTIL PTY LTD	Professional Services	578,800
FARRON RESEARCH PTY LTD	Professional Services	1,525
FBG GROUP PTY LTD	Professional Services	221,739
FERRAROTTO DAVID	Publishing, Printing, Promotions and Communications or Marketing Services	1,260
FINDLAY BAYDEN DAVID	Publishing, Printing, Promotions and Communications or Marketing Services	2,500
FINSBURY GREEN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	142,915
FKA CHILDRENS SERVICES INC	Professional Services	348,783
FLETT GEOFFREY	Training Services	11,950
FOCUSED FUTURE	Professional Services	3,800
FOSTER LESLEY J	Professional Services	13,681
FRAM MARIE	Professional Services	30,968
FRANCIS ABOURIZK LIGHTOWLERS	Professional Services	1,815
FREEDOM CHOICE TRADING PTY LTD	Professional Services	16,239
FRENCHAMS GROUP	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	20,233
FRY AND SON TOWN N COUNTRY PAINTING AND HOME MAINTENANCE	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	3,409
FUJI XEROX AUSTRALIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	4,186
FUTURE ENERGY SKILLS LTD	Professional Services	45,000
GARREFFA STELLA	Professional Services (Research, Leadership and Professional Development)	4,650

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
GENOS INTERNATIONAL PTY LTD	Professional Services (Research, Leadership and Professional Development)	215,280
G-FORCE RECRUITMENT LTD	Professional Services	34,889
GIBBS CONSULTANCY	Professional Services	40,808
GLENN DIXON VISUALS	Publishing, Printing, Promotions and Communications or Marketing Services	5,182
GOOD EDUCATION GROUP PTY LTD	Training Services	69,050
GOODRICK DELWYN ANN	Professional Services (Research, Leadership and Professional Development)	7,100
GOOK SARA JANE	Professional Services	2,840
GORDON ROB	Professional Services	18,059
GRAEME INNES	Professional Services	4,509
GRANT THORNTON AUSTRALIA LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	132,348
GROSVENOR PERFORMANCE GROUP PTY LTD	Professional Services	618,233
GROWTH COACHING INTERNATIONAL	Professional Services (Research, Leadership and Professional Development)	824,370
GURVICH JUDITH	Professional Services (Research, Leadership and Professional Development)	1,975
HALL AND WILCOX	Professional Services	7,800
HAMMOND STREET DEVELOPMENTS PTY LTD	Professional Services	557,304
HANDLEY JOHN	Professional Services (Research, Leadership and Professional Development)	8,949
HAUENSTEIN DARYL	Education and Community Development Services	2,800

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
HAYLEY PARFETT SPEECH PATHOLOGY	Professional Services	2,410
HAYS SPECIALIST RECRUITMENT AUSTRALIA PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	25,293,050
HEALTHWISE GIPPSLAND SPEECH PATHOLOGY	Professional Services	13,893
HEATHER BARNES PTY LTD	Professional Services	161,999
HEATHER HILL CONSULTING	Professional Services (Research, Leadership and Professional Development)	23,395
HELIX HEALTH SPECIALISTS CLINIC	Recruitment Services	2,182
HENDERSON BRIAN JOHN	Professional Services	1,910
HERMANN KAREN LESLEY	Professional Services	18,810
HICKS-DAVIES CONSULTING PTY LTD	IT Services	270,498
HIGH RESOLVES	Professional Services	14,255
HILL BRITNEY	Professional Services	2,500
HJ + DM LOONEY	Professional Services	9,282
HLS EDUCATION CONSULTING	Professional Services	45,700
HOBAN RECRUITMENT	Contract Staff (Whole of Government State Purchase Contract)	680,689
HODGSON PARTNERS PTY LTD	Professional Services	58,000
HOPCROFT HEATHER	Professional Services	24,000
HUDDLE LEARNING SYSTEMS	Professional Services	29,778

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	8,370,471
HUNTER IAN	Education and Community Development Services	8,050
HYDON CONSULTING PTY LTD	Professional Services	31,180
HYPHEN EDUCATION CONSULTING PTY LTD	Professional Services	34,023
I AND J MANAGEMENT SERVICES	Professional Services	155,400
IBM AUSTRALIA LTD	IT Services	22,024
ICMI SPEAKERS AND ENTERTAINERS	Professional Services	15,600
INDEC CONSULTING	Professional Services	324,231
INFOTRACK PTY LIMITED	IT Services	2,175
INJURYNET AUSTRALIA PTY LTD	Professional Services	990,563
INNOVATION UNIT AUSTRALIA NEW ZEALAND LIMITED	Professional Services	30,292
INSIGHT ENTERPRISES AUSTRALIA PTY LTD	IT Services	167,469
INSIGHT SRC PTY LTD	Professional Services	68,243
INSIGHT SYSTEMS GROUP PTY LTD	Professional Services	27,704
INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (VICTORIAN DIVISION) INC	Professional Services (Research, Leadership and Professional Development)	41,701

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
INSTRUCTURE GLOBAL LTD	Professional Services	393,140
INTEGRAL DEVELOPMENT ASSOCIATES PTY LTD	Professional Services	1,405
INTERACT HEALTH GROUP PTY LTD	Professional Services	1,800
INTERCHANGE LODDON-MALLEE REGION INC	Professional Services	1,594,488
INTERNATIONAL EDUCATION ASSOCIATION SHANGHAI	Professional Services	156,852
INTESO PTY LTD	IT Services	138,675
IPAR REHABILITATION PTY LTD	Professional Services	1,542
IPSOS PUBLIC AFFAIRS PTY LTD	Professional Services	120,383
IRREGULAR NETWORKS PTY LTD	IT Services	32,000
ITHACA GROUP	Professional Services	49,570
JB HI-FI EDUCATION SOLUTIONS PTY LTD T/A NETWORK NEIGHBORHOOD PTY LTD	Professional Services	4,533
JDS AUSTRALIA PTY LTD	IT Services	290,830
JEFF WHALAN LEARNING GROUP	Professional Services (Research, Leadership and Professional Development)	19,000
JENBEE CONSULTING	Professional Services	15,789
JFE GLOBAL PTY LTD	Professional Services	53,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
JIANGSU EDUCATION INTERNATIONAL TRAVEL SERVICE	Professional Services	68,732
JIGSAW INTERIM MANAGEMENT PTY LTD	Professional Services	5,008
JIMS MOWING (GISBORNE VIC)	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,022
JJ RICHARDS AND SONS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,410
JOHN CUMMINS ELECTRICAL	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,985
JUST PRACTICES	Professional Services	1,200
K+L GATES	Professional Services	1,928
KADISHA ENTERPRISES PTY LTD	Professional Services	17,144
KARE PSYCHOLOGY	Professional Services	55,842
KASO RAYMOND LESLIE	Professional Services	19,525
KAYA CONSULTING	Professional Services	199,227
KEARY MARY	Professional Services	29,036
KINETICA GROUP PTY LTD	Professional Services (Research, Leadership and Professional Development)	2,500
KLOCK ANNE MAREE	Professional Services (Research, Leadership and Professional Development)	22,232
KLOUD SOLUTIONS PTY LTD	IT Services	78,038
KPMG AUSTRALIA	Professional Services	3,166,458
KRUSE ELECTRICAL AND ALARMS	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,120

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
KWONG LEE DOW	Professional Services	1,197
LANDELL CORPORATION PTY LTD	Professional Services	250,389
LANDER AND ROGERS	Professional Services	184,918
LANE MARCIA	Professional Services	8,900
LANGUAGE LOOP	Professional Services	3,217
LEAD AND LEARN ED CONSULTING	Professional Services	85,608
LEADING WITH STRENGTH PTY LTD	Professional Services	88,548
LEARN LABS GLOBAL PTY LTD	Professional Services	108,913
LEARNING AND LIFE CENTRE HUDDLE LTD	Professional Services	216,000
LEARNING FIRST GROUP PTY LTD	Professional Services	313,101
LEARNING INQUIRIES PTY LTD	Professional Services	23,054
LEARNING WITH TECHNOLOGIES PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	5,895
LEIGH GABRIELLE ANN	Professional Services	8,400
LEIGH JEANETTE	Professional Services	18,390
LEVEY JOANNE CATHERINE	Professional Services	1,125
LIBERATE ELEARNING PTY LTD	Professional Services	190,120
LIFE AND BUSINESS LEADERSHIP INSTITUTE PTY LTD	Professional Services	2,269

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
LIFEWORCS COM PTY LTD	Professional Services	1,358,703
LIRATA LTD	Professional Services	97,187
LITTLE ROCKET	Publishing, Printing, Promotions and Communications or Marketing Services	17,300
LLOYD BERNADETTE	Professional Services	9,648
LOCKINGTON ROBIN	Professional Services	25,187
LOUISE OKELLY	Professional Services (Research, Leadership and Professional Development)	16,023
MACUTEX PTY LTD	Professional Services	2,609,355
MADDOCKS	Professional Services	2,556
MADISON CROSS AUSTRALIA PTY LTD	Professional Services	152,835
MALBON MEDIA	Professional Services	1,950
MALCOLM SIMONE LEAH	Professional Services	48,683
MALDEW HOLDINGS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	12,073
MANN DEAN GRAEME	Professional Services	50,720
MANUFACTURING LEARNING VICTORIA	Professional Services	13,050
MARBEANGROOK CONSULTING	Professional Services	2,440
MARCHBANK MEENAH ANN	Professional Services	6,838
MARGARET BAINBRIDGE EDUCATIONAL CONSULTANCY	Professional Services	7,838
MARKS ANDREW	Education and Community Development Services	1,326

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
MARLO CONSULTANCY SERVICE	Professional Services	5,320
MARSH PTY LTD	Professional Services	71,660
MARY JEAN GALLAGHER	Professional Services	83,470
MATHEMATICAL ASSOCIATION VIC	Professional Services	116,021
MAWAS FATIMA	Publishing, Printing, Promotions and Communications or Marketing Services	7,000
MAX SOLUTIONS	Professional Services	7,191,500
MAYFAIR GROUP MANAGEMENT PTY LTD	Professional Services (Research, Leadership and Professional Development)	27,473
MBMPL PTY LTD	Professional Services	114,100
MCKIE GREG	Education and Community Development Services	2,288
MCPHEE FRANCES A	Professional Services	9,311
MEDIACOM AUSTRALIA PTY LIMITED	Recruitment Services	20,077
MELBOURNE HEADSHOT COMPANY PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	3,818
MELBOURNE VICTORY LTD	Education and Community Development Services	118,140
MELINDA METAXAS AND ASSOCIATES PTY LTD	Professional Services	16,000
MELVIN GLENN	Professional Services	1,050
META PM PTY LTD	Professional Services	184,795

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
MG EDUCATION CONSULTANCY PTY LTD	Professional Services	32,727
MICHILL CONSULTING	Professional Services	16,130
MILLER ROBYN	Education and Community Development Services	3,875
MINTER ELLISON	Professional Services	16,486
MINUS18 FOUNDATION INC	Professional Services	4,600
MITCHELL KATHRYN	Professional Services	6,600
MODERN LANGUAGE TEACHERS ASSOCIATION OF VICTORIA	Publishing, Printing, Promotions and Communications or Marketing Services	7,727
MOMENTUM CHANGING MINDSETS PTY LTD	Professional Services (Research, Leadership and Professional Development)	11,025
MOORE DAVID	Professional Services (Research, Leadership and Professional Development)	6,000
MORAN JAMES EDWIN	Professional Services	70,476
MORGAN ADAM JOHN	Publishing, Printing, Promotions and Communications or Marketing Services	1,520
MOTT MACDONALD AUSTRALIA PTY LIMITED	Professional Services (Research, Leadership and Professional Development)	3,365,875
MR EDUCATIONAL SERVICES	Professional Services (Research, Leadership and Professional Development)	14,900
MUDALY NEEROSHINEE	Professional Services (Research, Leadership and Professional Development)	21,376
MUNBY EDUCATION	Professional Services	10,500
MUNICIPAL ASSOCIATION OF VICTORIA	Professional Services	13,358

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
MURDOCH CHILDRENS RESEARCH INSTITUTE	Early Childhood Services	1,600
MUSHROOM MARKETING PTY LTD	Professional Services	155,000
NATION PARTNERS PTY LTD	Strategic Services and Advice for Audit, Fraud and Procurement	71,791
NATIONAL CURRICULUM SERVICES	Curriculum Development Services	62,180
NATIONAL DISABILITY SERVICES	Professional Services	60,500
NATIONAL SPORTS TRAINERS INC	Education and Community Development Services	5,116
NEARMAP AUSTRALIA PTY LTD	IT Services	4,200
NEC AUSTRALIA PTY LTD	Professional Services	2,522
NEENANN	Education and Community Development Services	4,875
NEW ERA TECHNOLOGY PTY LTD	IT Services	6,282
NEW PEDAGOGIES FOR DEEP LEARNING	Professional Services (Research, Leadership and Professional Development)	14,000
NICHOLLS VICKY	Professional Services	1,600
NO FUSS ADMIN	Professional Services	1,389
NOAHS ARK INC	Education and Community Development Services	24,801
NORDIC ELEVATOR SERVICES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	4,040
NOTOSH LIMITED	Professional Services	27,500
NOUS GROUP PTY LTD	Professional Services	692,498

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
NTT AUSTRALIA DIGITAL PTY LTD	Professional Services	3,665,280
NTT AUSTRALIA PTY LTD	Professional Services	600,249
OGGI CONSULTING PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	67,500
OMEQ DISTRICT HEALTH	Professional Services	9,540
ONCALL LANGUAGE SERVICES PTY LTD	Professional Services	82,015
OPTIM LEADERSHIP CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	28,000
OPTIMAL AUDIO PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,500
ORGANISATIONAL DIRECTIONS PTY LTD	Professional Services (Research, Leadership and Professional Development)	570,971
ORIMA RESEARCH PTY LTD	Professional Services	634,190
OUR COMMUNITY PTY LTD	IT Services	125,682
OUTCOMES EDUCATION PTY LTD	Professional Services (Research, Leadership and Professional Development)	23,045
OUTDOORS VICTORIA LIMITED	Curriculum Development Services	8,750
PAN SOFTWARE PTY LTD	IT Services	170,824
PARDO VERONICA	Professional Services	4,800
PARENTING RESEARCH CENTRE INC	Publishing, Printing, Promotions and Communications or Marketing Services	30,606
PARISFIRST PARTNERS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	158,139
PAXTON PARTNERS	Professional Services	214,965

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
PD TURNER CONSULTING PTY LTD	Professional Services (Research, Leadership and Professional Development)	3,750
PE SPORT GROUP PTY LTD	Education and Community Development Services	170,219
PEACH ALLAN ROBERT	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	27,000
PEARCE LOUISE ANN	Professional Services	3,500
PEARSON AUSTRALIA GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	7,410
PEOPLE MEASURES PTY LTD	Training Services	5,728
PERFEKT PTY LTD	IT Services	17,970
PETER TERNES	Education and Community Development Services	17,195
PHILLIPS KPA PTY LTD	Professional Services (Research, Leadership and Professional Development)	75,634
PICTA CREATIVE PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	6,270
PINNACLE GROUP AUSTRALIA PTY LTD	Professional Services (Research, Leadership and Professional Development)	350,965
PITCHER PARTNERS CONSULTING PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	95,302
PITCHES GLENNIS	Training Services	32,512
PIVOT PROFESSIONAL LEARNING PTY LTD	Education Assessment Services	226,451
PIXEL PERFECT PTY LTD	Training Services	311,455
PJ GANNON EDUCATIONAL SERVICES	Education and Community Development Services	14,319
PLAIN SAILING EDUCATION	Professional Services	14,950

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
PLANIT TEST MANAGEMENT SOLUTIONS PTY LTD	IT Services	375,755
PLATO PROJECTS OPERATIONS	Training Services	18,917
PMO SYSTEMS PTY LTD	IT Services	48,000
POLICY PERFORMANCE PTY LTD	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	28,891
PRECISION CONSULTANCY PTY LTD	Professional Services	15,750
PRENSA PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	7,655
PRICEWATERHOUSE COOPERS	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	308,154
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	493,883
PROCESS CONSULTING AND FACILITATING	Publishing, Printing, Promotions and Communications or Marketing Services	8,451
PROGRAMMED ELECTRICAL TECHNOLOGIES LTD	IT Services	2,825
PROJECT EVOKE PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	51,380
PROTIVITI PTY LIMITED	Strategic Services and Advice for Audit, Fraud and Procurement	17,576
PTR CONSULTING	Professional Services	33,900
PUNCH RENEE JUNE	Professional Services	1,182
QADER SABINA	Professional Services	17,246
QDOS RESEARCH PTY LTD	Professional Services (Research, Leadership and Professional Development)	33,000

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
R AND P MARTIN	Professional Services (Research, Leadership and Professional Development)	22,687
RA KENDT+ASSOCIATES	Training Services	7,453
RAMUS DENISE ELLEN	Professional Services	48,112
RANDSTAD PTY LIMITED	Contract Staff (Whole of Government State Purchase Contract)	3,766,121
RAU GRANT	Professional Services	4,800
RAYNER MEDIA	Publishing, Printing, Promotions and Communications or Marketing Services	16,409
REAL BUSINESS PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	2,960
RENOUF MARK	Professional Services	2,825
RESOLUTION MEDIA PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	137,560
RESOLVE SOFTWARE GROUP PTY LTD	IT Services	573,929
REVOLUTION IT PTY LTD	IT Services	254,705
RIXSTEWART PTY LTD	Professional Services	22,281
ROBINSON JOHN	Education and Community Development Services	2,200
ROBINSON VIVIANE	Professional Services	26,296
ROD WILLIAMSON EDUCATION CONSULTING	Professional Services	9,886
ROGER HOLDSWORTH	Professional Services	5,000
ROYAL CHILDRENS HOSPITAL	Professional Services	101,419
RSM AUSTRALIA PTY LTD	IT Services	269,249

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
RUBIX CONSULTING PTY LTD	Professional Services	376,868
RUSSELL KOEHLER	Training Services	3,281
RUTH MOODIE	Professional Services	22,909
SACS CONSULTING PTY LTD	Recruitment Services	4,855
SALT GROUP PTY LTD	IT Services	38,182
SALTER HILL GROUP PTY LTD	Professional Services	89,725
SAS INSTITUTE AUSTRALIA PTY LTD	IT Services	41,833
SATORI ASSURANCE PTY LTD	Professional Services	3,510
SAXTON SPEAKERS BUREAU PTY LTD	Professional Services	43,558
SCHOOL RESEARCH EVALUATION AND MEASUREMENT SERVICES	Professional Services (Research, Leadership and Professional Development)	138,183
SCHULTZ GARRY	Professional Services	2,600
SCOPE AUST LTD	Professional Services	1,150
SEAMER DESIGN	Professional Services	14,375
SECMON1 PTY LTD	Professional Services	29,659
SECOND STRIKE PTY LTD	Professional Services	20,219
SELECT WRITE RECRUITMENT SUPPORT SPECIALISTS	Professional Services	2,078
SELECTAV PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,340

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SEMANN SLATTERY AND ASSOCIATES PTY LTD	Professional Services	2,953,990
SENATESHJ	Professional Services	510,231
SENSE OF SECURITY	Professional Services	42,699
SENSUM	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	105,941
SENTIENCE CONSULTING	Professional Services	17,859
SETTERFIELD JACQUELINE MARY	Professional Services	16,555
SFDC AUSTRALIA PTY LIMITED	IT Services	1,249,231
SGS ECONOMICS AND PLANNING	Professional Services	406,657
SHARP WORDS EDITING AND WRITING SERVICES	Professional Services	34,955
SHARRATT EDUCATIONAL GROUP INC	Professional Services	55,968
SHK ASIA PACIFIC PTY LTD	Recruitment Services	36,000
SILENT PARTNERS LEARNING SERVICES	Professional Services	337,872
SINGING BOWL MEDIA	Publishing, Printing, Promotions and Communications or Marketing Services	18,595
SIT OR STAND	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	10,170
SLEEP MORRIS	Professional Services	29,046
SMART APPS PTY LTD	IT Services	740,170
SMITH AMANDA	Professional Services	1,790

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SMITH GAIL	Education and Community Development Services	1,050
SOCIAL RESEARCH CENTRE PTY LTD	Professional Services (Research, Leadership and Professional Development)	1,754,521
SOCIALCOIL PTY LTD	Professional Services	20,270
SOLACE PRODUCTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	6,651
SONG ROOM LIMITED	Education and Community Development Services	212,187
SOULBOOK PTY LTD	IT Services	873,166
SOUTHERN CROSS TROPHIES AND AWARDS CORPORATE	Education and Community Development Services	1,004
SPACES PTY LTD	Professional Services	568,189
SPATIAL VISION INNOVATIONS PTY LTD	Curriculum Development Services	5,800
SPORT STAFF ONE PTY LTD	Education and Community Development Services	84,267
SQUIZS CONSULTING SERVICE	Professional Services	3,556
ST JOHN AMBULANCE AUSTRALIA VICTORIA INC	Education and Community Development Services	1,230
STAR AUTISM SUPPORT INC	Professional Services	398,633
STENNING + ASSOCIATES PTY LTD	Professional Services	8,995
STRONGER SMARTER INSTITUTE LIMITED	Professional Services (Research, Leadership and Professional Development)	3,900
SUCCESS MEASURES	Professional Services	92,800

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
SUEZ RECYCLING AND RECOVERY PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	1,769
SUREFOOT CONSULTING PTY LTD	Professional Services	51,000
SWIMMING VICTORIA INCORPORATED	Education and Community Development Services	10,205
SYMONS MICHAEL	Education and Community Development Services	3,653
SYNERGISTIQ PTY LTD	Professional Services	793,226
SYRIS CONSULTING PTY LTD	Professional Services	78,605
SYSTEMIC PTY LTD	IT Services	30,000
SZPAK VICKI	Education and Community Development Services	18,375
TABLEAU INTERNATIONAL UC	IT Services	7,415
TALENT INTERNATIONAL (VIC) PTY LTD	Contract Staff (Whole of Government State Purchase Contract)	6,916,203
TANNER CRAIG	Professional Services	2,050
TEACHER LEARNING NETWORK	Professional Services	45,455
TECHNICAL EVENTS	Publishing, Printing, Promotions and Communications or Marketing Services	4,323
TECH-SAVVY SOLUTIONS	Publishing, Printing, Promotions and Communications or Marketing Services	32,678
TELSTRA CORPORATION LTD	IT Services	26,810
TELSTRA PURPLE PTY LTD	Professional Services	450,785
TERRA FIRMA PTY LTD	Professional Services	216,665
THEIRCARE PTY LTD	Professional Services	2,928,209

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
THERAPEUTIC ENGAGEMENT SUPPORT SERVICES ASSOCIATION	Professional Services (Research, Leadership and Professional Development)	64,833
THINK HQ PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	41,346
THINK IN COLOUR	Professional Services (Research, Leadership and Professional Development)	6,050
THINK ORGANISE DO PTY LTD	Professional Services (Research, Leadership and Professional Development)	3,850
THINK PRODUCTIONS	Professional Services (Research, Leadership and Professional Development)	2,400
THINK THEN CREATE	Professional Services	241,234
THINKERBELL PTY LTD	Professional Services	43,936
THOMAS DURYEY LOGICALIS PTY LTD	Professional Services	60,000
THOUGHTPOST GOVERNANCE	Professional Services (Research, Leadership and Professional Development)	66,964
TIMPERLEY CONSULTANTS	Professional Services	125,135
TMS CONSULTING	Training Services	4,740
TOTAL SECURE CONNEXIONS	Professional Services	2,198
TOTAL TRAINING AND PERFORMANCE SOLUTIONS PTY LTD	Professional Services	45,455
TRACEY EZARD PTY LTD	Professional Services	10,000
TRADEWIND AUSTRALIA PTY LTD	Education and Community Development Services	19,905
TRIPLE P INTERNATIONAL PTY LTD	Professional Services	4,418
TRUSTEE FOR WORKWELL CONSULTING FAMILY TRUST	Professional Services	25,500

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
TRUTH AGENCY	Professional Services	51,450
TURNER KAREN	Professional Services	40,748
TWOMEY TERENCE	Training Services	33,992
UNDERGROUND PUMP SUPPLIES PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	18,516
UNITING VICTORIA AND TASMANIA LIMITED	Professional Services	5,292
UOM COMMERCIAL LTD	Professional Services	51,958
URBAN MAINTENANCE SYSTEMS PTY LTD	Utilities, Infrastructure/Sustainability, Transport and Project Management Services	2,616,260
URBIS PTY LTD	Professional Services	520,929
VALAD SOLUTIONS PTY LTD	Professional Services	612,544
VALERIE HANNON CONSULTING LTD	Professional Services	3,789
VAN REES MICHONNE	Professional Services	17,273
VANDESTADT DESIGN PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	1,700
VATE (VICTORIAN ASSOCIATION FOR THE TEACHING OF ENGLISH)	Professional Services	3,400
VET DEVELOPMENT CENTRE LTD	Professional Services	250,250
VETASSESS	Professional Services	284,818
VICTORIAN ABORIGINAL EDUCATION ASSOCIATION INC	Professional Services	153,636

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
VICTORIAN ASSESSMENT SERVICES	Education Assessment Services	119,738
VICTORIAN ASSOCIATION OF STATE SECONDARY PRINCIPALS INC	Professional Services (Research, Leadership and Professional Development)	1,320
VICTORIAN COMMERCIAL TEACHERS ASSOCIATION	Professional Services	13,860
VICTORIAN DIVING ASSOCIATION INC	Education and Community Development Services	6,300
VICTORIAN MANAGED INSURANCE AUTHORITY	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	2,255
VICTORIAN TAFE ASSOCIATION	Professional Services	36,364
VICTORIAN YMCA COMMUNITY PROGRAMMING PTY LTD	Education and Community Development Services	9,078
VJA EDUCATION CONSULTANT	Professional Services	18,329
WALL DEBORAH SUSAN	Education and Community Development Services	6,454
WALLIS CONSULTING GROUP PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	620,428
WATSON KERRY LEIGH	Professional Services	4,914
WATSON PSYCHOLOGY	Professional Services	5,160
WATTERSTON CONSULTING PTY LTD	Professional Services	26,000
WENN CONSULTING	Professional Services	16,149
WEST MICHAEL	Professional Services	4,200
WESTERN SPORTS TRAINERS ASSOCIATION	Education and Community Development Services	40,218

Contractors engaged ¹	Services provided	Expenditure (\$ excluding GST)
WESTPAC VISA VGGPC	Financial, Accounting, Audit, Taxation, Risk Management, Insurance Service	20,231
WFDS PTY LTD	Professional Services	15,937
WHERE TO RESEARCH BASED CONSULTING PTY LTD	Professional Services	90,450
WHITE ANGELA EVELYN	Professional Services	2,000
WILCOB PTY LTD	Training Services	995,307
WISE OWL PSYCHOLOGY AND EDUCATION SERVICES	Professional Services	25,945
WOMENS HEALTH IN THE NORTH INC	Training Services	21,800
WOOLLYBULL PTY LTD	Publishing, Printing, Promotions and Communications or Marketing Services	121,553
WORK ABLE CONSULTING PTY LTD	Professional Services	2,379
WORKLOGIC PTY LTD	Professional Services	61,053
WORLD EDUCATION PROGRAM AUSTRALIA LIMITED	Professional Services	30,909
WRIGHT GILLIAN	Professional Services	20,152
YARN STRONG SISTA PTY LTD	Education and Community Development Services	42,727
ZEPLIN PTY LTD	IT Services	4,534