



# Department of Education and Training

Annual Report 2020-21  
Additional Information





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# Introduction

Financial Reporting Direction (FRD) 22I requires the Accountable Officer to retain specified information and make it available. This material may be made available on request 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 on how the material may be sourced) in the *Department of Education and Training Annual Report 2020–21* 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 undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken 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 and contractors engaged
  - services provided
  - expenditure committed for each engagement.

Requirements covered in the *Department of Education and Training Annual Report 2020–21*, which is available at [www.education.vic.gov.au](http://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 in 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 2020–21.

### Major external reviews carried out on the Department

Review title	Conducted by	Purpose	Date Completed
Management of the student resource package	Victorian Auditor-General's Office (VAGO)	To review the allocative model of core and needs-based funding.	5 August 2020
Management of the Student Resource Package	VAGO	To determine whether government schools are allocated funding through the Student Resource Package fairly, consistently and transparently to support intended school outcomes.	5 August 2020
Early Years Management in Victorian Sessional Kindergartens	VAGO	To determine whether the Department has supported organisations managing sessional kindergartens to meet the outcomes of the Early Years Management Policy Framework.	15 October 2020
Review of vocational and applied learning pathways in senior secondary school	John Firth	To make recommendations for reform to ensure all Victorian secondary school students have access to high-quality vocational and applied learning options. Recommendations seek to improve transitions for students between school, post-secondary education and work.	24 November 2020
Systems and Support for Principal Performance	VAGO	To determine whether DET supports and manages principals' development and performance to optimise student outcomes.	9 December 2020
Skills for Victoria's growing economy	Jenny Macklin	To provide advice to government on Victoria's education and training needs and to identify the necessary reforms to meet the skills requirements of students, industry and government over the next decade.	3 February 2021
Investigation of protected disclosure complaints regarding the former principal of a Victorian public school	Victorian Ombudsman	To investigate protected disclosure complaints made in 2018 alleging that a now former principal of a Victorian public school asked staff to counter-sign cash cheques, that he used the school funds for his own purpose and that he also failed to follow procurement and recruitment processes.	15 February 2021
Measuring and reporting on service delivery	VAGO	To determine whether the state's departmental service performance measurement framework and reporting promotes accountability and informed decision-making.	26 May 2021

Review title	Conducted by	Purpose	Date Completed
Responses to Performance Audit Recommendations: Annual Status Update	VAGO	To examine how public entities monitor and respond to performance audit recommendations made by VAGO between 2015–16 and 2019–20.	23 June 2021
Results of 2020 audits: Technical and Further Education institutes	VAGO	To assess the TAFE sector's financial performance and sustainability for the year ended 2020.	24 June 2021
Results of 2020 audits: universities	VAGO	To assess the university sector's financial performance and sustainability for the year ended 2020.	24 June 2021



## Major research and development

The following table details the research and development activities undertaken by the Department. This includes all internal and external research and development activities, including reviews, studies and evaluations that were established, commenced or completed by or on behalf of the Department in 2020–21.

### Major research and development

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
2020 support to progress design of the tiered functional needs-based model  (Education portfolio, Support for students with disabilities)	Deloitte	To provide input into the design and operationalisation of the Tier 2 school-level funding model for students with disability in Victorian government schools.	To provide an overview of three potential Tier 2 funding prototypes along with their preliminary results including differences in funding across school types, school size, and in comparison to current funding.	September – November 2020	To provide the Department with an analysis and comparison of various funding models to allocate Tier 2 school-level funding.	36,000	36,000	N
2021 support to progress the development of a Tier 2 school-level funding model  (Education portfolio, Support for students with disabilities)	Deloitte	To support the development of the Tier 2 school-level funding model for students with disability in Victorian government schools.	To provide the final specification of the Tier 2 base funding component, the approach to tapering the scale of the Tier 2 per student funding rate, and setting of parameters around both the use of Nationally Consistent Collection of Data or other school-based indicators and to limit variability of school funding year-on-year.	February – May 2021	To provide the Department with the final design of the Tier 2 school-level funding formula and provide technical assistance and preparation of material in relation to the above outcome.	45,000	45,000	N
A review of the student resource package: an intensive study of school costings in different contexts  (Education portfolio, School Education– Primary and Secondary)	Deloitte	To understand expenditure requirements of schools in different contexts.	To ensure that funding allocated to Victorian Government schools remains reflective of the practices and expenditure requirements of schools and is equitably distributed.	January – October 2021	To provide input into a review of the student resource package funding.	719,013	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Actions to optimise regional structures and delivery  (Education portfolio, Strategy, Review and Regulation; Support Services Delivery)	Deloitte	To reduce and respond to the impact of known constraints and challenges on region and area provision by identifying practical actions that enhance support for vocational and applied learning and mental health and wellbeing through development of new place-based models.	To recommend actions that address constraints and challenges for the regional workforce, and to deliver greater value and impact from existing and new investments in schools supports and services. To develop place-based models of support to deliver quality vocational and applied learning and mental health and wellbeing supports to schools.	May – September 2021	The regional workforce is optimised to provide responsive, cohesive, and integrated support that leads to greater improvement of outcomes for school-aged learners. The Department delivers improved support and services to schools.	421,190	504,130	N
Amplify Monitoring and Evaluation Framework Development  (Education portfolio, School Education—Primary and Secondary)	Clear Horizons	To inform the proposed Amplify Evaluation and implementation planning for Amplify and the Amplify Toolkit.	To provide the overall monitoring and evaluation approach, including how to determine the current state of implementation and effectively monitor the impact of implementation activities. The monitoring and evaluation activities will enable the Department to adjust implementation approaches accordingly and to develop more targeted supports for schools.	August – December 2021	Establishment of a monitoring and evaluation approach that informs future developmental evaluation of the project priorities and implementation processes.	50,000	–	N
Big Build higher apprenticeship pilot: action-research evaluation  (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Deloitte	To encourage the championing of higher apprenticeships by senior leaders of the Victorian civil infrastructure sector.	To provide participating Victorian civil infrastructure sector senior leaders opportunities to identify ways to improve the digital maturity of their organisations, including workforce development.	November 2020 – January 2021	Identify the extent of current and future industry demand for higher apprenticeships in the Victorian civil infrastructure sector.	113,000	112,973	N



Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Business continuity management—plan review and exercise regime  (All portfolios, Support Services Delivery)	Terra Firma Pty Ltd	To enhance the Department's business continuity capability.	To review current business continuity documentation and identify recommendations for improvement.	May –July 2021	Updated documentation and approach to increase the Department's business continuity capacity and capability.	5,500	5,500	N
Catching Up in 2021 (Education portfolio, School Education—Primary and Secondary)	Deloitte	To identify examples of practice models and determine the implications for the future direction of the broader school improvement architecture, including the Literacy and Numeracy Strategy, the inquiry cycle, assessment, teaching practice, the regional operating model and workforce attraction and recruitment.	To evaluate the Tutor Learning and Family Engagement as linked elements of a single initiative. The evaluation will provide summative and formative observations across the domains of appropriateness, fidelity, and impact in 2021.	March 2021 – March 2022	The research will help inform future policy and implementation options regarding effective small group learning interventions. It will provide input into implementation of the Tutor Learning initiative in 2021 through, monitoring, guidance and professional learning.	721,167	TBC	N
Collaborative provision of professional learning opportunities in a teach to lead program for aspirational leaders in Victoria's education system.  (Education portfolio, Strategy, Review and Regulation)	Teach for Australia	To help break the cycle of disadvantage by developing a pipeline of exceptional leaders for schools serving low socioeconomic communities.	To build skills that matter most in disadvantaged schools such as leading change, engaging with communities, improving teaching practices and operating with limited resources, through evidence-based curriculum and delivery modes, and the teach to lead program.	January 2018 – March 2021	Participants become high-performing principals, driving improvement across whole school communities.	221,000	442,000	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Communities of Practice (CoP) approach evaluation (Education portfolio, Strategy, Review and Regulation; Support Services Delivery)	Urbis	To evaluate the ongoing impact of the CoP initiative as implemented in Victorian principal networks.	To provide a comprehensive assessment of the strengths and weaknesses of the CoP, as well as to develop recommendations on how to further improve CoP practices in alignment with the Framework for Improving Student Outcomes and the Education State targets.	July 2020 – June 2022	The Department makes decisions about the ongoing design and support for the CoP initiative. This evaluation ensures that CoP remains relevant, efficient and effective over time.	545,895	–	N
Defining and mapping out-of-field teaching in Victorian government schools report (Education portfolio, School education—Primary and Secondary)	Deakin University	To explore the extent of out-of-field teaching in Victorian schools and its implications for workforce and school operations.	To establish a definition of the out of field construct and provide data on the incidence and implications of out-of-field teaching in Victorian schools.	May – September 2020	The research will help inform broader Departmental workforce reform, including the development of policies, guidance, resources and programs that reduce the extent, and mitigate the impact, of out-of-field teaching.	49,553	49,553	N
Detailed employment forecasts (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Deloitte	To provide a comprehensive view of changing demand for occupations in Victoria.	To develop detailed employment forecasts for occupations, skills and qualifications held, and replacement demand by occupation, in Victoria.	February – July 2021	To use the forecasts to inform the funded course list, funded skill set list and market setting process for the 2022 training year.	139,000	139,000	N
Digital devices for Victorian students (Education portfolio, School education – Primary and Secondary)	Dandolo Partners	To research the educational use of digital devices.	To synthesise the education-evidence base in relation to digital devices for Victorian government teachers and students.	October – December 2020	The research will help inform future policy and implementation options regarding teacher and student use of digital devices.	99,660	99,660	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Early childhood LOOKOUT  (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To undertake a formative evaluation of the LOOKOUT program.	To examine the implementation of the model over the two year trial period.	May 2019 – January 2021	Provide the Department with information regarding the strengths of the program and identify improvement opportunities.	470,173	272,499	N
Early Childhood Strategic Evaluation  (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To evaluate the collective impact of priority reforms under the early childhood reform plan.	To examine the collective impact of the reforms on workforces, families and the system.	October 2018 – June 2022	Provide the Department with system level outcomes of the reforms.	1,468,808	–	N
Early years assessment and learning tool development and pilot  (Early Childhood portfolio, Early Childhood Education)	University of Melbourne	To develop and pilot an assessment tool for use by educators in kindergarten programs.	To undertake development of an online tool and pilot the tool's use in about 50 kindergarten services throughout 2021. This includes analysis and validation of the tool's suitability for use with all children in kindergarten programs.	May 2020 – May 2023	An assessment tool for use by educators in kindergarten programs.	896,771	–	N
Early years assessment and learning tool pilot evaluation  (Early Childhood portfolio, Early Childhood Education)	ARTD Pty Ltd	To evaluate the tool's use in the pilot.	To conduct an evaluation of the tool's use in the pilot in about 50 kindergarten services in 2021.	September 2020 – May 2023	Provide the Department with an evaluation of the tool pilot that informs the tool's implementation.	172,356	–	N
Education Justice Initiative breakeven analysis of return on investment  (Education portfolio, School Education– Primary and Secondary)	Urbis	To undertake an economic analysis of the Education Justice Initiative to quantify the benefits of the program.	To identify the benefits of the Education Justice Initiative by comparing them with the program costs and understand the benefits at both an individual and system level.	February – March 2021	The analysis provides insight on the level of net economic benefit achieved through the Education Justice Initiative.	25,000	25,000	N

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Employee Wellbeing and Operational Policy Reforms evaluation.  (Education portfolio, Support Services Delivery)	Paxton Partners	To evaluate the individual and collective impact of Principal Health and Wellbeing; Occupational Health and Safety and Workers' Compensation; and Operational Policy Reforms.	To develop an evaluation framework and deliver reports that provide formative findings and recommendations throughout implementation. Reports also provide summative findings to understand achieved outcomes.	August 2019 – January 2023	To inform continuous improvement for the reform initiatives and any future initiatives, as well as identifying opportunities for future investment in employee health, safety and wellbeing.	745,396	–	N
Enhanced public health investigation of SARS-CoV-2 cases in Victorian schools and early childhood education and care.  (Early Childhood and Education portfolios, Support Services Delivery)	Murdoch Children's Research Institute in partnership with the Department and the Department of Health	To research COVID-19 transmission in Victorian school and Early Childhood Education and Care (ECEC) settings.	To increase understanding of transmission in school and ECEC settings by investigating transmission pathways between learners and staff. This includes investigating surface transmission by undertaking environmental testing of high-touch surfaces in school and ECEC settings, and undertaking a survey of staff, parents and carers and students on the psychosocial impact of school/ECEC closures as a result of COVID-19 cases.	December 2020 – December 2021	To increase understanding of the role of children and young people in transmission and enhance the Department's ability to reduce the risk of, and effectively respond to, outbreaks in schools and ECEC services.	120,066  (The Department's contribution)	120,066	Y  <a href="https://www.mcri.edu.au/research/covid-schools-study">COVID Schools Study - Murdoch Children's Research Institute (mcri.edu.au)</a>

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Equipment Boost for Schools Initiative evaluation  (Education portfolio, School Education– Primary and Secondary)	University of Melbourne: Melbourne Graduate School of Education, Centre for Program Evaluation	To investigate the extent to which the intended outcomes of the initiative have been met and the impact that the initiative has had on students, schools, teachers, and other Departmental staff members.	To examine the outcomes of the initiative, rather than the implementation process.	September 2020 – November 2021	The evaluation will improve school and teacher access to, and understanding of how to use inclusive equipment and assistive technology to support pedagogy.  This assists the improvement of educational outcomes for students with disabilities or additional learning needs through inclusive education practices.	281,772	–	N
Estimating compliance with digital device policy  (Education portfolio, School education – Primary and Secondary)	Dandolo Partners	To estimate the level of school compliance with digital devices policy.	To identify a sample cohort and sources of data that are representative across schools. Data can be extrapolated to estimate overall compliance levels.	May – June 2021	A report estimating compliance with digital device policies to inform future communication and other activities.	44,700	49,170	N
Estimating the cost of delivery in VET  (Training and Skills portfolio, Training, Higher Education and Workforce Development)	ACIL Allen Consulting	To establish a robust pricing model that determines the real cost of delivering quality training, appropriate level of investment, best payment mechanisms and incentivisation of priority training.	To build an understanding of costs and pricing in the VET sector. This covers learners in the: TAFE and training system; pre-accredited community sector for pre-accredited training; and VET in Schools.	July 2020 – December 2021	Use the data and analysis to help inform funding settings and national discussions regarding cost and pricing.	696,101	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation framework for reform for students with disability – Disability inclusion.  (Education portfolio, Support for students with disabilities)	Deloitte	To support the development of a rigorous, valid and effective evaluation framework for the new funding and support model for students with disability in Victorian government schools.	To identify how disability inclusion outcomes will be measured, including identifying evaluation questions, best practice research methods, data collection and sampling techniques.	May – September 2020	To provide a framework for ongoing evaluation of the reform for students with disability.	100,000	85,741	N
Evaluation of cultural (community) understanding and safety training  (Education portfolio, School education – Primary and Secondary)	EY Sweeney	To conduct an evaluation of cultural understanding and safety training to improve ongoing implementation. The evaluation will develop a program logic map through focused stakeholder workshops and a comprehensive monitoring and evaluation framework.	To facilitate workshops with training facilitators and other stakeholders to develop a program logic and a monitoring and evaluation framework to support ongoing training delivery. The evaluation will analyse the first two years of training in schools using qualitative and quantitative data.	June 2020 – December 2021	The evaluation will produce a program logic, and evaluation framework to improved shared understanding of cultural understanding and safety training in schools.	139,480	–	N
Evaluation of Play Learn Grow  (Early Childhood portfolio, Early Childhood Education)	Urbis Pty Ltd	To evaluate the efficiency and effectiveness of the program's implementation, assess the appropriateness and relevance of the program design, and identify lessons and improvements for possible future iterations.	To provide expert advanced statistical analysis to determine the extent to which the intended outputs were achieved, the appropriateness and relevance of the program, the extent to which the program responded to the needs of the target audience, and the main lessons and improvement for potential future iterations of the program.	February – March 2021	To provide the Department with understanding of the efficacy and strengths of the program and determine how future versions might be improved.	38,000	38,000	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation of the differentiated support for school improvement program  (Education portfolio, School education – primary and secondary)	University of Melbourne	To investigate the implementation process of the program and its impact on teaching, leadership, and school operations. The evaluation also investigates the sustainability of the program's school level impact.	To investigate the nature of the program's implementation, functioning, resourcing, behaviours and practices, and impact to-date for school improvement on teaching, leadership, and operations. The scope also includes the sustainability of school improvement outcomes achieved through the program.	January 2018 – March 2022	To provide findings and recommendations that inform future implementation and school improvement policy.	1,600,000	–	N
Evaluation of the early childhood language program  (Early Childhood portfolio, Early Childhood Education)	Deloitte	To evaluate the early childhood language program.	To assess the program's implementation, achievement of intended goals and impact on outcomes.	August 2020 – June 2022	To provide a program evaluation.	504,882	–	N
Evaluation of the excellence in teacher education reforms: Implementation of the monitoring and evaluation framework  (Education portfolio, School education – primary and secondary)	Synergistiq	To analyse the impact and benefits of the suite of reforms and determine whether and to what extent they are meeting their objectives.	To apply the excellence in teacher education reforms monitoring and evaluation framework to reports and datasets.	April – June 2021	The evaluation reports inform further development of the monitoring and evaluation framework, program logic maps, and improvements in data collection and program monitoring.	145,861	145,861	N



Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation of the excellence in teacher education reforms: multi-program evaluation  (Education portfolio, School education – primary and secondary)	Synergistiq	To report on the three programs that operate in Victoria under the excellence in teacher education reforms. These include the National exceptional teaching in disadvantaged schools program, employment-based pathways, and the Diploma of teacher education preparation.	To analyse the impact and benefits of the excellence in teacher education policies and programs to determine whether and to what extent they are meeting their objectives. Two small-scale program evaluations are to be completed in the first six-months, with the larger scale evaluation taking place over approximately two years.	May 2021 – June 2023	The evaluation reports inform future investment and program impact and iterative developments of both strategy and delivery aspects.	273,000	–	N
Evaluation of the kindergarten quality improvement program  (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To evaluate phases 1 and 2 of the kindergarten quality improvement program.	To assess outcomes and make recommendations for improvement by drawing on implementation findings to shape the future design of the program.	June 2019 – March 2023	To provide formative findings throughout implementation of both phases and summative findings to understand achieved outcomes.	590,971	–	N
Evaluation of the school-based executive class principal initiative  (Education portfolio, School Education– Primary and Secondary)	ACER	To improve the School-based Executive Class Principal initiative by providing recommendations that inform the adaptation of the initiative and future policy decisions regarding the program.	To consider the effectiveness and impact of the initiative. The scope of the evaluation includes Victorian government primary, secondary, and special schools. The research will examine the support provided by the regional executives, including the appointment and on-boarding process, and the ongoing management and support provided by the Department.	August 2020 – June 2024	The research will help inform future policy and implementation support for the School-based Executive Class Principal initiative	769,980	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation of the Statement of Expectations: Quality Assessment and Regulation Division (QARD) 2018–20  (Early Childhood portfolio, Strategy, Review and Regulation)	The Department	To evaluate the performance of QARD in implementing the Minister's expectations, as set out in the Statement of Expectations Letter 2018–20, and the regulator's response. The evaluation was designed to assist the regulator to improve performance and reduce costs on regulated parties.	To review the QARD activities that delivered on the Minister's expectations, and the extent to which the selected elements of good regulatory practice were delivered. A process evaluation, also reviewed the QARD's process of implementing activities in line with the Statement of Expectation Framework.	December 2019 – February 2021	To support the Minister to identify continuous improvement priorities in the development of the next Statement of Expectation.	–	–	Y <a href="https://www.education.vic.gov.au/about/department/legislation/Pages/statementofexpectations.aspx">https://www.education.vic.gov.au/about/department/legislation/Pages/statementofexpectations.aspx</a>
Evaluation of the Statement of Expectations: Victorian Institute of Teaching (VIT) 2018–20  (Education portfolio, Strategy, Review and Regulation)	The Department	To evaluate the performance of VIT in implementing the Minister's expectations, as set out in the Statement of Expectations Letter 2018–20, and the regulator's response. The evaluation was designed to assist the regulator to improve performance and reduce costs on regulated parties.	To review the VIT activities that delivered on the Minister's expectations, and the extent to which the selected elements of good regulatory practice were delivered. A process evaluation also reviewed the VIT's process of implementing activities in line with the Statement of Expectation Framework.	December 2019 – November 2020	To support the Minister to identify continuous improvement priorities in the development of the next Statement of Expectation.	–	–	Y <a href="https://www.education.vic.gov.au/about/department/legislation/Pages/statementofexpectations.aspx">https://www.education.vic.gov.au/about/department/legislation/Pages/statementofexpectations.aspx</a>
Evaluation of the Statement of Expectations: Victorian Registration and Qualifications Authority (VRQA) 2019–21  (Education and Training and Skills portfolios, Strategy, Review and Regulation)	The Department	To evaluate the performance of VRQA in implementing the Minister's expectations, as set out in the Statement of Expectations Letter 2018–20, and the regulator's response. The evaluation was designed to assist the regulator's to improve performance and reduce costs on regulated parties.	To review the VRQA activities that delivered on the Minister's expectations, and the extent to which the selected elements of good regulatory practice were delivered.	December 2020 – June 2021	To support the Minister to identify continuous improvement priorities in the development of the next Statement of Expectation.	–	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation of the statewide expansion of the Education Justice Initiative  (Education portfolio, School Education—Primary and Secondary)	Urbis	To provide insights and recommendations regarding the current and future delivery of the Education Justice Initiative.	To investigate how the impact of the Education Justice Initiative improved collaborative practices with key stakeholders in the Children’s Court and the program’s impact on young people and families, in particular improving the education engagement of young people coming into the Children’s Court on a criminal matter.	June 2019 – November 2020	Advice to the Department to inform current and future delivery of the Education Justice Initiative.	245,988	245,988	N
Evaluation of the strategic planning online tool  (Education portfolio, School Education – Primary and Secondary)	ARTD Pty Ltd and the University of Melbourne: Centre for Program Evaluation	To evaluate the impact of the strategic planning online tool.	To measure the impact of the online tool at the technology, user, collective, regional and system levels.	April – October 2021	Advice that informs current and future aspects of development, implementation, and design to enhance effective and collaborative school improvement planning and maximise student learning outcomes.	108,722	–	N
Evaluation of the teacher financial incentives initiative  (Education Portfolio, School Education—Secondary)	The Department	To evaluate the implementation and outcomes of the teacher financial incentives initiative for future policy and funding directions.	To cover implementation progress, successes and areas for improvement, to inform adjustments to implementation, to determine the extent to which intended outcomes were achieved.	October 2020 – September 2023	To provide evidence from implementation to inform future adjustments to the initiative design and qualitative and quantitative evidence of the outcomes of the initiative.	922,600	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Evaluation of the Victorian African Communities Action Plan (VACAP) Education Initiatives  (Education portfolio, School Education—Primary and Secondary)	ACIL Allen Consulting	To evaluate the impact of the School Community Liaison Officer and Homework Club Grants on the engagement and participation of Victorian students of African heritage and provide recommendations on how program delivery can be strengthened.	To measure and provide evidence of the success of the VACAP initiatives in school communities. This includes case studies on best practice that can be shared with government and the implementation committee.	May – November 2021	The Department receives insight into and understands the impact of the program and identifies and implements methods to strengthen program delivery.	55,247	–	N
Evaluation of the Victorian Early Years Learning and Development Framework (2016) Implementation  (Early Childhood portfolio, Early Childhood Education)	Synergistic Pty Ltd	To evaluate the extent to which the revised framework has been communicated to the sector by Victorian Curriculum and Assessment Authority (VCAA) and the Department and whether early childhood professionals have revised their practices.	To examine how effective implementation and communication activities have been in reaching early childhood professionals and supporting them to implement the framework. The evaluation also assesses whether practitioners are aware of the change areas and practice principles and identifies enablers and barriers to implementation.	October 2019 – August 2021	To provide the VCAA and the Department with data and analysis that informs future projects and further support for the framework's implementation.	260,000	–	N
Evaluation of the Victorian Professional Learning Communities (PLC) initiative  (Education portfolio, School Education—Primary and Secondary)	University of Melbourne: Centre for Program Evaluation	To evaluate ongoing implementation, design and decision-making associated with the Victorian PLC initiative and its impact on teaching practices and learning outcomes in more than 800 Victorian government schools. The evaluation will also assess the consistency of the PLC implementation practices and the program's social and economic costs and benefits.	To measure the success of the Victorian PLC model in enabling schools to implement PLCs and apply its principles to their practice successfully. To evaluate the impact of the PLC initiative on teaching practices and students' learning outcomes.	September 2019 – April 2022	Evaluation findings will inform ongoing policy adaptations and implementation for the Victorian PLC initiative to maximise impact on student learning and teacher practice.	995,426	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
<p>Evaluation of Transforming the First Years of the Teaching Career (Career Start Pilot)</p> <p>(Education Portfolio, Training, Higher Education and Workforce, Development, School Education–Primary)</p>	The Department	To evaluate the effectiveness of the Career Start Pilot in accelerating the professional development of first and second year graduate teachers, enhancing their wellbeing and reducing attrition levels in the participating cohorts.	To deliver a developmental evaluation of the Career Start Pilot, throughout its implementation. The evaluation involves data collected from corporate and regional staff, as well as from participating schools (school leaders, mentor teachers, graduate participants and their students).	November 2020 – September 2024	To enable refinements during implementation across the Pilot's three years of operation, and incorporation of key learnings into extension or expansion plans of the Pilot.	1,400,000 (156,512 allocated for 2020–21)	–	N
<p>Family-school partnership building for disability inclusion</p> <p>(Education portfolio, Support for Students With Disabilities)</p>	Deloitte	To provide recommendations on best practice in family-school partnerships to inform future Victorian Common Funding Agreements (VCFA) with disability peak organisations.	To conduct an environmental, research, and evidence scan to explore best practice in family-school partnerships and successful approaches to parent engagement.	April – June 2021	To provide guidance on the direction and nature of future activities and projects through VCFAs with peak disability organisations to enhance family-school partnerships and build understanding in the school community of the benefits of disability inclusion.	49,750	49,750	N
<p>Free Sanitary Pads and Tampons in all Public Schools evaluation</p> <p>(Education portfolio, Support Services Delivery)</p>	ACIL Allen Consulting	To assess the progress and performance of the initiative, with a particular focus on reducing student concern about getting their period at school and relieving financial burdens for parents and students.	To measure the effectiveness, efficiency, and impact of the implementation of the initiative and make evidence-based recommendations to inform ongoing delivery of the initiative.	December 2020 – October 2022	To provide the Department with information which informs future direction for the initiative, including lapsing program requirements.	391,580	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Funded Three-Year-Old Kindergarten: Evaluation of implementation and early outcomes  (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To evaluate the implementation of funded Three-Year-Old Kindergarten, covering the first two years of the staged rollout of the reform and identify early outcomes. The evaluation assists in guiding statewide delivery in 2022.	To conduct a program evaluation to assess program design and implementation.	May 2020 – December 2021	Provide the Department with an evaluation of early implementation that informs ongoing refinements to implementation and policy design.	338,000	–	N
Graduate teacher survey  (Education portfolio, School education—primary and secondary)	Social Research Centre	To understand the experiences of recent entrants to the teaching profession so that the Department can influence the provision of quality Initial Teacher Education and make improvements to systems and supports.	To support targeted and responsive investment in Excellence in Teacher Education Reform initiatives. The survey collects information on key areas, including teacher preparedness, professional experience, school–university partnerships, and school-based processes that support graduate teachers’ development. Data collected also provides insights into the impact of reforms and programs such as the Transforming the First Years of the Teaching Career pilot and Graduate Teacher Conferences in addressing priority areas for new teachers.	June 2021 – September 2022	The survey results are shared with stakeholders and inform further improvements in Initial Teacher Education and graduate teacher experience.	306,000	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Head Start evaluation (Education Portfolio, School Education—Secondary)	Nous Group	To undertake a process and impact evaluation 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.	To support targeted and responsive investment in Excellence in Teacher Education Reform initiatives. The survey collects information on key areas, including teacher preparedness, professional experience, school–university partnerships, and school-based processes that support graduate teachers’ development. Data collected also provides insights into on the impact of reforms and programs such as the Transforming the First Years of the Teaching Career pilot and Graduate Teacher Conferences in addressing priority areas for new teachers.	February 2020 – October 2022	Evidence to evaluate the initiative rolled out, the return on the Government’s investment and the impact on schools, families and employers. The evaluation will inform incremental improvements and future investment decisions in school-based apprenticeships and traineeships.	660,000	–	N
International student program marketing and evaluation project (Education Portfolio, Strategy, review and regulation, School Education–Secondary)	Edified	To conduct an objective analysis and evaluation of international student program marketing activity and a competitor scan for best practice examples to provide recommendations regarding future marketing activities and service innovations.	To review the international student program. Study tour programs and education agents are also in scope.	October 2020 – January 2021	Produce a report to preserve and enhance the international student program brand and reputation. The report will also guide the marketing and communications strategy.	70,000	109,075	N
Investing in our People evaluation (Education portfolio, Strategy Review and Regulation)	Pinnacle Group Australia	To review the 2016–20 Victorian Public Sector People Strategy, the Investing in Our People Strategy.	To review the Department’s inaugural People Strategy, to gain insights and help shape and inform the Department’s next VPS People Strategy.	April 2020 – January 2021	To provide the Department with insights into the impact of the Strategy including the provision of a findings report to help inform the development of the subsequent strategy.	20,000	20,000	N



Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Job feed data (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Burning Glass International	To provide job feed data.	To provide detailed real-time and time-series job feed data that covers Victorian online job vacancies and is coded to standard classification structures.	August 2020 – May 2022	To use the data to support and update the Department's models and tools, which in turn allow for up-to-date advice on the labour market and its implications for training.	181,800	181,800	N
Koorie education operational workforce review (Education portfolio, School education—Primary and Secondary)	ACIL Allen Consulting	To understand current resourcing needs as well as work activities of Koorie engagement support officers and the Koorie education coordinators.	To review existing data on workforce distribution comparative to early childhood and school locations, including consideration of Koorie children and student populations across the state. The review will develop a stakeholder engagement plan, hold interviews and focus groups with identified stakeholders in each region, and deliver an online survey to reach additional Koorie education workforce members.	June 2020 – June 2021	To understand how the workforce is distributed across the state, whether current arrangements are equitable and ensure that resources are available in the areas of greatest need.	150,000	95,330	N
Literacy and numeracy strategy evaluation (Education portfolio, School Education—Primary and Secondary)	University of Melbourne: Centre for Program Evaluation	To determine the extent to which the strategy improves literacy and numeracy achievement, recommend improvements to the strategy's design and implementation, and inform decision-making about future investment in literacy and numeracy resources, professional learning and other supports.	To provide information regarding the collective impact of reform strategies, including the effectiveness, gaps, and opportunities. The evaluation supports the strategy to adapt and enhance over time. All of the strategy's initiatives are in scope.	January 2019 – June 2022	The evaluation will detail the impact of the strategy, including awareness and engagement, practice change, and student outcomes.	885,942	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Local Labour Market Needs Extension – COVID Dashboard (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Deloitte	To provide a better understanding of the impacts of COVID-19 on the Victorian labour market.	To develop a 'COVID-19 extension' to the Local Labour Market Needs dashboard, focused on more current rather than granular data.	June –August 2020	To support government decision-making in response to and the recovery from the COVID-19 disruption.	43,890	43,890	N
Mental Health Practitioners (MHP) initiative evaluation (Education portfolio, School Education – Secondary; Support Services Delivery)	Dandolo Partners	To evaluate the MHP initiative in secondary and specialist schools.	To evaluation the design, delivery and impact of the MHP initiative.	August 2020 – December 2022	To provide input into current and future implementation and design to maximise impact on student mental health outcomes.	720,318	–	N
Middle Years Literacy and Numeracy Support (MYLNS) initiative evaluation (Education portfolio, School education—secondary)	ACER	To determine whether the initiative is achieving intended outcomes for students, teachers, school leaders and parents/carers and being implemented effectively, with sufficient accountability, flexibility and feedback loops to support individual and localised needs.	To provide information on the implementation and impact of the MYLNS. The scope includes implementation activities at the central, regional and school levels, to inform adaptive implementation. It measures the impact on students and teachers primarily, as well as on schools and communities.	October 2019 – June 2022	Advice on opportunities to adapt implementation and supports at a central, regional and school level and provision of impact and effectiveness evidence.	1,158,953	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Multilingual resources for plurilingual strategies (Education portfolio, School Education – Primary and Secondary)	Monash University	To create resources that support teachers and schools to use multilingual resources that foster language learning.	To deliver professional learning to seven to nine school settings across a range of contexts and create between 15 and 20 teaching resources for digital publication. The resources and professional learning will build teacher capacity to use aspects of the plurilingual strategies in the EAL Curriculum to develop students' English language proficiency.	March 2020 – June 2022	An approach that leverages digital technologies and literacies, and that can be scaled up to meet the needs of teachers and schools across Victoria.	131,142	–	N
Precis development for policy scoping in science teaching and learning (Education portfolio, School Education – Primary and Secondary)	Deakin University and University of Melbourne	To provide an evidence base to highlight key challenges and opportunities for science education from birth to Year 10.	To undertake a literature review and problem identification for birth to Year 10 learning and teaching of science in early childhood education and schools.	July – December 2020	A report that includes a literature review of the issues and challenges experienced by schools and early childhood settings in delivering quality science teaching programs. The report will identify the nature and scope of teaching and learning resources that best support schools and early childhood settings to address these issues.	–	72,818	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Primary Mathematics and Science Specialists initiative: Cohort 5  (Education portfolio, School Education—Primary)	I & J Management Services	To evaluate Cohort 5 of the Primary Mathematics and Science Specialists initiative and inform the iterative improvement of the program.	To provide an evaluation that informs continuous improvement throughout the implementation of the initiative for Cohort 5. The evaluation measures the extent to which the initiative is meeting its proposed outcomes and will enable comparison of the achievements of Cohort 5 with the evaluations of previous cohorts.	January 2019 – April 2021	To refine the course design during the initiative and improve future initiatives that support improved student learning outcomes in science, technology, engineering and mathematics.	224,125	224,125	N
Primary Mathematics and Science Specialists initiative: Cohort 6  (Education portfolio, School Education—Primary)	The Department	To evaluate Cohort 6 of the Primary Mathematics and Science Specialists initiative and inform the iterative improvement of the program.	To provide an evaluation that informs continuous improvement throughout the implementation of the initiative for Cohort 6. The evaluation measures the extent to which the initiative is meeting its proposed outcomes and will enable comparison of the achievements of Cohort 6 with the evaluations of previous cohorts.	January 2021 – December 2023	To refine the course design during the initiative and improve future initiatives that support improved student learning outcomes in STEM.	275,311	N/A	N
Primary Mathematics and Science Specialists initiative: Impact evaluation  (Education portfolio, School Education – Primary)	Synergistiq	To increase understanding of the sustained effects of the initiative in participating schools	To identify the extent to which the initiative achieved a sustained and ongoing impact in schools. The evaluation identifies the opportunities that exist to leverage the expertise of previous specialists to build student outcomes in mathematics and science.	October 2019 – May 2021	To inform design and delivery of future of primary maths and science specialists initiatives and school improvement initiatives.	197,486	197,486	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Professional practice elements of the Victorian Government Schools Agreement 2017  (Education portfolio, School Education– Primary and Secondary)	University of Melbourne	To monitor and gain insight into how professional practice elements are being implemented in schools, and whether the professional practice days and learning specialist initiatives are leading to improvements.  To understand the impact (effectiveness) of the reforms on teaching practice.	To understand the effectiveness of the reforms on teaching practice. The evaluation of the professional practice elements involves both developmental and summative phases. The developmental phase informs ongoing implementation efforts. The summative phase informs future funding decisions for professional practice days.	January 2018 – April 2021	The evaluation is a key input into the Department’s position in the negotiations for a new Victorian Government Schools Agreement with the Australian Education Union.	905,346	904,418	N
Provision of evaluation services of the impact on Bastow leadership courses, and alignment against best practice evaluation methodology  (Education portfolio, Strategy, Review and Regulation; Support Services Delivery)	Dandolo partners	To evaluate the impact of selected professional learning courses to understand Bastow’s impact and contribution to the wider Victorian education landscape, based on detailed participant perspectives.	To ensure that internal course design principles reflects best practice, assess the impact of Bastow’s professional learning offerings and opportunities for improvement on teacher and student outcomes, and to assess the alignment of implementation with initial course design.	May 2020 – July 2021	The final report assesses course impacts for participants and indicates how Bastow can best met its budget paper targets. The report also assesses the alignment of Bastow leadership courses against best practice in evaluation methodology. Report findings support future evaluation practice.	104,998	104,998	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Remote and Flexible Learning Qualitative Research (Education portfolio, School Education—Primary, School Education—Secondary)	QDOS	To provide an independent and cross-sectoral picture of the experience of remote and flexible learning between March and June 2020.	To investigate experiences of students, parents and carers, teachers and school principals relating to remote and flexible learning.	June–July 2020	To gain a comprehensive understanding to the experience of remote learning.	49,995	61,105	Y <a href="https://www.education.vic.gov.au/Documents/about/departments/covid-19/remote-and-flexible-learning-qualitative-research.pdf">https://www.education.vic.gov.au/Documents/about/departments/covid-19/remote-and-flexible-learning-qualitative-research.pdf</a>
Report on state and territory VET arrangements (Training and Skills Portfolio, Training, Higher Education and Workforce Development)	Ithaca Group	To summarise recent developments in the State/Territory-based VET arrangements in Victoria.	To identify the distinguishing features of VET arrangements and recent State/Territory-based VET reforms that are of relevance to Victoria.	June – November 2021	To inform potential policy advice and areas for further investigation.	45,320		N
Research into impacts of bushfires and COVID-19 pandemic on staff and student wellbeing in bushfire-impacted schools (Early Childhood and Education portfolios, School Education—Primary and Secondary; Support Services Delivery)	University of Melbourne	To measure wellbeing of staff and student cohorts in up to 101 schools across bushfire impacted areas.	To measure staff and student wellbeing in bushfire impacted areas in up to 101 schools across six local government areas declared a state of disaster during the 2019–20 Eastern Victoria Bushfires (East Gippsland, Mansfield, Wangaratta, Wellington, Towong and Alpine).	January – December 2021	To provide advice on the impacts of COVID-19 and the 2019-20 Eastern Victoria Bushfires on wellbeing. This informs psychosocial recovery supports provided by the Department's Trauma Recovery Team.	180,000	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Respectful relationships evaluation 2019–21: Phase 2  (Education portfolio, School Education—Primary and Secondary)	ACIL Allen Consulting	To examine the effectiveness of implementing a whole school approach to respectful relationships in Victorian schools and to capture early signs of impact on school communities and funded kindergarten programs.	To examine the effectiveness of the program through participating Victorian school communities, early childhood educators and community organisations.	February 2019 – June 2020	Findings from the evaluation will inform ongoing initiative implementation.	274,925	274,925	N
Review of initial implementation of the innovative initial teacher education project  (Education Portfolio, Training, Higher Education and Workforce Development, School Education—Secondary)	Deloitte	To identify opportunities to strengthen implementation of the project supporting achievement of its objectives (to increase the supply of high-quality teachers to areas of Victoria’s education system that need them most).	To draw on consultations with participating schools and providers of initial teacher education providers and schools, analyse strengths and areas for development of the project’s implementation (November 2020–April 2021).	May – June 2021	To enable refinement of project implementation for second cohort and support any extension or expansion project planning.	48,750	48,750	N
Review of performance and development practices for school leaders and staff  (Education portfolio School Education – Primary and Secondary)	University of Melbourne	To support a review of current Performance and Development Plan (PDP) process design and implementation, to determine areas of strength and areas for improvement.	To provide a literature review of key academic research and reports on performance and development practices including a scan of global practices and trends.	May – June 2021	The report will inform improvements to how the Performance and Development Plan process supports school leader and staff performance and development.	\$25,000	\$24,926	N



Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Review of the 2017 home education regulatory reform (Education portfolio, Strategy, review and regulation)	Regulatory Impact Solutions	To assess the effectiveness of the 2017 regulatory changes and identify whether further changes are required.	To identify the effectiveness of the existing regulations and further potential changes. The review will also identify further VRQA services improvements.	January – August 2021	Findings from the review will inform any amendments to the regulations and changes to the regulation's implementation.	40,000	–	N
Review of the Registered Training Organisations (RTO) performance indicators framework (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Victoria University: Centre for International Research on Education Systems (CIREs)	To review the Department's RTO performance indicators framework and ensure it continues to be an accurate and relevant input into monitoring the quality of VET in Victoria.	To undertake a thorough desktop research and evaluation to ensure the framework stands up to existing best practice. Each of the 16 performance measures will be assessed for effectiveness and currency.	June – October 2021	A set of recommendations to improve the performance measures that make up the current framework.	54,285	54,285	N
Rural and Regional educational reform program evaluation (Education portfolio, School Education—Primary and Secondary)	Synergistiq	To determine if the program has improved educational outcomes for rural and regional students.	To provide an evaluation of 15 rural and regional Victorian Certificate of Education expansion initiatives.	June 2021 – June 2024	Formative evaluation data will drive improvements in ongoing and future program implementation. Summative evaluation data will provide insights into outcomes.	393,720	–	N
School breakfast clubs program evaluation (Education portfolio, Support Services Delivery)	ACIL Allen Consulting	To support the Department's understanding of the progress and performance of the program across the 1,000 participating schools.	To measure formative and summative components of the program and understand its impact on schools, students and the broader community. This includes investigating program implementation and delivery.	November 2020 – September 2022	Findings from the evaluation inform ongoing program implementation, lapsing program requirements and future policy directions.	398,944	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
School-focused youth services review  (Education portfolio, School Education—Secondary)	ACIL Allen Consulting	To build on the Department's knowledge of the program and provide clear recommendations for a future program model.	To establish the project, collect data and produce a final report including recommendations. Data collection includes a literature review, online surveys, targeted interviews, and analysis of departmental data.	February – May 2021	Findings from the review provide clear recommendations for a future program model.	97,303	97,303	N
Schoolwide Positive Behaviour Support evaluation  (Education portfolio, School Education—Primary and Secondary)	Dandolo Partners	To consider all aspects of the Schoolwide positive behaviour support project from 2018 to 2020.	To assess the project's effectiveness and impact, identify opportunities for improvement and inform decisions about the continuation of the project.	August – December 2020	The evaluation report will detail outcomes achieved to date and suggest areas for implementation improvement.	49,758	49,758	N
Senior Secondary Pathways Reform Strategic evaluation  (Education portfolio, School Education—Secondary)	The Department	To design and implement a strategic evaluation for the senior secondary pathways reforms.	The terms of reference are under development.	February 2021 – June 2024	To provide a strategic evaluation of the senior secondary pathways reforms.	290,000	–	N
Software for schools program evaluation  (Education portfolio, School Education – Primary and Secondary)	University of Melbourne	To evaluate the program, and other key digital tools supporting learning and teaching in Victorian Government schools and assess impacts and outcomes.	To identify the extent to which the program is being implemented as intended, participants are being reached, and the program meets the users' needs. The evaluation will examine the extent to which the program improves teacher capability and student outcomes.	May – November 2021	Findings will inform decisions about the continuation of the program and the approach the Department takes to drive uptake of software titles.	236,053	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Speech Pathology in Schools evaluation (Education portfolio, School Education–Primary)	Deloitte Access Economics	To investigate the implementation to inform ongoing rollout and the impact of the initiative on building longer-term teacher capability.	To provide an understanding of the impact of the program on teacher capability including skills, confidence and knowledge, as well as the level of improvement in student outcomes.	July 2019 – March 2022	To provide the Department with an evidence base around future funding opportunities including expansion to other areas.	475,155	–	N
Teacher Recruitment Campaign: Teach the Future (Education portfolio, School Education–Primary, School Education–Secondary)	The Behavioural Architects	To inform the development of creative and future campaign direction.  To measure behavioural and attitudinal impacts of the campaign.	To develop campaign creative and track campaign impact.	October 2020 – June 2021	To inform future campaign messages and creative, media buying, and communication activities.	108,685	108,685	N
Tech Schools evaluation (Education portfolio, School Education–Secondary)	Deakin University	To evaluate and inform the ongoing operations and strategic development of the Tech School initiative.	To provide an evaluation that monitors outcomes and processes and clarifies the development of individual Tech Schools influence on the local community and industry. The evaluation will draw on published research findings through a range of academic and professional forums.	June 2019 – June 2022	To identify the extent to which Tech Schools achieve their intended outcomes, including the observed enablers and barriers.	573,511	–	N
Tech Schools operating funding model review (Education portfolio, School Education–Secondary)	KPMG	To review the funding model for Tech Schools to support high-quality STEM learning for secondary students.	To review and consider whether existing assumptions hold true. This involves developing a base and variable funding model.	January – July 2021	A report with recommended changes to the future funding model and alternative funding models.	134,701	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
The experience of remote and flexible learning in Victoria (Education portfolio, School Education—Primary, School Education—Secondary)	Learning First	To understand the experiences of students, families and school staff during the period of remote learning from 16 March to 9 June 2020.	To present findings from surveys, focus groups and interviews conducted with school communities to understand their experience of the remote learning period, which ended for all students on 9 June 2020.	June – July 2020	To provide independent analysis of data, survey findings and focus group responses to provide insights into experiences of, and lesson learned from, the period of remote learning in Victoria from March to June 2020.	101,200	101,200	Y <a href="https://www.education.vic.gov.au/Documents/about/departments/covid-19/experience-of-remote-and-flexible-learning-report.pdf">https://www.education.vic.gov.au/Documents/about/departments/covid-19/experience-of-remote-and-flexible-learning-report.pdf</a>
The Geelong project evaluation (Education portfolio, School Education—Secondary)	Lirata Ltd	To assess the application of the model in the four new schools, and the changes occurring as a result of this implementation. The evaluation also takes into account the implementation experience and the outcomes that have occurred in the existing three schools.	To understand implementation of the project in the expansion schools, and program impact across attendance, engagement, wellbeing and achievement outcomes. Understanding how the model works best across different schools and communities.	February 2019 – October 2021	Inform decisions regarding future opportunities to expand the program.	59,829	–	N
Transforming career education in Victorian government schools evaluation (Education portfolio, School Education—Secondary)	Urbis	To undertake a process and outcome evaluation of the suite of initiatives that make up the transforming career education in Victorian government schools reforms	To examine the 13 separate initiatives implemented as a result of the 2017 career education review. The scope includes all initiatives aligned with the review's recommendations to start early, connect to work and make career education a priority in government schools. The evaluation will examine the implementation and impact of reforms.	May 2019 – December 2022	The evaluation will determine if the reforms achieved their short and medium-term objectives. It will ascertain how the reforms align with other reforms, calculate the economic and social benefits, and identify barriers to the sustainability of the reforms in the longer term.	801,877	–	N

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Two-year review of Child Link (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To review the adequacy of the design of the Child Link implementation program, and policy planning.	To conduct a developmental review, including how Child Link is achieving the legislative intent of part 7A of the Child Wellbeing and Safety Act 2005.	February 2019 – February 2021	A review report that provides recommendations to inform the implementation of Child Link.	84,901	84,901	N
Two-year review of the Child Information Sharing Scheme (Early Childhood portfolio, Early Childhood Education)	ACIL Allen Consulting	To review the operation of the Child Information Sharing Scheme.	To conduct an outcomes-based review. The review covers September 2018 to September 2020. It determines to what extent the Scheme has been implemented effectively and to what extent it is achieving its intended outcomes.	September 2018 – September 2020	A review report that provides recommendations to inform the operation of the scheme.	617,189	617,189	Y ( <a href="https://www.vic.gov.au/child-information-sharing-scheme-two-year-review">https://www.vic.gov.au/child-information-sharing-scheme-two-year-review</a> )
VET-VCAL workforce reform program (Education Portfolio, School Education—Secondary)	ACER	To undertake a developmental and summative evaluation of the individual initiatives that make up the VET-VCAL workforce reform program, and the program as a whole.	To develop a program logic and lead indicators, a monitoring, evaluation and learning framework focusing on continuous quality improvement, and a developmental evaluation leading to reports in September 2021 and September 2022.	June 2020 – December 2022	Evidence of improvements throughout the program, specifically in working with external suppliers. Evidence of improved teacher confidence and capability in teaching applied learning and VET.	1,021,924	–	N
Victorian Employer Skills Survey (Training and Skills portfolio, Training, Higher Education and Workforce Development)	Wallis Group	To conduct a biennial survey of the views of Victorian employers on their training and skills needs.	To gather information from Victorian employers about recruitment experiences, skill experiences and challenges, the business impacts of those challenges, and the strategies used to address them, including training.	April – December 2021	To use the survey results to help identify areas of skill demand and provide insights that help improve the TAFE and training system, so that it better meets the needs of employers.	433,000	–	Y The 2021 Employer Skills Survey will be published at: <a href="https://www.education.vic.gov.au/training/providers/market/Pages/employersurvey.aspx">https://www.education.vic.gov.au/training/providers/market/Pages/employersurvey.aspx</a>

Name of the research and development (portfolio(s) and output(s))	Conducted by	Purpose	Terms of reference/scope	Timeline	Anticipated outcome	Estimated cost (\$)	Final cost if finished (\$)	Publicly available (Y/N) and URL
Victorian government school music programs evaluation  (Education portfolio, School Education – Primary and Secondary)	ARTD Pty Ltd	To evaluate music programs in Victorian government schools.	To assess the effectiveness of music programs and identify significant challenges in the provision of quality music education in Victorian government schools.	June – December 2021	A report that informs and improves program scope for future implementation and improves future music initiatives.	121,485	–	N
Visiting Teacher Service (VTS) project  (Education portfolio, School Education – Primary and Secondary)	Dandolo Partners	To identify VTS needs including, areas of practice to strengthen and evidence-based skills and expertise required to work in multidisciplinary teams and provide guidance to schools and teachers working with students with disabilities and/or additional needs.	To design and implement an inclusive and multi-modal consultation plan to engage with key stakeholders to identify VTS needs; conduct a national review identifying the approaches each state/territory implement to support the equivalent workforce to VTS in their state/territory.	May – June 2021	A report that provides a national review of approaches implemented in other jurisdictions to support VTS equivalent workforces. The report will identify, describe and map the current practices, workflow and needs of the VTS.	125,000	124 394	N
Women in School Leadership pilot program evaluation  (Education portfolio, School education – Primary and Secondary)	Asia Education Foundation	To review the Women in School Leadership pilot program and determine areas of success and future improvement for similar programs.	To report on whether the program enhanced participating principals' intercultural skills, leadership capacity and tools to lead social change particularly in the realm of health and wellbeing and measure how the principals implemented program learnings.	September 2019 – January 2021	To guide future professional development programs in global learning and engagement for principals.	5,341	5,341	N

## Overseas travel

In 2020, the Department's travel policy was updated to reflect the fact that overseas travel is not permitted due to the COVID-19 pandemic and associated travel restrictions. In 2020–21 there were no recorded overseas trips undertaken by school-based or corporate staff.



# Major promotional, public relations and marketing activities

The table below details the Department's major promotional, public relations and marketing activities during 2020–21, the aim of which is to develop community awareness of the Department and its services.

## Major promotional, public relations and marketing activities

Activity	Purpose	Cost (\$ excl. GST)
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 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 in learning from home. Advertising was in market from 22 July to 18 September 2020.	64,955
Premiers' Reading Challenge 2020	The Premiers' Reading Challenge promotes interest in literacy and reading by encouraging children to read a set number of books and record their efforts online.	12,500
Premiers' Reading Challenge 2021	The Premiers' Reading Challenge promotes interest in literacy and reading by encouraging children to read a set number of books and record their efforts online.	42,500
Return to on-site learning	The return to on-site learning functional advertising aimed to inform the Victorian public about the staged return to on-site learning due to the COVID-19 pandemic. The advertising carried a secondary hygiene message and instruction to keep unwell children at home. Advertising was in market from 11 October to 14 November 2020.	67,067
Victorian Education Excellence Awards (online ceremony)	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.  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.	44,356
Victorian school sports awards	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.	46,124
Victorian training awards	The Victorian training awards recognise and honour the outstanding achievements of individuals and organisations in the Victorian TAFE and training sector.	19,509

# Major committees

The following two tables list the Department-sponsored major governance committees and major project and operational committees. The tables detail the purpose of each committee and the extent to which this was achieved.

## 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.	ARC met six times, including two special meetings in September 2020. The special meetings were held to perform the year-end attestation processes, including endorsement of the 2019–20 annual financial statements and to workshop the four-year Internal Audit plan and prioritise internal audits for 2021.  ARC also oversaw governance, financial, risk management, audit and control assurance activities and advised the Secretary on matters of accountability and internal controls affecting the Department's operations.
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 the COVID-19 pandemic, by considering the Budget Management Report, Student Resource Package Report, Quarterly State Treasury Trust Balances and International Education Division Quarterly updates. The BFMC managed the allocation of financial resources in alignment with the Department's service delivery, planning objectives and government priorities.  BFMC's key activities included oversight and management of the Student Resource Package and the Department's budget including the annual internal budget and midyear budget review processes.
Culture and People Committee (CPC)	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 Department's workforce.  The VPS workforce in the Department includes central and regional corporate staff, nurses and allied health professionals.	CPC met quarterly, providing strategic oversight of relevant policies, strategies and initiatives, including the Investing in our People Strategy 2016–2020, the new VPS People Strategy 2021–24 and the People Matter Survey. It also discussed workforce planning and development, diversity and inclusion, and employee health, safety and wellbeing matters.

Major Committee	Purpose	Extent of purpose achieved
Education State Board (ESB)	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 agenda.	ESB met quarterly providing direction on strategic cross-portfolio issues and reforms across early childhood, schools and higher education. It maintained a focus on the design and implementation of Education State reforms and fostered cross-portfolio collaboration.  ESB focused on delivery imperatives for some of the Department's significant reforms, including the Tutor Learning Initiative, the Department's response to the Royal Commission into Victoria's Mental Health System, vulnerable learners and the post-secondary portfolio reform.
Executive Board	The Executive Board provides stewardship by giving a whole-of-department perspective to advise the Secretary (who, in turn, is responsible to Government and Ministers).  The Executive Board assists the Secretary with strategic leadership of the Department, its agencies and the Department's portfolios as a whole, including vision, purpose, strategic direction and objectives.	The Executive Board met weekly to set the Department's strategic direction and performance targets, managed the financial and operational performance of the Department, and monitored the delivery of key priorities. This included ensuring integration and alignment across groups and agencies and supporting senior leadership to drive a high-performing culture. It also oversees the Department's ongoing response to the COVID-19 pandemic.
Executive Remuneration Committee (ERC)	The ERC ensures that a consistent and rigorous approach is taken to setting and adjusting remuneration for the senior executive service in the Department and its statutory authorities. The approach to setting and adjusting remuneration is required to comply with the Victorian Public Sector Commission's Victorian public service executive employment handbook (2019).	ERC met four times in 2020–21 to consider and approve executive remuneration following the application of the annual executive remuneration review and ad hoc reviews. 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.
Government Schools Reform Committee (GSRC)	GSRC advises the Executive Board on government schools reform, from policy design to implementation and evaluation. It also provides strategic oversight of significant reform activities.	The GSRC first convened on 11 February 2021 and met weekly thereafter. It maintained a focus on providing oversight of significant government school reform activities occurring across the Department.  Key areas of consideration were policy reform, program and project oversight, and evidence and evaluations across a range of areas including mental health and wellbeing, school improvement, teaching and leadership.

Major Committee	Purpose	Extent of purpose achieved
Information Management and Technology Committee (IMTC)	<p>IMTC advises the Executive Board 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>	<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 activities included an information management maturity assessment, oversight of the corporate ICT platforms, and monitoring cyber security programs, standards, incidents and capability. It also developed and updated 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 met monthly and provided strategic oversight of the development and implementation of the Department's infrastructure and planning strategies across all education portfolios. It focused on the impacts of the COVID-19 pandemic on Government School enrolments, corporate office workforce priorities, an opt-in centralised model of Essential Safety Measures and on the Climate Change Adaptation Action Plan.</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 actions and deliverables under the Asset Strategy.</p>
Integrity Committee (IC)	<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 that 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 has a stewardship role that reflects the Department's governance responsibilities and operational relationships with these bodies.</p>	<p>IC met quarterly. It oversaw the implementation of the Department's <i>Raising the bar: Valuing Integrity Strategy 2018–21</i>, ensuring the ongoing strategic focus on integrity reform.</p> <p>IC continued to oversee integrity risk management and drive improvement in integrity performance.</p> <p>IC continued to lead the development of an organisational culture steered by the Department's values: integrity, respect, responsiveness, accountability, impartiality, leadership and human rights.</p>

Major Committee	Purpose	Extent of purpose achieved
Procurement and Probity Committee (PPC)	<p>PPC provides strategic oversight of procurement activities in 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 under Victorian Government Purchasing Board policies and the FM Act.</p> <p>PPC also considers procurement of goods and services in certain statutory authorities (VCAA, VRQA, and Merit Protection Boards). PPC does not consider procurement related to construction or property.</p>	<p>PPC met monthly. It considered 70 requests for approval, either to approach the market or to engage a recommended supplier, relating to high-value procurement activities in 2020–21.</p> <p>In addition to overseeing procurement activities, PPC and the IMTC agreed to an approach to endorse preferred technical solutions that align with procurement approval requirements. The PPC also endorsed the Department's Procurement Activity Plan.</p>

## Major departmental project and operational committees

Major Committee	Purpose	Extent of purpose achieved
Bastow project control board	The Bastow project control board is a time-bound, decision making body responsible for the management of the Bastow project, comprising the expansion of the Institute of Educational Leadership and the creation of the new Victorian Academy of Teaching and Leadership, including regional locations.	The project control board has provided a strategic direction for the project, leading to, approved budget funding over four years, legislation development, design of infrastructure, and the Victorian Academy of Teaching and Leadership (VATL) implementation plan. Meetings have considered and provided advice on formalising VATL as an entity, developing programmatic offerings, and construction of new VATL locations in the regions.
Child Information Sharing Scheme Steering Committee (CISSSC).	<p>CISSSC monitors the use and impact of CISS and evaluates reform outcomes. It oversees a whole-of-government workplan and contributes to strategic direction on critical policy elements, actions and plans to support the operation of the Scheme.</p> <p>CISSSC comprises senior stakeholders across the Whole of Victorian Government and reports to the Children's Services Coordination Board (CSCB) as required.</p> <p>CISSSC replaced the Information Sharing and Multi-Agency Risk Assessment and Management Framework and had its inaugural meeting on 18 August 2020.</p>	CISSSC provides direction for activities supporting the implementation and operation of the Child Information Sharing Scheme and continues its ongoing governance role of the Scheme.
Child Link Board	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. Membership comprises senior stakeholders across the whole-of-Victorian-Government.	The Board provides direction and authorisation for activities in the Child Link program and continues its ongoing governance role.
Children's services coordination board Aboriginal families and children working group	The working group meets quarterly and brings together executives from peak Victorian Aboriginal community controlled organisations and relevant Victorian government departments to share information and coordinate a strategic approach to improving outcomes for Aboriginal families and children, particularly those vulnerable to harm, disadvantage or social exclusion.	The working group met four times and has been the main stakeholder engagement mechanism for the State of Victoria's Children 2019 report, focused on Aboriginal children and young people. The working group also considered new approaches and emerging issues for Koorie children and young people including the COVID-19 pandemic, education and out of home care, mental health, youth justice and child protection.

Major Committee	Purpose	Extent of purpose achieved
Disability inclusion advisory group	The group is chaired by the Department and comprises peak bodies in the disability sector. It ensures that the voices of families and students with disability are represented and amplified in the governance and implementation of disability inclusion programs.	The group's inaugural meeting was in April 2021 and it met again in June 2021 to inform disability inclusion implementation in schools.
Early Childhood Development Advisory Group	The group works with representatives of early childhood services, including the Department of Health and Department of Fairness, Families and Housing, to continue to improve outcomes for children and young people and create a seamless service delivery system for children aged 0-8 years.	Meetings scheduled for September 2020 and February 2021 did not occur, due to the impacts of the COVID-19 pandemic.
Early Childhood Education Reform Stakeholder Group	The group explores evidence-based and place-based approaches in delivering statewide, high-quality, play based early childhood education to improve outcomes and ensure equity for children and their families.	<p>The group met once (December 2020); the other three meetings scheduled during the year have been postponed due to the ongoing impacts of the COVID-19 pandemic.</p> <p>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>
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.	Board meetings were put on hold during 2020, as partners efforts were necessarily diverted to responding to the COVID-19 pandemic. The Board will be reconvened in 2021 to review and refresh Compact priorities and processes.
Education State Forum	Event involving key stakeholders from across the early childhood and education sectors. The forum presents an opportunity for the Department and stakeholders to work on building a coherent approach to delivering early childhood and education reforms.	The 2020 Forum was cancelled due to the COVID-19 pandemic and its impacts on activities and priorities. The 2021 Forum was rescheduled to 11-12 August 2021 and delivered online.
Guiding coalition	The coalition ensures that key education stakeholders and critical thinkers engage with the Education State reform agenda to progress the 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.
Inclusive education expert panel	The panel is chaired by the Department and comprises experts in the disability and education sectors. It provides advice to the Department on the inclusive education agenda for students with disability.	The panel met quarterly and provided valuable advice on the Department's inclusive education agenda for students with disability.

Major Committee	Purpose	Extent of purpose achieved
Inclusive education project control board	The board is responsible for the whole project lifecycle and management of the overall strategic direction and leadership of the Department's disability inclusion reforms.	The board met monthly to make decisions and oversee implementation of the disability inclusion reforms. This has ensured that the Department is effectively delivering activities to prepare schools and implement disability inclusion over the reforms' five-year period.
Information Sharing and Multi-Agency Risk Assessment and Management Framework Steering Committee (until 7 July 2020)	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 Department and Family Safety Victoria co-chair the Steering Committee. Its governance effectively ensured that preparation and planning for Phase 2 implementation of Child Information Sharing reforms were aligned for workforces.</p> <p>As the reforms move beyond implementation to embedding and outcomes monitoring, the Steering Committee replaced with separate Child Information Sharing and Family Violence governance.</p>
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 that implementation is in the best interests of Victorian children and families.	The Committee usually meets four times a year, and in 2020–21 met in September, October, December, March and May. It 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.
Kindergarten Information Management System (KIMS) Reform Project Control Board (PCB)	The KIMS Reform PCB has been created by the Department's Executive Board as a time-bound, decision-making body responsible for the whole program lifecycle and management of the implementation of the new Kindergarten Information Management System.	KIMS Reform PCB meets monthly and is a decision-making body, providing program/project governance. It monitors performance against objectives, plans and budget; advises on risk, issues and changes; assesses progress and uses its influence and authority to assist in achieving outcomes.
Kindergarten Reform Implementation Board (KRIB)	KRIB was created by the Department's Executive Board as a time-bound, decision-making body responsible for the whole project lifecycle and management of the Three-Year-Old Kindergarten commitment	KRIB meets monthly and provides program/project governance; monitors performance against objectives, plans and budget; advises on risk, issues and changes; assesses progress and benefits and uses its influence and authority to assist in achieving outcomes.



Major Committee	Purpose	Extent of purpose achieved
Koorie Vocational Education and Training (VET) Advisory Group	The advisory group is co-chaired by the Department and the General Manager of the Victorian Aboriginal Education Association Incorporated (VAEAI). It monitors and advises on the implementation of the Marrung action to implement the recommendations from the consultation report into promoting successful participation and engagement for Koorie learners in VET.	<p>The advisory group met once in 2020–21. The advisory group's stakeholder list has grown to include other Victorian government departments, CEOs of TAFEs, the Victorian TAFE Association and managers of Koorie units in TAFEs and dual sector institutes.</p> <p>The group oversaw the implementation of the Marrung action to implement the recommendations from the consultation report and identified new and emerging issues and actions, drawing on advice from TAFE and dual sector Koorie unit staff, VAEAI's Wurreeker Brokers and local Aboriginal education consultative groups.</p>
Marrung central governance committee	The committee is co-chaired by the Department and the President of the Victorian Aboriginal Education Association Incorporated (VAEAI). The Committee monitors and advises on the implementation of Marrung: Aboriginal Education Plan 2016–2026, and is part of a broader governance mechanism that ensures accountability for Marrung, including at regional partnership forums and VAEAI's Koorie education roundtables.	<p>The committee met four times and brought together more than 45 key stakeholders including Aboriginal community controlled organisations, education sector representatives and associations, departments and central agencies, the Victorian Skills Commissioner, and the Commissioner for Aboriginal Children and Young People.</p> <p>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.</p>
Minister–DET–Victorian vice-chancellors forum	The Minister for Higher Education meets with the vice chancellors of Victoria's universities to discuss issues of mutual concern, advance shared priorities, and develop and enhance Victoria's reputation as a global leader in higher education.	The forum met in July 2020 and March 2021 to discuss issues of importance for the Victorian higher education sector. Understanding and responding to the impacts of the COVID-19 pandemic on Victorian universities was a focus, particularly international education and the mental health and wellbeing of university staff and students.
Quarterly peak principal body meetings	These quarterly meetings aim to consolidate departmental engagement with all peak bodies that represent the interests of principals, including 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.
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.

Major Committee	Purpose	Extent of purpose achieved
School policy and funding advisory council	The council provides advice to the Minister for Education on regulatory, policy and funding issues that affect government and non-government schools.	The council met three times in 2020–21. An important focus of discussion was the impact of COVID-19 on schools, including on the health and wellbeing of staff and students. The council investigated options for addressing issues relating to students moving between schools and school sectors and oversaw the finalisation of student leaders for the multicultural inclusion initiative.
Senior secondary pathways reform project control board	The board provides strategic oversight over implementation of the recommendations arising from the Review into vocational and applied learning pathways in senior secondary schooling and manages links with other related reforms including jobs and skills initiatives in the Training and Skills and Higher Education portfolios.	Since its establishment in January 2021, the board met monthly to provide strategic policy direction on major reforms. The board also provides project governance, manages risk, and monitors performance and delivery against timelines and objectives.
Skills for major project interdepartmental committee	<p>The committee examined current and future supply and demand for skills, and issues that prevent an adequate supply of skilled people for major infrastructure projects.</p> <p>The committee was co-chaired by the Department and the Department of Treasury and Finance.</p>	Four meetings were held, with fortnightly meetings held by six working groups to identify and recommend policy interventions, for consideration in the 2021–22 State Budget.
Student Resource Package Consultative Committee	The Committee consists of 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 four times in 2020–21. It discussed and advised on the operational aspects of funding initiatives announced in the State Budget such as the Tutor Learning Initiative, Mental Health in Primary Schools Pilot, Disability Inclusion Reform, and the Innovative Initial Teacher Education Program
TAFE CEO offshore working group	The working group is co-chaired by the Department and Global Victoria. It oversees the implementation of the TAFE Offshore Pilot.	The working group met once in 2020–21 and supported the development of TAFE capability and 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 nine times during 2020–21. TAFE CEOs and the VET leaders at dual-sector universities helped the network to provide greater opportunities to Victorian VET learners.

Major Committee	Purpose	Extent of purpose achieved
Victorian Early Years Learning and Development Framework (VEYLDF) Project Board	The Project Board is co-sponsored by senior executives of DET and VCAA. It comprises representation from across DET, VCAA, DFF, and the VCC. The Board was established to support the implementation of the VEYLDF and Transition to School initiative. Since its establishment, the remit has been expanded to include governance of the School Readiness Funding (SRF) menu of evidence-informed programs and supports, and Early Learning Leadership Forums and Early Years Learning Networks.	The Project Board met four times either in person or out-of-session in 2020–21, and in this time provided oversight of: Learning from Home and Three-Year-Old Kindergarten Teaching Toolkit professional learning; the addition of new items to the 2021 SRF menu; continued implementation of the Early Learning Leadership Forums and Early Years Learning Networks; and the evaluation of 2016 VEYLDF Implementation.
Victorian home education advisory committee	The Committee provides guidance, information and feedback to the Department and the Victorian Registration and Qualifications Authority on the operation of the new home schooling regulations and other home schooling matters.	The committee met quarterly and discussed issues relating to the implementation and operation of the 2017 home education regulatory changes. The committee oversaw the completion of a two-year review of the 2017 regulatory changes to home education.
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 school-based animal welfare issues.	In 2020–21 the committee met four times and discussed and approved applications for the use of school animals. It worked on updating the forms and templates that schools use to make animal ethics applications, including the guidance to schools on the policy and advisory library.
Victorian universities support package - 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 advised on advocacy to the Commonwealth Government, and on development of partnership agreements between the Victorian Government and Victorian universities.
Workforce, recruitment, retention and support working group	A subgroup of the Guiding Coalition (see above), 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. This included attraction and recruitment, preparation and induction, and retention and development, with a particular focus on rural and regional areas.

## Consultants and contractors

The tables below detail the consultants and contractors engaged by the Department in 2020–21.

This information may exclude payments to contractors made by government schools and payments for capital works in progress.<sup>1</sup>

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

In 2020–21, there were 39 consultancies that incurred total fees of \$10,000 or more. These consultancies incurred a total expenditure of \$4.43 million (excluding GST) and are detailed in the table below.

#### Consultancy expenditure

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2020–21 (\$ excl. GST)	Future expenditure (\$ excl. GST)
ACIL ALLEN CONSULTING PTY LTD	Child Information Sharing Scheme two year review	3/09/2018	31/07/2021	561,081	168,324	140,865
ACIL ALLEN CONSULTING PTY LTD	Early childhood strategic evaluation	30/10/2018	30/09/2022	1,335,280	430,968	117,541
ACIL ALLEN CONSULTING PTY LTD	Evaluation of the School Breakfast Clubs program expansion	13/11/2020	30/09/2022	362,676	28,364	334,313
ACIL ALLEN CONSULTING PTY LTD	Review of School Focused Youth Service	15/02/2021	9/06/2021	88,458	88,458	–
ARTD PTY LTD	Evaluation of the Strategic Planning Online Tool	16/04/2021	30/06/2021	98,884	98,884	–
AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH (ACER)	Middle Years Literacy and Numeracy Support initiative evaluation	1/10/2019	31/12/2022	1,053,594	360,539	390,996
AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH (ACER)	Evaluation of the school-based Executive Class Principals initiative	23/07/2020	30/06/2024	699,982	149,158	550,824

<sup>1</sup> 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.

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2020–21 (\$ excl. GST)	Future expenditure (\$ excl. GST)
BRAND ARCHITECTS	A review of the design principles for Tech Schools	6/12/2019	12/07/2020	24,750	1,500	–
CONVERGE INTERNATIONAL INCORPORATING RESOLUTIONS RTK PTY LTD	Workplace wellbeing assessment and recommendations at a school post 2019–20 bushfires	10/03/2021	30/06/2021	18,365	18,365	–
DANDOLO INTERNATIONAL PTY LTD	Design of Bastow operating model.	14/12/2020	31/08/2021	300,841	150,422	150,419
DANDOLO INTERNATIONAL PTY LTD	Professional Learning Communities in schools review	26/05/2021	16/08/2021	188,967	158,967	30,000
DELOITTE ACCESS ECONOMICS	Review of the Doctors in Secondary Schools financial model	19/10/2020	3/05/2021	84,660	16,932	–
DELOITTE TOUCHE TOHMATSU	TAFE operating model reform	24/08/2020	27/11/2020	331,909	331,884	–
DELOITTE TOUCHE TOHMATSU	Enhancing operational levers to strengthen the impact of supports provided through regions to schools	26/04/2021	30/09/2021	382,900	76,580	153,160
EDIFIED PTY LTD	Review of marketing and communications of the International Student Program	12/10/2020	31/03/2021	99,159	99,159	–
ERNST AND YOUNG	Planning to improve TAFE financial performance	4/08/2020	6/04/2021	373,580	373,581	–
GROSVENOR PERFORMANCE GROUP PTY LTD	Evaluation of Conflict of Interest reforms	16/06/2020	2/12/2020	67,420	56,633	–

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2020–21 (\$ excl. GST)	Future expenditure (\$ excl. GST)
JOHN EDWIN FIRTH	Review of vocational and applied learning pathways in senior secondary school	15/11/2019	31/10/2020	186,750	105,000	–
KANTAR PUBLIC AUSTRALIA PTY LTD	Concept testing for the Active Schools Behaviour Change Campaign	18/01/2021	30/06/2021	38,800	38,800	–
KPMG AUSTRALIA	Corporate services initiatives	10/02/2020	28/02/2022	2,517,744	288,732	1,928,495
KPMG AUSTRALIA	Review of the operating funding model of Tech Schools	11/01/2021	20/07/2021	122,455	113,455	9,000
LANDELL CORPORATION PTY LTD	Probity advice – procurement	13/01/2020	18/01/2021	20,000	20,000	–
LEARNING FIRST GROUP PTY LTD	Re-conceptualise the Framework for Improving Student Outcomes.	24/05/2021	30/09/2021	40,000	40,000	–
MARY JEAN GALLAGHER	Expert review of the ongoing implementation of the Education State reforms	2/03/2020	31/01/2021	158,895	50,247	–
NOUS GROUP PTY LTD	Evaluation of the Place-Based Partnerships initiative	16/10/2020	30/12/2023	327,273	35,350	283,084
NTT AUSTRALIA DIGITAL PTY LTD	Assessment of lessons learned from ICT projects in 2020	16/02/2021	30/06/2021	26,240	26,240	–
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	DET family violence workforce and course mapping project	22/06/2020	27/07/2020	103,635	58,635	–
PTR CONSULTING	Service and organisational review of Parkville College	10/01/2021	30/04/2021	62,500	62,500	–

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2020–21 (\$ excl. GST)	Future expenditure (\$ excl. GST)
SYNERGISTIQ PTY LTD	Development of professional learning framework	18/05/2021	30/06/2021	136,504	68,252	68,252
UNIVERSITY OF MELBOURNE	Monitoring and evaluation of the differentiated support for school improvement initiatives	3/01/2018	31/12/2021	1,484,436	255,215	162,456
UNIVERSITY OF MELBOURNE	Evaluation of the literacy and numeracy strategy	29/01/2019	30/06/2022	805,402	159,175	239,885
VICTORIA UNIVERSITY	Review of the registered training organisations performance indicators framework	22/06/2021	30/09/2021	49,350	11,400	–
URBIS PTY LTD	Education Justice Initiative evaluation	17/06/2019	31/12/2020	223,625	92,469	–
PAXTON PARTNERS	Impact evaluation to improve health, safety and wellbeing and to reduce administrative burden for schools	5/08/2019	4/08/2021	455,515	147,995	92,335
DELOITTE ACCESS ECONOMICS	Evaluation of the Early Childhood Language Program	24/08/2020	30/06/2022	458,984	251,326	207,658
DELOITTE ACCESS ECONOMICS	Evaluation of the funding and support model for students with disability	25/06/2021	31/12/2024	1,147,765	–	1,147,765
KPMG AUSTRALIA	Development of a strategic digital roadmap for schools–10 year horizon	20/05/2021	20/08/2021	393,616	–	393,616
DELOITTE ACCESS ECONOMICS	Re-conceptualise capacity support for the Framework for Improving Student Outcomes	7/06/2021	30/09/2021	151,875	–	151,875





## Contractor expenditure

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
139PRIME PTY LTD	Professional services	5,460
89 DEGREES EAST PTY LTD	Professional services	5,820
ABLESIDE PTY LTD	Training services	15,432
ABORIGINAL AND TORRES STRAIT ISLANDER MATHEMATICS ALLIANCE LIMITED	Education and community development services	2,102
ABOVE THE BARRE TUTUS	Professional services	16,847
ACCENTURE AUSTRALIA LTD	IT services	3,170,654
ACCESS INNOVATION MEDIA PTY LIMITED	Publishing, printing, promotions and communications or marketing services	9,802
ACCESS TESTING PTY LTD	Professional services	420,577
ACCESSIBLE ACTION	Professional services	4,091
ACIL ALLEN CONSULTING PTY LTD	Professional services	1,521,693
ACTIV8 TECHNOLOGIES PTY LTD	IT services	178,252
ADECCO AUSTRALIA PTY LTD	Contract staff	1,948,395
ADULT LEARNING AUSTRALIA INCORPORATED	Professional services	2,800
AERIAL CONSULTANCY PTY LTD	Professional services	141,500
AFFINITEXT INC	Professional services	9,528
AGILE ANALYTICS	Training services	14,000
ALC EDUCATION AND CONSULTING PTY LTD	Professional services	4,025
ALEXANDER KATHERINE	Professional services	6,540
ALKIMIA GROUP PTY LTD	Professional services	14,500
ALLEGRO BLACK PTY. LTD.	Publishing, printing, promotions and communications or marketing services	3,350
AMANDA MCGRAW	Professional services	48,000

<sup>2</sup> Contractors' business names are as listed in the Australian Business Register. Capitalisation, abbreviations, punctuation, spelling and any apparent errors or inconsistencies are as listed in the register.

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
AMAZE INCORPORATED	Professional services	7,287
AMAZON WEB SERVICES	IT services	26,240
AMES AUSTRALIA	Education and community development services	31,413
ANDREW FULLER & ASSOCIATES PTY LTD	Professional services	27,273
ANDREW JOSEPH FERO-KOVASSY	Professional services	7,500
ANGLICARE VICTORIA	Professional services	63,825
ANNE DALTON + ASSOCIATES	Financial, accounting, audit, taxation, risk management, insurance service	19,098
ANNETTE MUTIMER	Professional services	1,300
ANT HOUSE PTY LTD	Professional services	5,000
ANZUK EDUCATION SERVICES PTY LTD	Recruitment services	12,000
ARCBBLUE	Professional services	111,731
ARCH CREATIVE	Publishing, printing, promotions and communications or marketing services	82,131
ARINCO (VIC) PTY LTD	IT services	12,800
ARKINSTALL MARK EDWARD	Training services	3,918
ARTD PTY LTD	Professional services	106,219
ARTHUR H ROGERS	Professional services	4,509
ARUP AUSTRALIA PTY LTD	Professional services	5,940
ASANA SOFTWARE AUSTRALIA PTY LTD	Professional services	8,158
ASG GROUP LIMITED	IT services	238,603
ASSESSLYTICS	Professional services	10,000
ASTHMA AUSTRALIA LTD	Training services	44,968
ASTON CAROLYN MARY	Professional services	2,000
ASTON CONSULTING (VIC) PTY LTD	Professional services	33,900

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
AUCKLAND UNISERVICES LIMITED	Training services	166,786
AUSPICIOUS ARTS PROJECTS INC	Professional services	485,052
AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT LIMITED	Professional services (research, leadership and professional development)	1,455
AUSTRALIAN BROADCASTING CORPORATION	Publishing, printing, promotions and communications or marketing services	21,623
AUSTRALIAN BUREAU OF STATISTICS (MELB)	Professional services	11,364
AUSTRALIAN CATHOLIC UNIVERSITY LIMITED	Training services	90,244
AUSTRALIAN CENTRE FOR SOCIAL INNOVATION INC	Education and community development services	86,560
AUSTRALIAN CHILDHOOD FOUNDATION	Professional services	23,050
AUSTRALIAN CHILDHOOD TRAUMA GROUP PTY LTD	Professional services	12,247
AUSTRALIAN COLLEGE OF RURAL AND REMOTE MEDICINE	Training services	12,750
AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH (ACER)	Professional services	400,924
AUSTRALIAN HEALTHCARE ASSOCIATES PTY LTD	Professional services	1,817,462
AUSTRALIAN HORSE INDUSTRY COUNCIL	Professional services	8,000
AUSTRALIAN INSTITUTE OF MANAGEMENT EDUCATION AND TRAINING	Training services	3,850
AUSTRALIAN SKILLSQUALITY AUTHORITY	Education assessment services	7,570
AUSTRALIAN SURVEY RESEARCH GROUP PTY LTD	Professional services	110,495
AUSTRALIAN TRAINING PRODUCTS PTY LTD	Professional services	20,906

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
AUTISM BEHAVIOURAL INTERVENTION ASSOCIATION INC	Professional services	31,823
AUTISM PARTNERSHIP PTY LTD	Professional services	44,543
AUTOMATIC DATA PROCESSING LIMITED	Professional services	848,146
AVOCADO PTY LTD	Professional services	45,000
BAE SYSTEMS APPLIED INTELLIGENCE PTY LTD	IT services	28,728
BAINBRIDGE ASSOCIATES PTY LTD	Professional services	4,500
BAKER WENDY	Professional services	12,580
BAMBLETT EMMA	Publishing, printing, promotions and communications or marketing services	1,700
BARKER WARREN DAVID	Publishing, printing, promotions and communications or marketing services	1,430
BARRINGTON CENTRE PTY LTD	Professional services	1,100
BARRY DERRICK	Professional services	2,880
BEAKER AND FLINT	Professional services (research, leadership and professional development)	419,900
BECAUSE BRAND EXPERIENCE PTY LTD	Publishing, printing, promotions and communications or marketing services	154,992
BEHAVIOURAL ARCHITECTS AUSTRALIA PTY LTD	Professional services	213,400
BENDIGO KANGAN INSTITUTE	Professional services	28,200
BENDIGO SCIENCE AND TECHNOLOGY MUSEUM INC	Professional services	195,416
BERRY STREET VICTORIA INC	Professional services	45,000
BETTERIDGE LEGAL CONSULTING	Professional services	8,320
BEVINGTON CONSULTING PTY LTD	Professional services	119,287
BEYOND WEB SOLUTIONS	IT services	3,675
BIG CANVAS PTY LTD	Education and community development services	143,710

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
BIG SKY CORPORATE PTY LTD	Recruitment services	13,250
BILL HUNT CONSULTANCY SERVICES	Professional services	20,124
BIRCH GEORGIA GAYE	Professional services	27,630
BLACHFORD JANINE CAROL	Training services	11,350
BLICK CREATIVE INDUSTRIES PTY LTD	Publishing, printing, promotions and communications or marketing services	4,032
BLUEBOAT PTY LTD	Professional services	3,593
BONNICE JOHN	Professional services	1,120
BOX HILL INSTITUTE	Training services	10,400
BPM PUBLICITY	Professional services	2,000
BRAND BEAGLE PTY LTD	Publishing, printing, promotions and communications or marketing services	24,000
BRASH CONSULTING	Professional services	34,900
BRIDGE RESOLUTIONS	Professional services	1,200
BROTHERHOOD OF ST LAURENCE	Professional services	22,515
BTS AUSTRALASIA PTY LTD	Professional services (research, leadership and professional development)	289,100
BURNINGHOUSE	Professional services	20,856
BUSINESS MANAGERS VICTORIA INC	Professional services	25,000
CA TECHNOLOGY PTY LTD	IT services	31,920
C TODD AND J A TODD	Training services	48,000
C4 BUSINESS SOLUTIONS	IT services	91,731
CAIRNMILLAR INSTITUTE	Training services	21,818
CALLANDER ADELE	Professional services	1,800
CAMP KIAH PTY LIMITED	Professional services	2,180
CAPGEMINI AUSTRALIA PTY LIMITED	IT services	1,806,860

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
CAPTIONING STUDIO PTY LTD	Professional services	25,250
CARA MAREE FRANKISH	Publishing, printing, promotions and communications or marketing services	1,675
CARAMARCO WENDY	Professional services	5,799
CAREER EDUCATION ASSOCIATION OF VICTORIA INC	Professional services	4,667,713
CARR STEVEN	Professional services	20,820
CARRE MEREDITH JOY	Professional services	7,500
CASE MEALLIN (VIC) PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	6,300
CASSANDRA JANE DI CENSO	Professional services	1,350
CATHARINA ALLARD	Training services	4,025
CATO CLAIRE L	Professional services	2,500
CELEBRITY SPEAKERS	Professional services	4,000
CENITEX	IT services	43,038
CENTRE FOR EVIDENCE AND IMPLEMENTATION	Professional services	13,784
CENTRE FOR MULTICULTURAL YOUTH ISSUES	Training services	27,273
CENTRIC IT PTY LTD	IT services	3,600
CEVO VIC PTY LTD	IT services	11,326
CHADWICK KATHERINE ANNETTE	Publishing, printing, promotions and communications or marketing services	6,408
CHAPTER THREE INTERNATIONAL PTY LTD	Professional services	250,122
CHARLES SHANE	Professional services	3,200
CHISHOLM INSTITUTE	Education and community development services	463,873
CHRISTOPHER ANTONIUS THEUNISSEN	Professional services	2,500
CHRISTOPHER JOHN NOONAN	Professional services	13,440

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
CHURCH NICHOLAS MICHAEL	Professional services	18,360
CIRCLE T INDUSTRIES PTY LTD	IT services	7,625
CITADEL TECHNOLOGY SOLUTIONS PTY LTD	Professional services	25,718
CITT	IT services	35,200
CIVICA EDUCATION PTY LIMITED	Professional services	59,461
CLARIDGE NOEL LEONARD	Professional services	30,235
CLARKE CURRICULUMSERVICES	Professional services	7,500
CLARKE FREDERICK JAMES	Professional services	7,711
CLAYTON UTZ	Professional services	268,365
CLICKS RECRUIT AUSTRALIA	Contract staff	2,206,809
CLICKVIEW AUSTRALIA PTY LIMITED	Publishing, printing, promotions and communications or marketing services	518,182
COACHABLE LIFE	Professional services	43,636
COGENT ADVISORY PTY LTD	Professional services	365,708
COGNITION EDUCATION AUSTRALIA PTY LTD	Education and community development services	992,744
COLE DEBBIE	Professional services	26,000
COLIN TWISSE	Professional services	2,480
COLLECTIVE WISDOM CONSULTING	Professional services	2,000
COLMAR BRUNTON PTY LIMITED	Professional services	55,925
COMPASS GROUP B&I HOSPITALITY SERVICES PTY LTD	Professional services	1,818
COMPRARA GROUP PTY LTD	Strategic Services and Advice for Audit, Fraud and Procurement	28,780
COMPRARA PTY LTD	Professional services	10,800
CONSULTING BY DESIGN	Professional services	3,750

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
CONVERGE INTERNATIONAL INCORPORATING RESOLUTIONSRTK PTY LTD	Human resources services	309,228
COOL BANANAS SERVICES PTY LTD	Professional services	13,715
CORPORATE TRAVEL MANAGEMENT GROUP PTY LTD	Professional services	1,426
CORRS CHAMBERS WESTGARTH SOLICITORS	Professional services	18,946
CRAIG NATALIE	Professional services	23,781
CROCK VERMONT FAMILY TRUST	Professional services	11,363
CROSSETT CONSULTING SERVICES	Professional services	2,656
CROWE JUDITH	Professional services	11,757
CTA PARTNERS	Professional services	7,088
CTS ELECTRICAL AND AUTOMATION SERVICES	IT services	2,669
CUA MADDISON	Professional services	15,098
CUBE GROUP MANAGEMENT CONSULTING (AUSTRALIA) PTY LTD	Professional services	56,719
CUFFE JESSICA TERESA	Professional services	21,818
D AND D TAXATION CONSULTING PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	45,863
D.K GILLET & G.C GILLIES	Professional services	4,000
DANDOLO INTERNATIONAL PTY LTD	Professional services	1,130,173
DATATIME SERVICES PTY LTD	Professional services	14,494
DAVID MOORE	Professional services	14,000
DAVID TYSON	Professional services	2,855
DAVID YOUNGER PSYCHOLOGY	Professional services	34,830
DAVIDSON EXECUTIVE AND BOARDS PTY LTD	Recruitment services	91,667



Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
DAVISON CHRISTINE MARY	Professional services	4,800
DDL5 AUSTRALIA PTY LIMITED	Professional services	5,100
DEAKIN UNIVERSITY	Professional services	3,037,005
DELOITTE ACCESS ECONOMICS	Professional services	1,210,335
DELOITTE TOUCHE TOHMATSU	Professional services	1,670,508
DENCH MCCLEAN CARLSON PTY LTD	Professional services	33,735
DESIGN STATE	Publishing, printing, promotions and communications or marketing services	7,080
DESTE CONSULTING SERVICES	Professional services	14,000
DEVEREUX PETER M	Professional services	11,200
DIALOG INFORMATION TECHNOLOGY	Professional services	551,413
DIXON APPOINTMENTS PTY LTD	Contract staff	121,353
DLR Consulting - Debra Russell	Professional services	6,151
DORRAT LOUISE MAREE	Professional services	22,200
DP COACHING SOLUTIONS	Training services	15,000
DPR AND CO PTY LTD	Recruitment services	43,596
DR TERRANCE SCOTT	Professional services	3,957
DRA COMPUTING PTY LTD	Professional services	2,143
DUNN RYAN ANTHONY	Publishing, printing, promotions and communications or marketing services	3,250
DXC PROFESSIONAL SOLUTIONS PTY LIMITED	IT professional services	1,512,388
DYNAMIC EQUILIBRIUM PTY LTD	Professional services	283,656
E CENTRICINNOVATIONS PTY LTD	IT services	384,038
E CREATORS PTY LIMITED	IT services	95,887
EARLY CHILDHOOD AUSTRALIA	Professional services (research, leadership and professional development)	50,200

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
EASTERN VOLUNTEER RESOURCE CENTRE INC	Professional services	106,750
EAWARDS	IT services	2,177
EB2B.COM PTY. LTD.	IT services	5,400
ED SUPPORT COACHING AND MENTORING	Professional services (research, leadership and professional development)	36,541
EDIFIED PTY LTD	Education assessment services	17,500
EDPARTNERSHIPS INTERNATIONAL PTY LTD	Professional services	1,288,946
EDUCATION EVERYWHERE PTY LTD	Education and community development services	36,575
EDUCATION SERVICES AUSTRALIA LIMITED (EDUCATION COUNCIL)	Professional services	55,717
EDVALUE PTY LTD	Professional services	6,750
EDVIEWS	Professional services	38,661
ELITE PERFORMANCE PTY LTD	Professional services	7,500
ELM TEC PTY LTD	Professional services	6,600
ELMO SOFTWARE LIMITED	IT services	56,905
ELR SOFTWARE PTY LTD	Professional services	2,633
EMPIRED LTD	IT services	184,539
ENABLE WORKPLACE CONSULTING PTY LTD	Professional services	18,635
ENCOMPASSING EDUCATION	Professional services (research, leadership and professional development)	23,199
END TO END CONSULTANCY SERVICES PTY LTD	Professional services	20,000
ENERGY FACTORY	Professional services	1,297
ENOSYS SOLUTIONS PTY LTD	IT services	9,191
ENRIGHT KEVIN	Professional services	15,952
ENRUSK LLC	Professional services	146,996

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
EPIQ AUSTRALIA PTY LTD	Professional services	1,470
EQUIFAX AUSTRALASIA CREDIT RATINGS PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	143,418
ERGON COMMUNICATIONS	IT services	1,000
ERNST AND YOUNG	Professional services	1,397,731
ETHAN GROUP PTY LTD	Professional services	57,100
EVALUATION ASSOCIATES	Professional services	104,350
EVENTFUL LEARNING CO PTY LTD	Professional services	44,900
EVIE BRADLEY PSYCHOLOGY SERVICES	Professional services	10,625
EXCEL4APPS PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	2,400
EXPERIAN AUSTRALIA PTY LTD	Professional services	27,113
EY IDENTITY PTY LTD	Professional services	239,483
EYRES AND ASSOCIATES	Professional services (research, leadership and professional development)	21,650
FBG GROUP	Professional services	304,493
FENTON STEPHENS PTY LTD	Publishing, printing, promotions and communications or marketing services	52,668
FENTON STRATEGIC COMMUNICATIONS PTY LTD	Publishing, printing, promotions and communications or marketing services	36,185
FINSBURY GREEN PTY LTD	Publishing, printing, promotions and communications or marketing services	4,025
FIONA GRAY CREATIVE	Professional services	34,950
FISCHER'S CLEANING PTY. LTD.	IT services	11,168
FITZGERALD TIMOTHY JOSEPH	Professional services	10,162
FKA CHILDRENS SERVICES INC	Professional services	149,479
FLINDERS UNIVERSITY OF SOUTH AUSTRALIA	Professional services	18,286

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
FLOURISHING MINDS CONSULTING	Professional services	4,300
FRAM MARIE	Professional services	37,828
FREEDOM CHOICE TRADING PTY LTD	Professional services	1,750
FRENCHAMS GROUP	Utilities, infrastructure/sustainability, transport and project management services	18,522
FROMHEREON PTY LTD	Professional services	76,921
FUJITSU AUSTRALIA LTD	IT services	845,143
FUTURE ENERGY SKILLS LTD	Professional services	20,000
G AND S EDUCATION PTY LTD	Education and community development services	184,896
GABRIELLE CATHERINE ELIZABETH HODGE	Professional services	1,000
GARDNER JULIAN RALPH	Professional services	5,250
GARREFFA STELLA	Professional services (research, leadership and professional development)	1,000
GARTNER AUSTRALASIA PTY LTD	Professional services	34,000
GENOS INTERNATIONAL PTY LTD	Professional services (research, leadership and professional development)	259,165
GEOPLEX PTY LTD	IT services	27,580
G-FORCE RECRUITMENT LTD	Professional services	80,894
GHIRARDELLO MARIE	Training services	23,042
GIBBS CONSULTANCY	Professional services	65,861
GILBY LISA MAREE	Professional services	27,273
GLENN PROCTOR CONSULTING	Professional services (research, leadership and professional development)	6,000
GLINTECH	Professional services	45,215
GLOBAL SPEECH NETWORKS PTY LTD	Professional services	41,800
GLOBAL VISION MEDIA	Professional services	10,160

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
GOOD EDUCATION GROUP PTY LTD	Training services	16,750
GOODRICK DELWYN ANN	Professional services (research, leadership and professional development)	10,700
GORDON ROB	Professional services	25,755
GOULBURN OVENS INSTITUTE OF TAFE	Professional services	28,800
GOULD RICHARD ROBERT	Professional services	4,500
GRACE RECORDS MANAGEMENT AUSTRALIA PTY LTD	Professional services	6,180
GRAEME INNES	Professional services	6,764
GRANT THORNTON AUSTRALIA LTD	Financial, accounting, audit, taxation, risk management, insurance service	67,390
GRAY CO PTY LTD	Publishing, printing, promotions and communications or marketing services	3,150
GREEN AND NEWALL EDUCATIONAL CONSULTANTS	Professional services	28,800
GRIFFIN KERRY LEANNE	Professional services	20,554
GROSVENOR PERFORMANCE GROUP PTY LTD	Professional services	19,075
GROWING MINDS AND CONNECTIONS	Professional services	1,350
GROWTH COACHING INTERNATIONAL	Professional services (research, leadership and professional development)	399,050
GV DEVELOPMENTAL CLINIC PTY LTD	Professional services	17,151
H J & DM LOONEY	Professional services	6,298
HAMILTON LORETTA ANNE	Professional services	11,957
HAMMOND STREET DEVELOPMENTS PTY LTD	Professional services	445,428
HANDLEY JOHN	Professional services (research, leadership and professional development)	4,700

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
HANDS ON EDUCATIONAL CONSULTANCY PTY LTD	Professional services (research, leadership and professional development)	62,800
HARPER CRAIG	Professional services	5,000
HARRIS ANN LYNNETT	Professional services	27,931
HARRISON KATHRYN DIANNE	Education and community development services	7,661
HATELY DANIEL	Professional services	45,737
HAYS SPECIALIST RECRUITMENT AUSTRALIA PTY LIMITED	Contract staff	17,940,247
HEATHER BARNES PTY LTD	Professional services	38,000
HEATHER HILL CONSULTING	Professional services (research, leadership and professional development)	39,689
HELIX HEALTH SPECIALISTS CLINIC	Recruitment Services	1,600
HENDERSON BRIAN JOHN	Professional services	4,500
HERE EUROPE BV	IT services	10,091
HERITAGE INSIGHT PTY LTD	Professional services	16,771
HERMANN KAREN LESLEY	Professional services	112,680
HIBBINS PETER L	Professional services	5,037
HICKS-DAVIES CONSULTING PTY LTD	IT services	238,343
HIRD MARGARET ANN	Professional services	33,746
HOBAN RECRUITMENT	Contract staff	337,170
HOLDING REDLICH	Professional services	14,496
HOLMESGLEN INSTITUTE OF TAFE (CHADSTONE)	Professional services	140,000
HOMAX PTY LIMITED	Professional services	1,000
HOOTVILLE COMMUNICATIONS	Professional services	8,545
HOPCROFT HEATHER	Professional services	48,751
HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED	Contract staff	6,091,156

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
HUMAN LINK CONSULTING PTY LTD	Professional services	25,950
HUNTER IAN	Education and community development services	3,600
HUNTER SUE ANNE	Professional services	1,200
HYDON CONSULTING PTY LTD	Professional services	16,500
HYPHEN EDUCATION CONSULTING PTY LTD	Professional services	43,636
I AND J MANAGEMENT SERVICES	Professional services	85,300
ILIADIS IRENE	Professional services	15,600
IMA MANAGEMENT AND TECHNOLOGY PTY LTD	Professional services	107,070
IMBER MADELAINE	Professional services	9,600
IMC INFORMATION MULTIMEDIA COMMUNICATION PTY LTD	Professional services	69,900
IMMEDIACY PTY LTD	Professional services	8,000
IMPACT SPEECH PATHOLOGY PTY LTD	Professional services	3,520
IMPACTFUL WORK	Professional services	41,600
INCUBATE FOUNDATION	Professional services	10,400
INFECTION PREVENTION AUSTRALIA	Training services	14,000
INFORMATION ACCESS GROUP	Professional services	4,988
INJURYNET AUSTRALIA PTY LTD	Professional services	437,177
INNOVATION AND BUSINESS SKILLS AUSTRALIA	Professional services	64,788
INNOVATION UNIT AUSTRALIA NEW ZEALAND LIMITED	Professional services	15,148
INNOVATIVE EDUCATIONAL IDEAS	Professional services	52,740
INSIGHT ENTERPRISES AUSTRALIA PTY LTD	IT services	198,236

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
INSIGHT LEADERSHIP COACHING	Professional services	5,040
INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (VICTORIAN DIVISION) INC	Professional services (research, leadership and professional development)	25,695
INSTRUCTURE AUSTRALIA PTY LTD	Education and community development services	113,121
INSTRUCTURE GLOBAL LTD	Professional services	175,947
INTEGRATE AV	Professional services	78,072
INTERCHANGE LODDON-MALLEE REGION INC	Professional services	2,558,954
INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION AUSTRALASIA LIMITED	Professional services	4,827
INTESO PTY LTD	IT services	7,072
INVENTIUM PTY LTD	Professional services	6,000
IOTTAG PTY LTD	IT services	2,911
IPAR REHABILITATION PTY LTD	Professional services	7,380
IPSOS PUBLIC AFFAIRS PTY LTD	Professional services	146,935
IRREGULAR NETWORKS PTY LTD	IT services	29,600
ITHACA GROUP	Professional services	39,400
J & D CORRIGAN	Professional services	1,364
JAN GREGORY CONSULTING	Education assessment services	10,000
JDS AUSTRALIA PTY LTD	IT services	127,349
JEFF WHALAN LEARNING GROUP	Professional services (research, leadership and professional development)	8,900
JEGES HELEN ANN	Professional services	5,453
JENBEE CONSULTING	Professional services	9,843
JESUIT SOCIAL SERVICES LIMITED	Professional services	24,148
JEWISH HOLOCAUST CENTRE INC	Professional services	72,727
JFE GLOBAL PTY LTD	Professional services	123,860



Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
JITTERBIT PTY LTD	IT services	24,000
JOANNA CATHLIN WALKER	Professional services	7,227
JOHNSON RECRUITMENT	Recruitment services	19,036
JONES BRONWYN	Professional services	21,570
JORDAN BERGIN PTY LTD	Professional services	6,000
JUNCTION SUPPORT SERVICES INC	Professional services	1,455
K+L GATES	Professional services	66,847
KADISHA ENTERPRISES PTY LTD	Professional services	21,820
KARE PSYCHOLOGY	Professional services	90,138
KASO RAYMOND LESLIE	Professional services	11,855
KATHLEEN MARGARET GARDNER	Professional services	2,625
KAYA CONSULTING	Professional services	9,300
KENT MCINTOSH	Professional services	4,447
KERRIE HANCOX CONSULTING PTY LTD	Professional services	38,250
KERRIE ONEILL CONSULTING	Professional services	12,636
KIM MAREE LAFFAN	Professional services	13,245
KINEO	Publishing, printing, promotions and communications or marketing services	12,000
KIRKMAN JANET FAYE	Professional services	15,230
KLOCK ANNE MAREE	Professional services (research, leadership and professional development)	49,555
KLOUD SOLUTIONS PTY LTD	IT services	2,288
KNOWLEDGE ACADEMY AUSTRALIA PTY LIMITED	Training services	7,200
KPMG AUSTRALIA	Professional services	2,624,570
LA TROBE UNIVERSITY	Professional services	91,125
LAHEY VICKI	Professional services	36,600

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
LANDELL CORPORATION PTY LTD	Professional services	134,161
LANDER AND ROGERS	Professional services	84,603
LANE MARCIA	Professional services	17,500
LANGUAGE LOOP	Professional services	120,992
LARSEN WHITE TRACY	Professional services	2,880
LEADING WITH STRENGTH PTY LTD	Professional services	37,950
LEARN LABS GLOBAL PTY LTD	Professional services	220,963
LEARNING FIRST GROUP PTY LTD	Professional services	92,000
LEARNING FOCUS PTY LTD	Professional services	12,032
LEARNING VENTURES PTY LIMITED	Professional services	6,000
LEARNING WITH TECHNOLOGIES PTY LTD	Publishing, printing, promotions and communications or marketing services	3,759
LEIGH JEANETTE	Professional services	33,303
LEONORA NOELINE RISSE	Professional services	1,000
LESSIS SELINA GRACE PAPALIA	Professional services	5,490
LEVEL UP PSYCHOLOGY	Professional services	24,109
LEVEY JOANNE CATHERINE	Professional services	14,976
LEWIS TIM	Professional services	1,942
LIBERATE ELEARNING PTY LTD	Professional services	330,985
LIFE SAVING VICTORIA LIMITED	Professional services	20,909
LIFE-ROLE DEVELOPMENT GROUP LIMITED	Professional services	1,800
LIFEWORKS COM PTY LTD	Professional services	1,375,987
LIRATA LTD	Professional services	14,520
LLOYD RICHARD GERARD	Professional services	1,000
LOCAL LOGIC PLACE	Professional services	3,290

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
LOCK CLAIRE ALICE	Professional services	1,050
LOCKINGTON ROBIN	Professional services	17,172
LTG UNIT TRUST	Professional services	30,000
LUBULWA EVA JOYCE NAMPIMA	Publishing, printing, promotions and communications or marketing services	21,545
MADISON CROSS AUSTRALIA PTY LTD	Professional services	9,325
MAGOKORO PRACTICE PTY LTD	Professional services	3,974
MAILFORCE PTY LTD	Professional services	23,357
MALCOLM SIMONE LEAH	Professional services	52,253
MANN DEAN GRAEME	Professional services	62,720
MANUFACTURING LEARNING VICTORIA	Professional services	18,300
MARCHBANK MEENAH ANN	Professional services	3,175
MARGARET BAINBRIDGE EDUCATIONAL CONSULTANCY	Professional services	17,115
MARLO CONSULTANCY SERVICE	Professional services	4,200
MAROONDAH CITY COUNCIL	Utilities, infrastructure/sustainability, transport and project management services	39,375
MARSH PTY LTD	Professional services	287,180
MARTIN PAMELA GAYE	Professional services	47,036
MATHEMATICAL ASSOCIATION VIC	Professional services	296,816
MATTHEWS PETER	Professional services	2,013
MAX SOLUTIONS	Professional services	6,409,801
MAXWELL JASON MICHAEL	Professional services	11,000
MAYFAIR GROUP MANAGEMENT PTY LTD	Professional services (research, leadership and professional development)	22,250
MCARTHUR (VIC) PTY LTD	Recruitment Services	221,555

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
MCCRINDLE RESEARCH PTY LTD	Professional services (research, leadership and professional development)	22,000
MCINTOSH HEATHER ANN	Professional services	17,206
MCKENZIE MUSIC PRODUCTIONS PTY LTD	Professional services	3,276
MCKIE GREG	Education and community development services	1,000
MCPHEE FRANCES A	Professional services	8,725
MEDIACOM AUSTRALIA PTY LIMITED	Publishing, printing, promotions and communications or marketing services	17,082
MEGAN-JANE COTTER	Publishing, printing, promotions and communications or marketing services	17,372
MELBOURNE BUSINESS SCHOOL LIMITED	Professional services	6,473
MELBOURNE POLYTECHNIC	Education and community development services	198,104
MELINDA METAXAS AND ASSOCIATES PTY LTD	Professional services	5,200
MENTOR LIST PTY LTD	Professional services	132,000
MERCER CONSULTING (AUSTRALIA) PTY LTD	Professional services	17,000
META PM PTY LTD	Professional services	290,180
MG EDUCATION CONSULTANCY PTY LTD	Professional services	10,909
MICHELLE DUNN PRODUCTIONS PTY LTD	Publishing, printing, promotions and communications or marketing services	1,310
MICHELLE MCQUAID PTY LTD	Professional services	61,000
MICHILL CONSULTING	Professional services	26,574
MIND STRENGTH PTY LTD	Professional services	2,500
MIND TRIBES PTY LTD	Professional services	2,900
MINTER ELLISON	Professional services	3,065
MONASH UNIVERSITY	Professional services	1,390,491

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
MONEGHETTI CONSULTING GROUP PTY. LTD.	Professional services	2,000
MONTUS TUTORING PTY LTD	Professional services	7,274
MORRIS SLEEP	Professional services	4,664
MOTT MACDONALD AUSTRALIA PTY LIMITED	Professional services (research, leadership and professional development)	3,325,277
MR EDUCATIONAL SERVICES	Professional services (research, leadership and professional development)	23,187
MUDALY NEEROSHINEE	Professional services (research, leadership and professional development)	28,635
MUNBY EDUCATION	Professional services	5,000
MURDOCH CHILDRENS RESEARCH INSTITUTE	Early childhood services	97,023
MURPHY ANTHONY JOHN	Professional services	3,500
MURPHY JAMIE DANIEL	Professional services	1,500
MURRIMATTERS PTY LTD	Professional services	4,000
MURTHY AASHA	Professional services	5,300
MUSHROOM CREATIVE HOUSE	Publishing, printing, promotions and communications or marketing services	26,325
NATION PARTNERS PTY LTD	Strategic services and advice for audit, fraud and procurement	183,369
NATIONAL CURRICULUM SERVICES	Curriculum development services	46,680
NATIONAL EXCELLENCE IN SCHOOL LEADERSHIP INSTITUTE PTY LTD	IT services	45,455
NATUS MEDICAL PTY LTD	Professional services	4,475
NB EDUCATION SERVICES	Professional services	1,295
NEARMAP AUSTRALIA PTY LTD	IT services	4,680
NEWTON ROBERT CLEVIN	Professional services	5,215
NEXUS PRIMARY HEALTH	Professional services	6,500

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
NICHOLS KATE	Professional services	4,375
NO FUSS ADMIN	Professional services	1,739
NOELLE BURDEKIN EDUCATIONAL CONSULTANCY PTY LTD	Professional services	6,374
NORTHERN MALLEE LOCAL LEARNING AND EMPLOYMENT NETWORK	Professional services	1,497
NOUS GROUP PTY LTD	Professional services	1,293,445
NTT AUSTRALIA DIGITAL PTY LTD	Professional services	1,357,797
NTT AUSTRALIA PTY LTD	Professional services	281,104
NUWORKS HOLDINGS PTY LTD	Training services	9,535
OBOLER ANDRE SHEM	Professional services	13,200
ODGERS BERNDTSON	Recruitment services	243,764
OLOUGHLIN ANDREW	Professional services	1,182
OMEIO DISTRICT HEALTH	Professional services	14,198
ONCALL LANGUAGE SERVICES PTY LTD	Professional services	825,000
OPTIM LEADERSHIP CONSULTING PTY LTD	Professional services (research, leadership and professional development)	80,450
ORGANISATIONAL DIRECTIONS PTY LTD	Professional services (research, leadership and professional development)	932,929
ORIMA RESEARCH PTY LTD	Professional services	623,359
ORYGEN	Professional services	70,866
OUTCOMES EDUCATION PTY LTD	Professional services (research, leadership and professional development)	64,852
OZ CHILD - CHILDREN AUSTRALIA	Professional services	1,600
OZ LIT TEACHER	Professional services	36,704
PAN SOFTWARE PTY LTD	IT services	642,937
PAPER GIANT PTY LTD	Professional services	11,440

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
PARENTING RESEARCH CENTRE INC	Publishing, printing, promotions and communications or marketing services	24,159
PARISFIRST PARTNERS PTY LTD	Publishing, printing, promotions and communications or marketing services	65,282
PEARSON AUSTRALIA GROUP PTY LTD	Publishing, printing, promotions and communications or marketing services	2,215
PENELOPE KALOGEROPOULOS	Professional services	2,000
PENSO AGENCY PTY LTD	Training services	1,850
PETER BERRY CONSULTANCY PTY LTD	Professional services	18,000
PETER COLLINS AND ASSOCIATES PTY LTD	Training services	4,900
PETER JAMES LONEY	Professional services	28,125
PETER TERNES	Education and community development services	15,000
PHAM GIANG	Professional services	32,102
PHYSICAL MOVEMENT	Professional services	15,000
PIE CREATIVE AGENCY PTY LTD	Publishing, printing, promotions and communications or marketing services	30,235
PINNACLE GROUP AUSTRALIA PTY LTD	Professional services (research, leadership and professional development)	538,425
PITCHER PARTNERS CONSULTING PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	1,482
PITCHES GLENNIS	Training services	30,508
PIVOT PROFESSIONAL LEARNING PTY LTD	Education assessment services	226,451
PIXEL PERFECT PTY LTD	Training services	592,599
PJ GANNON EDUCATIONAL SERVICES	Education and community development services	21,150
PKF INTEGRITY SERVICES BMNS PTY LTD	Professional services	17,188
PLACARD PTY LTD	Professional services	12,571

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
PLANIT TEST MANAGEMENT SOLUTIONS PTY LTD	IT services	538,691
PLUCKY FRANK	Professional services	7,065
PMH EDUCATIONAL CONSULTING PTY LTD	Professional services	21,818
POLARON LANGUAGE SERVICES PTY LTD	Publishing, printing, promotions and communications or marketing services	63,710
POP EDUCATION PTY LTD	Professional services	111,715
POPE KEVIN WAYNE	Professional services	19,708
POSITIVE INTERACTION	Professional services	11,000
POSSIBILITY TO REALITY PTY LTD	Professional services (research, leadership and professional development)	4,445
PRENSA PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	17,313
PRICEWATERHOUSE COOPERS	Financial, accounting, audit, taxation, risk management, insurance service	116,112
PRICEWATERHOUSECOOPERS CONSULTING AUSTRALIA PTY LIMITED	Financial, accounting, audit, taxation, risk management, insurance service	138,790
PROCESS CONSULTING AND FACILITATING	Publishing, printing, promotions and communications or marketing services	5,294
PROFILE SPEAKERS	Publishing, printing, promotions and communications or marketing services	12,545
PROJECT EVOKE PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	124,650
PROSSER SUSANNE	Professional services (research, leadership and professional development)	11,091
PROTIVITI PTY LIMITED	Strategic Services and Advice for Audit, Fraud and Procurement	56,685
PROXIMITY ADVISORY SERVICES PTY LTD	Professional services	112,500
PTR CONSULTING	Professional services	36,250



Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
QDOS RESEARCH PTY LTD	Professional services (research, leadership and professional development)	73,550
QUINN JAMES LIAM	Professional services	3,500
R AND P MARTIN	Professional services (research, leadership and professional development)	25,287
RAINBOW ENTERPRISES (AUSTRALIA) PTY LTD	Professional services	41,010
RAMUS DENISE ELLEN	Professional services	24,204
RANDSTAD PTY LIMITED	Contract staff	5,413,249
RANGER SHARON	Training services	9,586
RAYMUND FRANCES FLANAGAN	Education assessment services	35,860
REAL BUSINESS PTY LTD	Publishing, printing, promotions and communications or marketing services	1,650
RED PONY PTY LTD	Publishing, printing, promotions and communications or marketing services	18,340
REEVE LINDSAY	Training services	16,098
REFLECT-ED PTY LTD	Professional services	12,670
REGULATORY IMPACT SOLUTIONS PTY. LTD.	Professional services	25,455
REID CLAIRE LOUISE BEAUMONT	Education and community development services	5,400
RENAISSANCE PSYCHOLOGY AND CONSULTANCY PTY LTD	Professional services	2,600
RENOUF MARK	Professional services	20,365
RESOLUTION MEDIA PTY LTD	Publishing, printing, promotions and communications or marketing services	57,870
RESOLVE SOFTWARE GROUP PTY LTD	IT services	57,533
REVOLUTION IT PTY LTD	IT services	225,358
RICHARD REILLY	Professional services	8,750
RICHMOND JOHN	Professional services	19,250

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
RIDDELL KATHRYN ANDREA	Professional services	6,900
RIGHT LANE CONSULTING PTY LTD	Professional services	5,000
RITA ELLUL EDUCATION CONSULTING	Professional services	37,500
RIVERSIDE EDUCATION	Professional services	3,300
RIXSTEWART PTY LTD	Professional services	8,900
RMIT UNIVERSITY	Professional services	231,680
ROBINSON JOHN	Education and community development services	1,528
ROBINSON LINA	Professional services	3,738
ROBINSON VIVIANE	Professional services	93,900
ROBOBAI PTY LTD	Professional services	60,000
ROBSET CONSULTANCY	Professional services	1,350
ROD ALLEN CONSULTING	Professional services	13,250
ROD WILLIAMSON EDUCATION CONSULTING	Professional services	15,475
ROOFTOP SOCIAL	Professional services	68,256
ROSCAR TECHNOLOGY PTY LTD	IT services	1,515
RSM AUSTRALIA PTY LTD	IT services	364,934
RUBIX CENTRE	Professional services	37,580
RUBIX CONSULTING PTY LTD	Professional services	23,980
RUSSELL KOEHLER	Training services	22,349
RUTH MOODIE	Professional services	21,818
RYPPLE LTD	Professional services	32,500
SACS CONSULTING PTY LTD	Recruitment services	11,711
SALLY HANRATTY PSYCHOLOGY	Professional services	11,025
SALTER HILL GROUP PTY LTD	Professional services	7,400
SATORI ASSURANCE PTY LTD	Professional services	36,300

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
SAVAGE EMMA	Professional services	2,400
SAXTON SPEAKERS BUREAU PTY LTD	Professional services	7,104
SCHOOL RESEARCH EVALUATION AND MEASUREMENT SERVICES	Professional services (research, leadership and professional development)	53,925
SCIENCE LITERACY SOLUTIONS	Professional services	12,200
SCOPE AUST LTD	Professional services	1,025
SCOTT ROSS	Professional services	3,502
SEAMER DESIGN	Professional services	1,400
SEESAW STUDIO	Publishing, printing, promotions and communications or marketing services	6,000
SEMANN SLATTERY AND ASSOCIATES PTY LTD	Professional services	2,609,468
SENATESHJ	Professional services	269,563
SETTERFIELD JACQUELINE MARY	Professional services	8,855
SFDC AUSTRALIA PTY LIMITED	IT services	2,065,485
SGS ECONOMICS AND PLANNING	Professional services	85,000
SHANE PATRICK WALES	Professional services	13,575
SHEEHAN MATTHEW LEIGH	Professional services	8,700
SHERRY LINK COMMUNICATIONS	Professional services	6,000
SHK ASIA PACIFIC PTY LTD	Recruitment services	149,500
SHOPPER MEDIA GROUP OPERATIONS PTY LTD	Publishing, printing, promotions and communications or marketing services	3,480
SIGNORELLO INVESTMENTS PTY LTD	Education and community development services	72,500
SILENT PARTNERS LEARNING SERVICES	Professional services	214,064
SILVEREYE LEARNING RESOURCES	Professional services	1,617
SINGING BOWL MEDIA	Publishing, printing, promotions and communications or marketing services	6,100

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
SIP MANAGEMENT CONSULTANTS (VIC) PTY LTD	Professional services	4,800
SIT OR STAND	Utilities, infrastructure/sustainability, transport and project management services	26,148
SKILLS4THE FUTURE PTY LTD	Education and community development services	90,040
SKUNK CONTROL PTY LTD	Professional services	39,648
SLEEP MORRIS	Professional services	9,813
SMART APPS PTY LTD	IT services	1,713,189
SMITH LUCIA MICHELLE	Professional services	3,302
SOCIAL RESEARCH CENTRE PTY LTD	Professional services (research, leadership and professional development)	1,555,873
SOCIAL VENTURES AUSTRALIA LIMITED	Professional services	6,000
SOCIALCOIL PTY LTD	Professional services	2,310
SONG ROOM LIMITED	Education and community development services	444,050
SOULBOOK PTY LTD	IT services	917,067
SOUTH WEST INSTITUTE OF TAFE (WARRNAMBOOL)	Professional services	64,311
SPARK CHART PTY LTD	Professional services	1,260
SPATIAL VISION INNOVATIONS PTY LTD	Curriculum Development Services	4,600
SPECIALISTERNE CENTRE AUSTRALIA LIMITED	Professional services	12,000
SPECTRUM HOUSE PTY LTD	Professional services	1,580
SPEECH PATHOLOGY PLUS	Professional services	14,728
SPELD VICTORIA INC	Professional services	3,200
SPENCE DEIRDRE GERALDINE	Professional services	22,674
SPRINGFOX PTY LTD	Professional services	11,375
SQUARE THE CIRCLE	Professional services	10,140

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
SQUIZS CONSULTING SERVICE	Professional services	6,368
ST. QUENTIN CONSULTING PTY LTD	Professional services	14,040
STENNING + ASSOCIATES PTY LTD	Professional services	9,402
STENNING KARL MURRAY	Professional services	5,400
STILE EDUCATION PTY LTD	Professional services	19,500
STRATEGIC DATA PTY LTD	Professional services	3,949
SUCCESS MEASURES	Professional services	111,500
SUEZ RECYCLING AND RECOVERY PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	1,236
SULLIVAN PETER	Professional services	3,000
SUROTE PTY LTD	Professional services	30,471
SWINBURNE UNIVERSITY OF TECHNOLOGY	Professional services	994,030
SYNERGISTIQ PTY LTD	Professional services	784,303
SYRIS CONSULTING PTY LTD	Professional services	59,790
SZPAK VICKI	Education and community development services	2,661
TABLEAU INTERNATIONAL UC	IT services	3,326
TAFE GIPPSLAND	Professional services	1,933
TALENT INTERNATIONAL (VIC) PTY LTD	Contract staff	3,176,699
TAM VU	Professional services	14,322
TAMIKA BURDETT	Professional services	7,500
TARR ALENA	Professional services	5,000
TARRYN SHEEHAN	Professional services	1,950
TEAM TEACH ASIA PACIFIC PTY LIMITED	Training services	55,917
TECH-SAVVY SOLUTIONS	Publishing, printing, promotions and communications or marketing services	20,708

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
TEGAN ANN PODUBINSKI	Professional services	1,040
TELSTRA PURPLE PTY LTD	Professional services	327,764
TERRA FIRMA PTY LTD	Professional services	620,140
THE CONVERSATION CARAVAN	Professional services	32,940
THE LEARNER FIRST PTY LTD	Training services	16,500
THE TRUSTEE FOR MUNRO FAMILY TRUST	Professional services	18,000
THE TRUSTEE FOR ROBOSOFT DISCRETIONARY TRUST	Training services	45,983
THE TRUSTEE FOR SEED ADVISORY TRUST	Professional services	4,364
THE TRUSTEE FOR THE ROBINSON FAMILY TRUST	Professional services	39,600
THE TRUSTEE FOR THE SNOOKS FAMILY TRUST	Professional services	2,500
THE UNIVERSITY OF NEW ENGLAND	Professional services	483,150
THE WELLBEING OUTFIT	Professional services	16,000
THEIRCARE PTY LTD	Professional services	3,978,155
THERAPEUTIC ENGAGEMENT SUPPORT SERVICES ASSOCIATION	Professional services (research, leadership and professional development)	20,080
THERESE DEMEDIUK	Education and community development services	1,280
THINK IN COLOUR	Professional services (research, leadership and professional development)	1,675
THINK THEN CREATE	Professional services	90,148
THIRD ELEMENT CONSULTING	Professional services	1,818
THORN FRANCES	Professional services	42,000
THOUGHTPOST GOVERNANCE	Professional services (research, leadership and professional development)	32,600
TIMPERLEY CONSULTANTS	Professional services	156,200

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
TLC EDUCATION DESIGN PTY LTD	Education and community development services	1,250
TMS CONSULTING	Training services	18,800
TRAINING AHEAD AUSTRALIA	Professional services	1,800
TRINA PITCHER	Professional services	2,455
TRINAMIX PTY LTD	IT services	223,465
TRUSTEE FOR WORKWELL CONSULTING FAMILY TRUST	Professional services	5,500
TRUTH AGENCY	Professional services	44,525
TRY JULIANNE CHRISTINE	Professional services	12,459
TURNER KAREN	Professional services	47,461
TWOMEY TERENCE	Training services	71,825
UNE PARTNERSHIPS PTY LTD	Professional services	62,223
UNITED MINDS COMMUNITY SERVICES LTD.	Professional services	30,653
UNIVERSITY OF MELBOURNE	Professional services	2,469,382
UNIVERSITY OF NEW SOUTH WALES	Professional services	83,701
UNIVERSITY OF NEWCASTLE	Professional services	7,204
URBAN MAINTENANCE SYSTEMS PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	2,500
URBIS PTY LTD	Professional services	205,920
UWORKIN PTY LTD	Professional services	53,800
VALAD SOLUTIONS PTY LTD	Professional services	797,042
VAN REES MICHONNE	Professional services	19,091
VERSA AGENCY PTY LTD	Publishing, printing, promotions and communications or marketing services	98,649
VET DEVELOPMENT CENTRE LTD	Professional services	1,513,100
VETASSESS	Professional services	70,373

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
VICISSITUDE	Training services	17,806
VICTORIA UNIVERSITY	Professional services	288,012
VICTORIAN ABORIGINAL COMMUNITY CONTROLLED HEALTH ORGANISATION INC	Training services	2,200
VICTORIAN ABORIGINAL EDUCATION ASSOCIATION INC	Professional services	50,000
VICTORIAN APPLIED LEARNING ASSOCIATION INC	Professional services	4,000
VICTORIAN ASSESSMENT SERVICES	Education assessment services	198,178
VICTORIAN COMMERCIAL TEACHERS ASSOCIATION	Professional services	5,940
VICTORIAN COUNCIL OF SOCIAL SERVICE INC	Professional services	4,500
VICTORIAN DEAF SOCIETY	Professional services	4,916
VICTORIAN PUBLIC SECTOR COMMISSION	Professional services	52,813
VINCENT RIO EDUCATION & TRAINING CONSULTANT	Education and community development services	2,430
VISIBILITY CO PTY LTD	Professional services	1,895
VITALE ELAINE PATRICIA	Professional services	19,842
VJA EDUCATION CONSULTANT	Professional services	44,907
WALL DEBORAH SUSAN	Education and community development services	3,887
WALLIS CONSULTING GROUP PTY LTD	Publishing, printing, promotions and communications or marketing services	507,361
WATSON PSYCHOLOGY	Professional services	4,080
WATTERSTON CONSULTING PTY LTD	Professional services	24,000
WEB SURVEY	Professional services	219,936
WEBPLACE PTY LTD	Professional services	5,338



Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
WEBSCUER	IT services	1,875
WESTERN SPORTS TRAINERS ASSOCIATION	Education and community development services	6,100
WETRAIN	Training services	11,991
WFDS PTY LTD	Professional services	159,901
WHITE ANGELA EVELYN	Professional services	11,110
WHITE INVESTMENT HOLDING PTY LTD	Education and community development services	3,860
WILCOB PTY LTD	Training services	631,934
WILLIAMS ALAN BRUNTON	Professional services	4,800
WISE OWL PSYCHOLOGY AND EDUCATION SERVICES	Professional services	3,673
WITCHELL DAVID	Professional services	8,750
WOMENS HEALTH IN THE NORTH INC	Training services	9,228
WOOLLYBULL PTY LTD	Publishing, printing, promotions and communications or marketing services	6,240
WORK ABLE CONSULTING PTY LTD	Professional services	1,560
WORKLOGIC PTY LTD	Professional services	182,487
WORLD EDUCATION PROGRAM AUSTRALIA LIMITED	Professional services	55,053
WRIGHT GILLIAN	Professional services	38,406
WRIGHT PAULINE ANN	Training services	3,000
WTP AUSTRALIA PTY LIMITED	Professional services	9,500
YARN STRONG SISTA PTY LTD	Education and community development services	13,636
YOLANDA FINETTE HOLISTIC COACHING AND CONSULTANCY	Professional services	2,050
YOUTH AFFAIRS COUNCIL OF VICTORIA INC	Professional services	29,155

Contractor <sup>2</sup>	Category of services provided	Expenditure (\$ excluding GST)
ZYCUS INFOTECH PRIVATE LIMITED	IT services	492,909