

Department of Education

Annual Report 2023–24

Additional information



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Acknowledgement

The department proudly acknowledges Victoria's First Nations communities as the Traditional Owners of the unceded lands, waters and skies, and pays respect to all Elders past and present.

We recognise First Nations people as Victoria's first educators, artists and scientists, and we value the ongoing contribution of First Nations people and communities to Victorian life and how this enriches us all.

We also commit to work together to deliver the Victorian Government's commitment to self-determination, Truth and Treaty.

Language statement

Throughout this document the terms 'Koorie' or 'First Nations' are used to refer to both Aboriginal and Torres Strait Islander people. Use of the terms 'Aboriginal' or 'Aboriginal and Torres Strait Islander' are retained in the names of programs and data references.



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Introduction

Financial Reporting Direction 22 requires that the Department of Education's Accountable Officer retains specific information and makes it 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 (the department) chooses to make the information available in this Additional Information report and the Department of Education 2023–24 Annual Report. Both reports are available on the department's [Annual reports webpage](#).

This Additional Information report includes:

- 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 changes in prices, fees, charges, rates and levies charged by the department
- details of any major external reviews carried out on 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 general statement on industrial relations within the department and details of time lost through industrial accidents and disputes
- 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.

Financial Reporting Direction 22 also requires details about:

- major research and development activities undertaken by the department
- assessments and measures undertaken to improve the occupational health and safety of employees.

These are detailed in the *Department of Education 2023–24 Annual Report* available on the department's [Annual reports webpage](#).

Declarations of pecuniary interests

Declarations of pecuniary interests have been duly completed by all relevant officers.

Shares held by senior officers

No shares are held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.

Publications about the department

The following table details publications produced by the department, about the department, completed during 2023–24. It does not include publications by the department published on behalf of the government, or those published by external parties.

Table 1. Publications produced by the department about the department

Publication	Date produced	How to obtain
Department of Education 2022–23 Annual Report	November 2023	Department of Education 2022-23 Annual Report [PDF 5.26MB]
Department of Education 2022–23 Additional Information Report	November 2023	Department of Education 2022–23 Additional Information Report [PDF 1.24MB]
Department of Education 2023–27 Strategic Plan	<i>August 2023</i>	Department of Education Strategic Plan 2023–27 [PDF 1.67MB]

Changes in prices, fees, charges, rates and levies

Details of current prices, fees, charges, rates and levies charged by the department are outlined at the department's [payments, fees and fines webpage](#). Changes in these details are available upon request, subject to the provisions of the Freedom of Information Act.

Major external reviews

The following table details major external reviews of the department completed during 2023–24.

Table 2. Major external reviews of the department

Review	Conducted by	Purpose	Date completed
Assuring the integrity of the Victorian Government's procurement activities	Victorian Auditor-General's Office (VAGO)	To examine if departments use suitable controls to prevent, detect and investigate fraud and corruption when procuring goods and services	20 June 2024
Contractors and consultants in the Victorian Public Service (VPS): Spending	VAGO	To examine whether departments accurately record, properly monitor and transparently report their spending on contractors and consultants	29 November 2023
Cybersecurity: Cloud computing products	VAGO	To examine the effectiveness of agencies' Microsoft 365 cloud-based identity and device management controls	16 August 2023
Effectiveness of the Tutor Learning Initiative	VAGO	To examine whether the Tutor Learning Initiative improved learning and engagement outcomes for participating students in government schools	19 June 2024
Fair presentation of service delivery performance 2023	VAGO	To examine whether the public sector fairly presents its service delivery performance information	30 November 2023
Follow-up of management of the Student Resource Package	VAGO	To assess if the department has implemented the recommendations from VAGO's 2020 Management of the Student Resource Package	1 May 2024
Let us learn: Systemic inquiry into the educational experiences of children and young people in out-of-home care	Commission for Children and Young People	To examine the educational experiences of children and young people in out-of-home care, including the factors that affect their educational outcomes and ability to stay engaged in education	16 November 2023
Literacy and numeracy achievement outcomes for Victorian Students	VAGO	To report on the department's work to improve literacy and numeracy achievement outcomes for all Victorian government school students	1 May 2024

Review	Conducted by	Purpose	Date completed
Managing state-significant risks	VAGO	To examine if agencies are working collaboratively to identify and manage state-significant risks and if the Department of Treasury and Finance provides confidence to the Assistant Treasurer and Treasurer on how well agencies manage them	27 June 2024
Royal Commission into violence, abuse, neglect and exploitation of people with disability	The Disability Royal Commission	To investigate concern about widespread reports of violence against, and the neglect, abuse and exploitation of, people with disability	29 September 2023

Overseas visits

The following 2 tables detail the overseas visits made by departmental employees relating to the official business of the department during 2023–24.

Table 3. Details of school travel

Officer	Destination	Objective	Outcome
Principals (10) School staff (26) (multiple schools)	Cambodia (2 visits) Cambodia and Vietnam (15 visits) Vietnam (4 visits) China (10 visits) Germany (3 visits) Hong Kong (4 visits) Japan (3 visits) Japan and South Korea (4 visits)	To recruit international students	Consistent with the Victorian Government's International Education Recovery Plan 2025, the visits delivered training to, and built relationships with, accredited education agents and cross-government partners. Prospective international students were recruited and pre-departure seminars for commencing students and their parents were delivered.
Principals (9) Assistant principals (3) (multiple schools)	India (12 visits)	To engage women leaders in education and identify opportunities for collaboration among participating schools in Victoria and India	The attendees produced an action research project and accompanying resources to inform their school's planning. This was shared with all Victorian government schools via communication channels such as the Global Learning and Engagement Newsletter.
Principals (6) Assistant principal (1) School staff (3) (multiple schools)	China (8 visits)	To attend the Jiangsu International Forum for School Principals to engage with international leaders in school and system excellence	The opportunity enabled school staff to strengthen their intercultural understanding, global citizenship, language learning and academic aspirations, and good practice in teaching, curriculum and assessment.

Officer	Destination	Objective	Outcome
Principals (2) Assistant principals (5) Lead teachers (9) School staff (44) (multiple schools)	Japan (8 visits) Germany (2 visits) Indonesia (1 visit) Vietnam (1 visit) France (1 visit) Italy (1 visit)	To conduct sister-school exchange visits and provide students with cultural immersion	The experience enhanced students' multicultural and intercultural understanding and capabilities.
Lead teacher (1)	Indonesia (1 visit)	To provide an opportunity for the language teacher, through their school partnership program, to visit their sister-school	The visit enabled the teacher to deepen their understanding of the Indonesian language and develop knowledge of the sister-school's operations.
Principal (1) School staff (1) (multiple schools)	Indonesia (1 visit) India (1 visit)	To establish a sister-school relationship	The visit promoted the development of a sister-school relationship.
Principal (1) School staff (3)	Japan (1 visit)	To support students to develop intercultural understanding and to achieve a sister-school partnership	The visit deepened students' global learning and built global citizenship, intercultural capabilities and critical and creative thinking.
Assistant principals (3) Lead teachers (5) School staff (12) (multiple schools)	Italy (7 visits)	To support students of Italian language to develop intercultural awareness	The visit promoted student cultural immersion and enabled a deeper understanding of the Italian language.

Officer	Destination	Objective	Outcome
Assistant principals (2) Lead teachers (4) School staff (12) (multiple schools)	New Caledonia (2 visits) France (3 visits) Indonesia (1 visit)	To support students to participate in a language tour program	The visit enabled students to further develop their language skills and improve their intercultural understanding.
Principal (1) Assistant principals (4) Lead teachers (5) School staff (25) (multiple schools)	Belgium (1 visit) Cambodia and Vietnam (1 visit) France (2 visits) Germany (2 visits) Indonesia (3 visits) Italy (1 visit) Vietnam (1 visit)	To support students to develop intercultural understanding and be immersed in a foreign culture	The visit deepened students' global learning and built global citizenship, intercultural capabilities and critical and creative thinking.
Assistant principal (1) Lead teacher (1) Learning specialist (1) School staff (8) (multiple schools)	United States (3 visits)	To provide student basketball athletes with skills training	The opportunity allowed students to play against athletes from the home of basketball and improved their skillset and understanding of the sport.
Lead teacher School staff (3)	New Zealand (1 visit)	To support student volleyball teams to participate in a sports tour	The opportunity allowed students to play against athletes from overseas and improved their skillset and understanding of teamwork and resilience.
Assistant principal (1) School staff (3)	United States (1 visit)	To provide students with an opportunity to participate in an arts tour	The opportunity enabled students to develop intercultural capabilities and gain a deeper understanding of their arts subjects.

Officer	Destination	Objective	Outcome
Lead teacher (1) School staff (2)	Thailand (1 visit)	To support students to participate in a community project with the Ayui Foundation, which supports disadvantaged teenagers by providing access to education, health care, food and a safe place to live	Students worked at the Ayui Foundation for 5 days and completed 2 community service tasks. The opportunity also enabled students to complete cultural courses and immerse themselves in the culture, interact with Ayui Foundation students, and enhance their ability to think about others before themselves.
Lead teacher (1) School staff (1)	Japan (1 visit)	To support students to participate in the Japan Super Science Fair	The experience provided students with face-to-face international exchange and the sharing of scientific knowledge and expertise.
Assistant principal (1) School staff (4)	France (1 visit)	To undertake a study tour to enhance students' knowledge of humanities, English and art	The visit enabled students to immerse themselves in the culture and study of historic cities and landmarks, strengthening their learning in humanities and art.
Lead teacher (1) School staff (6)	Japan (1 visit)	To support students to experience different musical traditions on a global perspective	The experience enabled collaboration with other musicians from around the world, fostering growth and cultural exchange.
Lead teacher (1) School staff (1)	Indonesia (1 visit)	To support students' language proficiency and develop their intercultural awareness	The experience expanded students' knowledge of the Indonesian language and enhanced their intercultural awareness, sensitivity and skills. This also increased their interest in studying the Indonesian language in the Victorian Certificate of Education (VCE).
Lead teachers (16) School staff (40) (multiple schools)	Japan (16 visits)	To support students of the Japanese language to develop intercultural awareness	The experience expanded students' knowledge of the Japanese language and enhanced their intercultural awareness, sensitivity and skills.

Officer	Destination	Objective	Outcome
Lead teacher (1) School staff (2)	New Zealand (1 visit)	To support students to engage in a sustainability project and develop leadership skills	The experience challenged students to be more sustainable and facilitated development of leadership skills and independence in a new cultural setting.
Assistant principal (1) Lead teachers (6) School staff (7) (multiple schools)	Malaysia (5 visits) New Caledonia (1 visit)	To support students to participate in the Da Vinci program	The opportunity enabled students to expand their thinking and build their knowledge about the environment. It also increased awareness and passion for the environment and the broader world around them.
Lead teachers (2) School staff (1)	Singapore (2 visits)	To provide students with an opportunity to compete in the F1 in Schools World Finals	The experience showcased students' practical application of science, technology, engineering and mathematics (STEM) skills, teamwork and innovation. Students participated in the F1 in Schools World Final after winning the National Final.
Principal (1) Assistant principal (1) School staff (10) (multiple schools)	Japan (1 visit) United States (1 visit)	To support music students to participate in international workshops and perform as a music ensemble	The opportunity improved students' skillsets and understanding of music. Students performed with and for students at varying levels from various schools and participated in workshops facilitated by world-class musicians.
Lead teachers (6) School staff (13) (multiple schools)	Nepal (2 visits) Malaysia (4 visits)	To develop students' leadership skills by participating in a World Challenge Australasia expedition	The experience fostered students' self-discovery, independence and resilience and enhanced their multicultural and intercultural understanding.
Lead teacher (1) School staff (4)	Greece and Italy (1 visit)	To encourage students to explore and engage with the culture of destinations studied in the history curriculum	The opportunity enabled students to experience key locations from the history curriculum and deepen their understanding of the past, as well as to experience different contemporary cultures.

Officer	Destination	Objective	Outcome
Lead teacher (1) School staff (1)	Vietnam (1 visit)	To enable students to immerse themselves in a different culture	The experience allowed students to develop organisational skills and navigate travel in a country with a different culture and language.
Assistant principal (1) School staff (1)	Cambodia and Vietnam (1 visit)	To provide students with an opportunity to study the history and culture of Cambodia and Vietnam	The visit enabled students to immerse themselves in studying environmental, cultural and historical sites of 2 South-East Asian countries.
Lead teacher (1) School staff (2)	Sri Lanka (1 visit)	To engage students with other cultures, including their school programs, and develop their cricket skills	The travel broadened intercultural understanding and allowed students the opportunity to compete against high-quality international cricketers.
Assistant principal (1) School staff (2)	Nepal (1 visit)	To provide students an opportunity to exchange experiences with peers from other cultures and learn about sustainability in, and the environment of, another nation	The travel enabled students to learn about sustainability in another country and to understand its environmental, political, social and cultural diversity.
Principal (1) Assistant principals (6) Lead teachers (3) School staff (10) (multiple schools)	United States (9 visits)	To enhance student engagement in science, technology, engineering, art and maths (STEAM) education by visiting a NASA site	The travel promoted students' engagement with STEAM activities and skills, exposing them to real-world situations. It also enhanced the schools' learning programs in STEAM. Students with vision impairment experienced a specialist STEAM program.
Lead teacher (1) School staff (1)	Singapore (1 visit)	To support students to participate in the Singapore International Maths Challenge 2.0, a mathematical and computational modelling challenge	The travel allowed students to enter the Singapore International Maths Challenge 2.0. Students gained insight into mathematical modelling challenges and staff participated in an Education and Learning Festival.

Officer	Destination	Objective	Outcome
Lead teacher (1)	New Zealand (1 visit)	To support students to attend an international camp and build various skills	The travel enabled students to maintain relationships with students at a long-standing partner school and develop organisational and leadership skills, confidence and independence.
Assistant principal (1) School staff (3)	Japan (1 visit)	To encourage students to participate in an international exchange program	The experience enabled students to participate in an immersive cultural experience and develop important life skills such as independence, adaptability and resilience.
Lead teachers (2) School staff (6) (multiple schools)	Indonesia (2 visits)	To engage students in Indonesian culture and language	The travel provided opportunities for students to use and develop their language skills and gain an insight into the diversity of Indonesian culture.
Lead teacher (1) School staff (3)	New Zealand (1 visit)	To support students to participate in a water polo tournament	The travel allowed students to represent their school at an elite level in water polo.
Lead teachers (2) School staff (5) (multiple schools)	New Caledonia (2 visits)	To improve students' French language skills and develop an understanding of French culture	The visit improved students' French language skills and understanding of French and New Caledonian culture.
Assistant principal (1) School staff (4)	England, France, Germany and Belgium (1 visit)	To enable students to experience and learn about the culture of different countries	The tour provided students with the opportunity to gain cultural awareness and prepare a project for key curriculum learning areas.
Lead teacher (1)	Cambodia (1 visit)	To enable students to participate in the Ambassadeur en Herbe and engage in diplomatic debate and cultural exchange	The experience assisted students in developing French language and debating skills as part of the Agency for French Education Abroad initiative.

Officer	Destination	Objective	Outcome
Lead teacher (1) School staff (6)	France (1 visit) Germany (1 visit) Japan (1 visit)	To improve students' language skills and develop their intercultural understanding	The travel enabled students to develop their oral skills, and build independence, self-awareness and intercultural understanding.
Lead teacher (1) School staff (1)	United States (1 visit)	To enable students to challenge international peers in STEM learning by competing in robotics	The experience enabled students of robotics to compete with peers from across the world while deepening their learning.
Lead teacher (1)	United States (1 visit)	To provide students with an opportunity to compete internationally in the track and field event, Simplot Games	The visit exposed students and staff to international competition at the Simplot Games, the largest indoor track and field event in the United States and facilitated personal growth.
Assistant principals (4) Lead teachers (9) School staff (11) (multiple schools)	New Guinea (9 visits)	To support students to learn about Australian military history and experience the Kokoda track	The experience enabled students to develop an understanding of World War II and Australian history. Students built resilience and leadership skills in a natural environment in a different country.
Lead teacher (1) School staff (3)	Nepal (1 visit)	To enable students to experience different cultures and ways of life while strengthening their wellbeing, relationships and adaptability	The travel provided students with an experience of different cultures and ways of living, encouraging them to adapt to new environments outside their comfort zone.
Assistant principal (1) School staff (2)	Nepal (1 visit)	To exchange experiences with student peers from a different culture and demographic and learn about sustainability and the environment of another nation	The travel enabled students to learn about the sustainability of another country and provided an opportunity for students to understand its environmental, political, social and cultural diversity.

Officer	Destination	Objective	Outcome
Lead teacher (1)	New Zealand (1 visit)	To support students to attend an international camp and build various skills	The travel enabled students to maintain relationships with a long-standing partner school while developing planning and organisational skills, confidence, independence and leadership.
Principal (1) School staff (1)	Czech Republic (1 visit)	To enable school staff to attend the 8th Innovative Learning Space Summit	The opportunity enabled school staff to build their knowledge of artificial intelligence, immersive virtual reality in classrooms and collaborative learning spaces, and align teaching practices with rich learning environments.
School staff (1)	England (1 visit)	To represent the school on the stage at the premiere of the school's documentary at the London Film Festival	This opportunity enabled the school to unveil its documentary film, which reflected inclusive school and department practices.
School staff (1)	Japan (1 visit)	To attend the 10th International Outdoor Education Research Conference	The visit enabled school staff to share research about outdoor education with international peers.
School staff (1) Cricket coach (1)	India (1 visit)	To provide an opportunity for students to attend the Global Cricket School	The visit enabled students to train and play cricket overseas and provided outstanding cultural experiences for the touring group.
School staff (3)	Belgium and France (1 visit)	To enable staff and student-athletes to attend the International Hockey Federation	The visit enabled student-athletes and staff to observe a high-performance environment through exposure to national men's and women's hockey teams and highly qualified coaching staff and administrators.
Principal (1) School staff (1)	Czech Republic (1 visit)	To attend the Innovative Learning Spaces Summit to understand the best use of learning spaces	The opportunity assisted the school to effectively plan the use of space in their new building.

Officer	Destination	Objective	Outcome
Principal (1) School staff (4)	New Zealand (1 visit)	To explore best practices in maximising mathematics proficiency among students	The opportunity enabled the school to make connections with high-performing schools in New Zealand and share best practice. It assisted in planning a school-wide approach to mathematics.
Principal (1) Assistant principal (1) (multiple schools)	United States (2 visits)	To further enhance leadership capacity as part of the Menzies School Leader Fellowship program	The opportunity improved understanding of leadership. Lessons about leadership were shared among the leadership network to build consistency and improve the knowledge of leadership staff.
Principals (4) Staff (3) (multiple schools)	New Zealand (4 visits)	To enhance schools' understanding of culturally responsive teaching methods and develop effective communication channels with First Nations parents and carers	The leadership team immersed themselves in Pasifika culture and established a community of practice with New Zealand counterparts and the First Nations community.
Principal (1) School staff (2)	United States (1 visit)	To attend a conference to complement further implementation of the school's Framework for Improving Student Outcomes Cycle	The knowledge gained has been used to build consistency, improve staff knowledge and skills of literacy and numeracy, and build student agency.
Principal (1)	England (1 visit)	To address the school's Strategic Plan of increasing the teaching cohort by travelling to England to meet teaching candidates	The opportunity enabled the school to directly access high-quality candidates, then employ 6 teachers with appropriate qualifications.
Principal (1) School staff (2)	Switzerland, Finland and Denmark (1 visit)	To observe successful teaching practices in Finnish and Swiss education to inform the school's 2025–29 Strategic Plan	The experience increased the variety of learning offerings for special need students. The knowledge gained was shared among the Special Schools Improvement Network.

Officer	Destination	Objective	Outcome
Assistant principal (1)	France (1 visit)	To attend the United Nations Educational, Scientific and Cultural Organization General Conference and the United Nations Educational, Scientific and Cultural Organization Varkey Global Teacher Prize ceremony as a top-50 finalist	The participants gained insights into innovative educational practices and policies and established connections with award finalists from around the world to further collaborate on a global project about sensory processing.
Principal (1) School staff (1)	Japan (1 visit)	To attend the 10th International Outdoor Education Research Conference	The knowledge gained assisted in implementing an improved outdoor lesson program that increased literacy and numeracy achievement levels.
Principal (1)	United States (1 visit)	To attend the School Leaders Study Tour to learn more about high-value approaches to instructional leadership, teaching practice and student engagement	The visit provided an opportunity to examine new approaches to improving student engagement and new classroom-based management strategies. It also investigated best-practice use of artificial intelligence in the classroom and how to utilise explicit teacher instruction approaches in the classroom.
Principal (1) School staff (2)	Finland (1 visit)	To observe successful teaching practices in Finnish education	The travel has helped to guide new approaches to staff and student wellbeing, including amplifying student voice and learner agency, implementing proactive staff wellbeing initiatives, and providing continued support for early-career teachers in their professional development.
Principal (1)	United States (1 visit)	To undertake a professional education program as part of the Public Education Foundation's Principals' Scholarships	The visit enabled the principal to undertake a short professional education program at the Harvard Graduate School of Education and develop student-focused school engagement strategies.

Officer	Destination	Objective	Outcome
Principals (2) School staff (2) (multiple schools)	New Zealand (2 visits)	To observe the strategies used by overseas schools in improving academic outcomes and student engagement for the Pasifika community	The visit provided students and staff with an opportunity to connect with and immerse themselves in the Indigenous community and deepen understanding of the Pasifika community. The knowledge gained will help the schools embed cross-cultural understandings to improve their engagement with students and families, leading to improved student outcomes.
Assistant principals (2) Lead teachers (4) School staff (5) (multiple schools)	Malaysia (3 visits) New Caledonia (2 visits) Cambodia (1 visit)	To participate in training as required by the French Ministry of Education to maintain accreditation with the Agency for French Education Abroad initiative	The visit enabled participation in professional development training to maintain the necessary accreditation.
Lead teacher (1)	United States (1 visit)	To complete the Project Based Learning course at the Project Based Learning World 2024 Conference	The lead teacher attended a 3-day workshop on Project Based Learning that equipped them with skills to provide professional development training for out-of-subject primary school teachers who are teaching STEM subjects. The trip also contributed to Australia's future involvement in providing interns to the NASA program.
Principal (1)	South Korea (1 visit)	To develop a deeper understanding of student health and wellbeing and establish a professional global network	The visit facilitated collaboration between the department, Deakin University and overseas professionals to research the priority area of student mental health and wellbeing.

Officer	Destination	Objective	Outcome
Lead teacher (1) School staff (1)	China (1 visit)	To promote global learning by building relationships with overseas schools	The visit enabled relationships with overseas schools and government jurisdictions to promote global learning and engagement. The school, which has a large Chinese community, has been able to enhance their understanding of community practices. The trip has also further developed the school's Language and Global Learning programs for all students.
Principal (1) School staff (2)	United States (1 visit)	To attend the Plain Talk About Literacy and Learning conference to connect with leading experts in reading instruction, be immersed in the latest educational research, and gather actionable strategies to bolster literacy instruction at special school settings for students with disability	The trip provided a comprehensive platform for professional development, strategic planning and networking opportunities that will contribute significantly to improving literacy programs at special school settings for students with disability.
Lead teacher (1)	Germany (1 visit)	To improve language proficiency and build a professional network	The lead teacher improved their language proficiency and developed a network of German language colleagues.
Principal (1) School staff (3)	United States (1 visit)	To participate in the Future Schools international study tour and improve leadership skills	The tour enhanced participants' understanding of Project Based Learning and design thinking, leading to the integration of inquiry-based projects in the Years 7 and 8 curriculum across English, humanities, maths and science. Key priorities now include boosting student engagement, voice and agency, especially in Years 8 to 10. Real-world problem-solving and hands-on activities are a focus for Years 9 and 10.

Officer	Destination	Objective	Outcome
Assistant principal (1) School staff (2)	United States (1 visit)	To undertake a study tour to improve knowledge and skills in literacy and numeracy	The experience fostered greater consistency, knowledge and skills in literacy and numeracy and gave school staff insights to further develop student agency. It also led to the implementation of new learning through the Framework for Improving Student Outcomes Improvement Cycle.
Principal (1) Lead teacher (1) School staff (1) (multiple schools)	South Korea (2 visits)	To attend the International Baccalaureate conference and learn about International Baccalaureate practices and methodologies	School staff engaged in and learned from a broad spectrum of sessions, workshops and discussions. This informed the integrity and implementation of the Primary Years Program.

Table 4. Details of corporate travel

Officer	Destination	Objective	Outcome
VPS officers (7)	Vietnam (3 trips) Cambodia (1 trip) Hong Kong (1 trip) South Korea (1 trip) Japan (1 trip)	To increase the number of international students studying in Victoria	These trips promoted the International Student Program, consistent with the Victorian Government's International Education Recovery Plan 2025.
School Nurse Program Manager	United States	To attend the National School Nurse Annual Conference	The visit improved the department's knowledge of methods to promote student health and academic success; nursing interventions for students with chronic health conditions including mental health; and the delivery of culturally competent care in schools.

Officer	Destination	Objective	Outcome
Executive Director	South Korea and Japan	To advance the department's Global Learning and Engagement strategy and plan, as well as the International Student Program recovery, growth and diversification strategy	The travel built relationships with key stakeholders and demonstrated the department and the Victorian Government's commitment to collaboration and partnerships.
Chief Information Officer	New Zealand	To attend the National Education Digital Advisory Group – a quarterly forum for Australian and New Zealand chief information officers	The travel provided the opportunity for the chief information officer to understand other jurisdictions' initiatives, challenges and opportunities in relation to technology and information management in schools.
Director	New Zealand	To attend the Australia and New Zealand School of Government Towards Strategic Leadership (Express) course	The travel allowed the department to enrich its strategic leadership skills base.
VPS officers (3)	New Zealand	To undertake the Managing Public Sector Organisations core subject of the Australia and New Zealand School of Government Executive Master of Public Administration degree	The experience improved the officers' confidence, critical thinking and skills for managing complex challenges.
Director (1) VPS officers (2)	New Zealand	To observe and learn from the New Zealand Ministry of Education's successfully implemented and operationalised student transport system	The visit increased staff knowledge about a successful student transport system, informing the department's transport planning and implementation.

Major promotional, public relations and marketing activities

The following table details the department's major promotional, public relations and marketing activities in 2023–24 to develop community awareness of the department and its services.

Table 5. Major promotional, public relations and marketing activities

Activity	Purpose	Total cost (\$ excl. GST)
Best Start, Best Life: implementation and awareness-raising	To complement the Best Start, Best Life campaigns, non-advertising communication targeted families, their community influence, and the current and prospective workforce. Communication activity raised awareness of the reforms and promoted the value in early childhood education careers	309,296
Best Start, Best Life: culturally and linguistically diverse communications	To develop and implement a comprehensive communication plan to target families from culturally and linguistically diverse backgrounds to encourage enrolment and participation in early childhood education programs	301,681
Regional and rural pre-service teacher placements: creative development	To promote the range of programs and incentives to attract more pre-service teachers to temporarily relocate and complete a teaching placement in a Victorian regional or rural public school, or any specialist school across the state	153,156
Senior Secondary Pathways Reform (VCE Reforms): public relations	To inform Years 9 and 10 students and their parents about the changes to the VCE and the introduction of the VCE Vocational Major. The activity included social content development, a partnership event, school events and development of an online tool	497,445
Senior Secondary Pathways Reform: social content series	To deliver a social content series aimed at Years 9 and 10 students and their parents that showcases real-life examples of career journeys and behind-the-scenes insights to various workplaces, aligned to vocational education and training priority pathways	229,738
Teach the Future and VCE Reforms websites: user experience review and updates	To review and update both the Teach the Future and VCE Reforms campaign websites, including user research and testing to improve users' journey and experience	163,669

Activity	Purpose	Total cost (\$ excl. GST)
Teacher Recruitment Campaign (Teach the Future): direct marketing	To complement the Teach the Future advertising campaign, this activity communicated with pre-service teachers and hard-to-reach audiences (such as culturally and linguistically diverse communities and First Nations people) to promote the programs and incentives available, as well as promoting teaching as a career more broadly	71,000
Teacher Recruitment Campaign (Teach the Future): public relations	To complement the Teach the Future advertising campaign, this activity targeted school-leavers and career switchers to raise awareness of the benefits of a career in teaching and the incentives available to prospective teachers. Activities included career expos and stakeholder engagement, organic social media marketing, teacher case studies, a content creation strategy, a digital pathways tool, ambassador partnerships and sponsorships.	1,665,202

Industrial relations

Industrial relations statements

Department employees, other than executive officers, are covered by industrial agreements. The Victorian Public Service Agreement 2020 came into effect on 9 October 2020 and nominally expired on 20 March 2024. A replacement Victorian Public Service Agreement 2024 has been negotiated and will be implemented next financial year.

The Victorian Government Schools Agreement 2022 commenced on 25 July 2022, with a nominal expiry date of 31 December 2025. This agreement applies to the government teaching service, including executives, principals, assistant principals, teachers, paraprofessionals and education support class, including school nurses.

Time lost through industrial actions and disputes

No time was lost due to industrial action or disputes during 2023–24.

Major committees

The following 2 tables list the department-sponsored major governance committees and major project or operational committees.

Table 6. Major departmental governance committees

Committee	Purpose	Extent of purpose achieved
Audit and Risk Committee (ARC)	<p>To support the Secretary in discharging their accountability and governance responsibilities in accordance with the Standing Directions 2018 under the <i>Financial Management Act 1994</i> (Standing Directions).</p> <p>ARC was established in 2003 to comply with the Standing Directions, which require public sector agencies to appoint an audit committee to oversee and advise on matters of accountability and internal control underpinning the department's operations. ARC is directly responsible to the Secretary and provides independent advice on matters relating to governance, financial and risk management, and audit and control assurance activities.</p>	<p>ARC met 6 times and successfully fulfilled its mandate in monitoring and providing advice to the Secretary on matters relating to governance, financial and risk management, and audit and control assurance activities.</p> <p>This has included the endorsement of the 2022–23 Annual Financial Statements, Report of Operations, and Financial Management Compliance Report, in addition to supporting the development of the department's refreshed strategic risk profile, internal audit plan and school council financial assurance program.</p>
Budget and Financial Management Committee (BFMC)	To advise the Executive Board (EB) on priorities for budget and finance matters, provide oversight of the department's budget and finances, and act as a decision-maker for EB on budget and finance matters in accordance with its terms of reference	BFMC met monthly and monitored the financial position of the department by considering the Budget Management Report, Student Resource Package Report, and program or expenditure-related updates. BFMC managed the allocation of financial resources in alignment with the department's service delivery, planning objectives and government priorities.
Child Safety Committee	To provide strategic oversight of the department's child safety policy, guidance, capability, practice and compliance obligations	The committee met for the first time on 13 June 2024. The committee endorsed its Terms of Reference and an initial set of priority issues to address in a work plan. EB endorsed the Terms of Reference in June 2024.

Committee	Purpose	Extent of purpose achieved
Climate Change Committee	To provide assurance to EB that the department is meeting its environmental obligations, including overseeing the department's commitment to resilience, mitigation and adaptation to climate change	<p>The committee was established in October 2023 and met 6 times in 2023–24. It:</p> <ul style="list-style-type: none"> oversaw governance related to climate action and environmental risks, including approving the establishment of working groups oversaw delivery of the <i>Education and Training Climate Change Adaptation Action Plan</i> endorsed completion of a study into achieving net zero emissions endorsed establishment of a new Environmental Management System that incorporates all departmental operations.
Culture, People and Integrity Committee	To advise EB on significant and strategic culture and capability matters related to the department's VPS workforce. The committee also oversees and provides assurance on strategies that promote integrity, diversity and inclusion, and occupational health and safety, across the department's VPS and Teaching Service workforces.	The committee met 7 times, providing strategic oversight of relevant policies, strategies and initiatives, including the department's Disability Action Plan 2023–27, Learning and Development and Talent Strategy, Cultural Diversity Plan 2023–27, and Speak Up platform. It also discussed workforce planning and development, diversity and inclusion, and employee health, safety and wellbeing matters.
Executive Remuneration Committee (ERC)	ERC ensures that a consistent and rigorous approach is taken to setting and adjusting remuneration for the senior executive service within the department and its statutory authorities. The approach to setting and adjusting remuneration complies with the Victorian Public Sector Commission's Victorian Public Service Executive Employment Handbook.	ERC met 5 times to consider and approve executive remuneration outcomes following the annual executive remuneration review and ad hoc reviews. It forecast changes to the executive profile of the department and monitored executive contract renewals.

Committee	Purpose	Extent of purpose achieved
Information Management and Technology Committee (IMTC)	<p>To advise EB on priorities relating to Information Management and Technology (IMT) matters and provide oversight and decision-making authority on the department's IMT business objectives.</p> <p>IMTC also ensures that departmental information systems are compliant with all relevant legislation and standards.</p>	<p>IMTC met 11 times with an additional 3 meetings held for out-of-session decisions. IMTC 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>Activities included support of the approach to remediating a number of legacy systems across the department, and implementation of a departmental Data Governance Council, the implementation of an Information Management and Technology Division Policy Framework and the expansion of the Arc learning platform.</p>
Infrastructure Planning and Delivery Committee	To provide 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 (non-financial) assets	The committee 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 department's approach to building schools, enrolment management, and the department's strategic asset management plans.
Kindergarten Reform Standing Committee	To advise EB on kindergarten reform, from policy design to implementation. The committee provides strategic oversight of significant reform activity including the Best Start, Best Life reform (Pre-Prep, 50 Early Learning and Childcare Centres and Free Kinder) and Three-Year-Old Kindergarten.	The committee met monthly and provided oversight of policy and program design, sector engagement, implementation activities, whole-of-reform evaluation design and operational changes in kindergarten settings.
Procurement and Probity Committee (PPC)	To provide strategic oversight of the department's procurement activities to ensure appropriate rigour is exercised in accordance with the procurement policy. In doing so, PPC supports the Secretary's obligations under the Victorian Government Purchasing Board supply policies and the Financial Management Act. PPC does not consider procurement related to construction or property.	<p>PPC met monthly. In 2023–24, PPC considered 108 requests for approval relating to high-value procurement activities, either to approach the market or to engage a recommended supplier.</p> <p>PPC endorsed the department's Procurement Activity Plan and the Corporate Procurement Policy.</p>

Committee	Purpose	Extent of purpose achieved
Schools Policy and Priorities Committee	To provide strategic oversight of significant current and planned school reform activity and support coherent and effective implementation of priorities.	The committee met fortnightly and provided strategic oversight of priority initiatives, monitored performance and risks, and approved project documentation in line with governance thresholds.

Table 7. Major departmental project and operational committees

Committee	Purpose	Extent of purpose achieved
Autism Education Strategy Advisory Group	To provide advice and feedback to the department to help realise the intent of the <i>Autism Education Strategy</i> . The advisory group includes representatives from several organisations that provide support to improve outcomes for autistic students.	The group meets quarterly to guide the implementation of the <i>Autism Education Strategy</i> .
Behaviour Oversight Group	To oversee the department's compliance with Regulations 24 and 25 of the Education and Training Reform Regulations 2017.	The committee convened each term to acquit the department's obligations to review data and monitor any incidence of restraint, seclusion or corporal punishment.
Best Start, Best Life Taskforce Advisory Group	To provide advice and support on the design and implementation of the Best Start, Best Life reforms. To support the need for deep, ongoing engagement and evolving consultation, reference groups were established to focus on specific issues.	The group met 4 times to provide feedback and advice on the design and implementation of the reforms. The Workforce Reference Group and Inclusion Reform Reference Group met twice, and the Change Management and Service Delivery Reference Group held one meeting.
Budget Strategy Panel	To provide assurance to the Secretary and EB on development of the department's State Budget submission. To provide advice on the strategic direction of the submission to ensure coherence and consistency across portfolios.	The panel met 10 times to provide advice on the scale and scope of initiatives, ensuring the budget submission aligned with the government's priorities.

Committee	Purpose	Extent of purpose achieved
Child Information Sharing Steering Committee	To monitor the use and impact of the Child Information Sharing Scheme and evaluate reform outcomes. To oversee a whole-of-government work plan and contribute to strategic direction on critical policy elements, actions and strategies to support the operation of the scheme.	The committee met quarterly to continue to monitor the use and impact of the Child Information Sharing Scheme and provide oversight of a range of projects supporting the operation of the scheme, including implementing the government response to the 5-Year Review recommendations.
Child Link Board	To provide project oversight and decision-making to ensure the Child Link program is designed and delivered to meet legislative and business requirements and reform outcomes.	The board met quarterly and provided direction and decision-making. The board continues its ongoing governance role during the implementation phase.
Children's Services Coordination Board – Aboriginal Families and Children Working Group	To address priority area 4 of the Children's Services Coordination Board's workplan, to 'strengthen collaboration to improve outcomes for Aboriginal children'. The working group coordinates a strategic approach across the Victorian Government to improve outcomes for First Nations families and children, particularly those vulnerable to harm, disadvantage or social exclusion.	The working group met 3 times to support cohesion between systems in strengthening inclusive curriculum and supporting enhanced inclusion in students' learning.
Disability Inclusion Advisory Group	To ensure the voices of families and students with disability are represented and amplified in the governance and implementation of disability inclusion programs	The group met bi-monthly to receive implementation updates from the department and provide feedback on a range of matters relating to the implementation of disability inclusion.
Inclusive Education Expert Panel	To provide advice to the department on the inclusive education agenda for students with disability. The panel is chaired by the Secretary and comprises experts in the disability and education sectors.	The panel met 4 times to discuss matters relating to implementation of the disability inclusion program and the broader inclusive education agenda.

Committee	Purpose	Extent of purpose achieved
Koorie Education Working Group	To support the School Policy and Funding Advisory Council (SPFAC) in its priority focus on Koorie students. This means collaborating on raising aspirations and achievement for Koorie students, including implementing the <i>National Aboriginal and Torres Strait Islander Education Strategy</i> .	The Koorie Education Working Group met 3 times. The group identified and progressed 4 key areas of work: attendance and engagement, curriculum, workforce attraction and retention, and Child Safe Standard 1.
Marrung Central Governance Committee	To monitor and oversee implementation of the <i>Marrung: Aboriginal Education Plan 2016–2026</i> . The committee is co-chaired by the Secretary and the President of the Victorian Aboriginal Education Association Incorporated. It is part of a broader governance mechanism that ensures accountability for Marrung, which includes a project control board and regional partnership forums.	The committee met twice. Since the extension of its membership, the Koorie caucuses for the Aboriginal Justice Forum, Yuma Yirramboi and Dhelk Dja have participated in this committee.
Marrung Project Control Board (PCB)	To act as a decision-making body responsible for monitoring and managing initiatives that address actions in the <i>Marrung: Aboriginal Education Plan 2016–2026</i> . The body was created by EB and agreed by the Marrung Central Governance Committee.	Marrung PCB met 3 times. A new ‘deep dive’ process commenced requiring submission of in-depth papers on implementation of actions, to encourage greater transparency and accountability to PCB across the department.
Non-Government Schools Reference Group	To support the SPFAC, as the primary consultation forum for discussion between the department, Victorian Catholic Education Authority and Independent Schools Victoria on funding and related matters	The reference group met 3 times. It discussed and advised on impacts of funding initiatives announced on the 25% linkage set out in the <i>Education and Training Reform Act 2006</i> for non-government schools funding.

Committee	Purpose	Extent of purpose achieved
Oracle Cloud Project Control Board (PCB)	To govern and provide oversight for implementation of the Oracle Cloud project, managing risk, budget and scope to support realisation of intended benefits and outcomes	Oracle Cloud PCB commenced in May 2024. Two meetings were held by 30 June 2024. Oracle Cloud PCB significantly enhanced focus and accountability and progressed specific areas of the implementation process. The strategic refinement of its composition to fewer, more senior members improved decision-making efficacy and engagement.
School Policy and Funding Advisory Council	To provide advice to the Minister for Education on regulatory, policy and funding issues that affect government and non-government schools	SPFAC met 3 times. Key areas of focus included school workforce challenges, inclusive education and the Disability Royal Commission.
Securing Connected Learners Program Control Board	To provide oversight for the whole Securing Connected Learners project lifecycle, from initiation to implementation, and management of the design and development of the Securing Connected Learners program	The board met 3 times. The board oversaw the ongoing status and associated risks of the program, including engagement of school leadership, the update of Office of the Victorian Information Commissioner requirement for schools, and implementation of the school foundational technology services.
Senior Secondary Pathways Reform Inter-Departmental Committee	To provide strategic oversight and decision-making on the implementation of the recommendations from the review into vocational and applied learning pathways in senior secondary schooling (the Firth Review). The committee also manages links with other related reforms including jobs and skills initiatives in the Training and Skills and Higher Education portfolios in the Department of Jobs, Skills, Industry and Regions.	The committee met monthly to provide strategic policy direction on major reforms. It also provided project governance, managed risk, and monitored performance and delivery against timelines and objectives.

Committee	Purpose	Extent of purpose achieved
Senior Secondary Reform Reference Group	To support the department and the Victorian Curriculum and Assessment Authority in implementing the senior secondary pathways reform agenda and to be informed of activities occurring as part of the reforms. The group brings together representatives from the school sector, vocational education and training sector, TAFEs, peak bodies, unions and employers.	The group met bi-monthly to support co-design and build consensus for the senior secondary pathways reform. The group discussed key reform elements, provided feedback on implementation and built momentum for reform overall.
Student Resource Package Consultative Committee	To provide a framework for consultations when considering policy and operational impacts of changes in school resourcing. The committee consists of key stakeholder organisations and ensures policy congruence with research, and development and maintenance of the current school funding model.	The committee met 4 times. It discussed and advised on the operational aspects of funding initiatives announced in the State Budget, such as the Tutor Learning Initiative, Disability Inclusion reforms and the Student Resource Package reform work that continues.
Victorian Schools Animal Ethics Committee	To review and approve applications from schools to use animals for teaching and scientific purposes in accordance with the Australian Code. The committee also provides advice to the department and Victorian schools on animal welfare issues in schools.	The committee met 7 times to discuss and approve applications for the use of animals in schools. It worked on updating the forms and templates that schools use to make animal ethics applications, including the guidance to schools.

Consultants and contractors

The tables below detail the consultancies and contractors engaged by the department in 2023–24.

This information may exclude payments to contractors made by government schools and payments for capital works in progress.

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

In 2023–24, there were 52 consultancies where the total fees payable was \$10,000 or greater. These consultancies incurred a total expenditure of \$6.36 million (excluding GST), recorded in the table below.

Table 8. Consultancies valued at \$10,000 or greater

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2023–24 (\$ excl. GST)	Future expenditure (\$ excl. GST)
ACIL Allen Consulting Pty Ltd	Evaluation of the implementation of the Family Violence MARAM Framework.	22/03/2023	31/10/2024	387,998	117,414	270,584
ACIL Allen Consulting Pty Ltd	Evaluation of the Tutor Learning Initiative (TLI)	24/04/2024	27/09/2024	126,900	76,140	50,760
ACIL Allen Consulting Pty Ltd	Evaluation of the Doctors in Secondary Schools program	29/05/2023	31/03/2024	135,700	115,680	–
Arup Australia Pty Ltd	Independent Review of School Capital Procurement and Planning Approach	18/03/2024	10/05/2024	250,000	250,000	–
Australian Council for Educational Research (ACER)	Evaluation of the Professional Learning Communities initiative	28/02/2022	30/04/2024	489,407	107,598	73,772
Australian Council for Educational Research (ACER)	Evaluation of the School-based Executive Class Principals Initiative	22/07/2020	30/06/2024	699,982	215,128	–
Bevington Consulting Pty Ltd	Human Resources Services Review	4/01/2024	26/04/2024	148,320	148,320	–
Bevington Consulting Pty Ltd	Resourcing Review and 360 Degree Review	14/08/2023	29/09/2023	38,520	38,520	–
Bevington Consulting Pty Ltd	360-degree Feedback Facilitation & Delivery Recommendations	30/10/2023	22/12/2023	41,690	41,690	–
CharterX	Architectural Blueprint for Early Learning Centres	12/10/2023	30/06/2024	45,000	45,000	–
Deloitte Access Economics	Service Delivery Models for DE's health, wellbeing and inclusion workforces	18/10/2023	22/12/2023	254,962	254,962	–
Deloitte Access Economics	Evaluation and review of existing departmental supports to distribute pre-service placements into rural, regional and disadvantaged Victorian government schools	30/05/2023	30/06/2023	124,587	72,727	–
Deloitte Access Economics	Development of an equitable funding model for non-school providers.	8/11/2023	19/01/2024	186,251	186,251	–

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2023–24 (\$ excl. GST)	Future expenditure (\$ excl. GST)
Deloitte Access Economics	Evaluation of Initial Teacher Education and Pre-Service Teacher placement initiatives	7/05/2024	30/11/2026	591,717	150,000.00	441,717
Deloitte Access Economics	Early Childhood Inclusion System Reform Research Project	30/04/2024	31/12/2024	524,800	103,078	421,722
Deloitte Access Economics	Evaluation of Kinders in Hospital program	31/10/2023	31/07/2024	199,551	199,552	–
Deloitte Consulting Pty Ltd	Technical review of integration layer, with recommendations	11/08/2023	30/06/2024	21,580	21,580	–
Deloitte Touche Tohmatsu	Finance Operating Model Optimisation	7/10/2022	31/12/2023	688,530	500,195	–
Deloitte Touche Tohmatsu	Review of Operating Model for Non-Government Schools	30/04/2024	16/08/2024	90,516	45,258	45,258
Deloitte Touche Tohmatsu	Advice on English as an Additional Language	14/03/2024	12/10/2024	338,683	99,528	75,268
Deloitte Touche Tohmatsu	Mental Health in Primary Schools funding model review	5/12/2022	1/12/2023	134,000	80,400	–
Deloitte Touche Tohmatsu	Summative evaluation of the interventions to improve the educational engagement of children and young people from initial point of contact with police, when appearing before the courts, in custody and upon release	24/11/2023	20/12/2024	300,000	94,543	89,106
Deloitte Touche Tohmatsu	Develop, scope and design an amalgamated program for end-to-end career supports for beginning teachers	2/02/2024	15/03/2024	84,892	84,892	-
Deloitte Touche Tohmatsu	Evaluation of NDIS Navigator program	27/02/2024	31/10/2026	264,688	47,224	217,464
Deloitte Touche Tohmatsu	Portfolio Asset Management Allocation - Capital Upgrades and New Schools	18/03/2024	31/08/2024	98,920	67,560	8,840
Deloitte Touche Tohmatsu	Research and analysis to develop a roadmap for a Victorian model of family and service hubs	14/05/2024	30/11/2024	271,334	241,503	29,831
Deloitte Touche Tohmatsu	Research and report on options for a new model of equity funding for schools to improve outcomes for disadvantaged students	3/06/2024	16/08/2024	129,141	129,141	-
Edified Pty Ltd	Review of International Student Program markets to guide investment decisions and identify trends in international student recruitment	1/12/2023	30/06/2024	39,500	39,500	–
Ernst and Young	Review of Student Eligibility Processes for Victorian Government Specialist Schools	4/08/2023	30/04/2024	444,479	425,154	19,325
Ernst and Young	Panel for review of 2023 VCE examinations	6/12/2023	30/06/2024	128,000	128,000	–
John Bennett	Panel for review of 2023 VCE examinations	6/12/2023	30/06/2024	65,175	65,175	–
KPMG Australia	Readiness review for establishment of Early Learning Childcare Centres	16/05/2024	12/07/2024	129,789	77,919	51,870

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2023–24 (\$ excl. GST)	Future expenditure (\$ excl. GST)
KPMG Australia	Project management maturity assessment and implementation plan for PMO supporting kinder and prep reform	30/03/2023	30/06/2023	227,023	227,023	–
KPMG Australia	Supply market review and analysis of payroll service providers	3/07/2023	1/08/2023	132,563	132,563	–
KPMG Australia	Review of operating model and service design	26/04/2023	28/08/2023	173,160	173,160	–
KPMG Australia	Review arrangement for the provision of vocational education in youth justice settings	15/03/2024	14/05/2024	137,670	137,670	–
Monocle Education Limited	Global Learning and Engagement Program Review	13/09/2023	30/06/2024	63,600	63,600	–
Murdoch Children's Research Institute	Review of school-based health, wellbeing and mental health data collection requirements	19/02/2024	30/04/2024	135,662	135,662	–
Nous Group Pty Ltd	Evaluation of place-based partnerships to support school engagement and completion initiative	14/10/2020	30/12/2023	352,031	56,577	-
Nous Group Pty Ltd	Review of child safety governance and implementation	27/12/2023	16/02/2024	150,000	150,000	–
Nous Group Pty Ltd	Design and implementation of innovative approaches to reduce teacher workload, in accordance with Action 12 of the National Teacher Workforce Action Plan (NTWAP).	23/01/2024	1/07/2024	226,000	226,000	–
Protegic Consulting Pty Ltd	Development of a CMS strategy framework aligned with the department's architecture roadmap	20/07/2023	30/06/2024	30,500	30,500	–
Protegic Consulting Pty Ltd	Development of the <i>Corporate Digital Strategy</i> initiatives, and benefits realisation	1/07/2023	30/06/2024	42,500	42,500	–
R2S Training and Education Pty Ltd	Review of department strategic risk profile	1/11/2023	30/06/2024	43,490	43,490	–
Right Lane Consulting Pty Ltd	Independent review of program management approaches used by the Senior Secondary Pathways Reform Taskforce to ensure ongoing suitability	20/11/2023	30/06/2024	48,000	48,000	–
Risk Resolve Pty Ltd	Risk assessment of shooting sports in schools	11/04/2024	30/06/2024	44,700	9,340	35,360
Scyne Advisory Pty Ltd	Review of Oracle Governance	5/02/2024	30/04/2024	89,545	89,545	–
Taylor Fry	Development of model for funding demand projections	6/10/2023	27/06/2024	321,817	190,419	131,398
The Australian Council for Educational Research (ACER) Limited	Panel for review of 2023 VCE examinations	6/12/2023	30/06/2025	100,000	74,760	25,240
The Behavioural Architects Australia Pty Ltd	Career Advisors Research regarding the promotion of early childhood educator careers	6/03/2024	30/07/2024	148,273	90,000	58,273

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (\$ excl. GST)	Expenditure 2023–24 (\$ excl. GST)	Future expenditure (\$ excl. GST)
The Social Research Centre	Evaluation of the Bellum Bellum Blended Learning Hub	21/03/2024	31/12/2026	372,657	35,520	337,137
Dandolo International Pty Ltd	Evaluation of Swimming in Schools and the Public Water Safety Initiatives	13/10/2023	29/12/2024	137,306	137,306	–

Table 9. Contractor expenditure

Contractor	Category of services provided	Expenditure (\$ excl. GST)
54 REASONS	Professional services	14,359
A2K TECHNOLOGIES	IT services	10,700
ABLESIDE PTY LTD	Training services	15,500
ABOUT TODAY	IT services	36,000
ACCESS TESTING PTY LTD	Professional services	301,300
ACHPER VICTORIAN BRANCH	Education services	2,319,109
ACIL ALLEN CONSULTING PTY LTD	Professional services	1,223,045
ADECCO AUSTRALIA PTY LTD	Contract staff	1,389,640
AFRDI	Professional services	5,925
ALENA TARR	Professional services	1,250
ALISON KAY MURPHY	Professional services	24,960
ALLEN AND CLARKE CONSULTING PTY LTD	Professional services	102,892
ALTIS CONSULTING PTY LTD	IT services	21,256
ANDERSON BRIAN	Professional services	1,112
ANDREW DEVISSER	Professional services	4,950
ANDREW FULLER AND ASSOCIATES PTY LTD	Professional services	9,091
ANGLICARE VICTORIA	Professional services	46,125
ANITA J CARROLL	Professional services	7,960
ANNE DALTON + ASSOCIATES	Financial, accounting, audit, taxation, risk management, insurance service	7,392
ANNE VERONICA ROCHE	Professional services	19,400
ANSARADA PTY LTD	IT services	45,454
ANZUK EDUCATION SERVICES PTY LTD	Recruitment services	12,591
API SERVICES AND SOLUTIONS PTY LIMITED	IT services	4,361
APP CORPORATION PTY LTD	Professional services	1,400
ARCBUE CONSULTING (AUS) PTY LTD	Training services	215,607
ARCH CREATIVE	Publishing, printing, promotions and communications or marketing services	39,041
ARTD PTY LTD	Professional services	175,288
ASG GROUP LTD	IT services	9,208,273
ASPERGERS VICTORIA INC.	Professional services	1,169
ASSOCIATION FOR CHILDREN WITH A DISABILITY	Professional services	61,800
AUDIOCRAFT PTY LTD	Professional services	7,398
AURECON AUSTRALASIA PTY LTD	Professional services	3,765,609
AUSPICIOUS ARTS PROJECTS INC.	Professional services	812,220
AUSTRALASIAN SOCIETY OF CLINICAL IMMUNOLOGY AND ALLERGY LTD	Professional services	16,000
AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT LTD	Professional services (research, leadership and professional development)	26,945
AUSTRALIAN BUREAU OF STATISTICS (MELB)	Professional services	1,038
AUSTRALIAN CATHOLIC UNIVERSITY LTD	Training services	350,908
AUSTRALIAN CHILDHOOD FOUNDATION	Professional services	6,450

Contractor	Category of services provided	Expenditure (\$ excl. GST)
AUSTRALIAN CHILDREN'S EDUCATION & CARE QUALITY AUTHORITY	Training services	2,300
AUSTRALIAN COLLEGE OF RURAL AND REMOTE MEDICINE	Training services	5,000
AUSTRALIAN DANCE COUNCIL – AUSDANCE VIC	Professional services	13,636
AUSTRALIAN EVALUATION SOCIETY LTD	Training services	1,986
AUSTRALIAN HEALTHCARE ASSOCIATES PTY LTD	Professional services	17,278,437
AUSTRALIAN INSTITUTE OF MANAGEMENT EDUCATION AND TRAINING PTY LTD	Training services	7,670
AUSTRALIAN SURVEY RESEARCH GROUP PTY LTD	Professional services	45,836
AUTOMATIC DATA PROCESSING LTD	Professional services	801,180
BACTAYR PTY LTD	Professional services	1,708
BAENZIGER COLES PTY LTD	Professional services	6,680
BAOBAG	Professional services	554,478
BARON CONSULTING PTY LTD	Professional services	86,372
BARTLETT WORKPLACE LAWYERS AND CONSULTANTS PTY LTD	Professional services	15,000
BAYLEY MIFSUD	Professional services	1,500
BDO SERVICES PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	62,314
BEATON GROUP PTY LTD	Professional services	6,200
BECAUSE BRAND EXPERIENCE PTY LTD	Publishing, printing, promotions and communications or marketing services	1,160
BELLBERRY LTD	Professional services	6,250
BELMONT NATASHA LEIGH	Professional services	4,500
BENESTAR GROUP PTY LTD	Professional services	57,026
BETH EVELINE MARSDEN	Professional services	14,345
BEVINGTON CONSULTING PTY LTD	Professional services	44,640
BLACKCOMPASS SOFTWARE PTY LTD	Professional services	40,000
BLAK ARTZ FROM THE HEART	Professional services	1,747
BLICK CREATIVE INDUSTRIES PTY LTD	Publishing, printing, promotions and communications or marketing services	9,072
BRADLEY SCOTT BLOOMFIELD	Professional services	1,600
BRAND ARCHITECTS	Professional services	26,350
BRASH CONSULTING	Professional services	19,475
BRAYALEI PTY LTD	Professional services	6,300
BRIAN GAUNT	Professional services	44,775
BROOKE INSTITUTE PTY LTD	IT services	49,594
BROTHERHOOD OF ST LAURENCE	Professional services	86,267
BTS AUSTRALASIA PTY LTD	Professional services	184,759
BUNURONG LAND COUNCIL ABORIGINAL CORPORATION	Professional services	17,600
CAITLIN AMY COOMBES	Professional services	4,635
CAMERON STEWART CAMPION	Professional services	1,153
CAPGEMINI AUSTRALIA PTY LTD	IT services	13,624,528
CARBONE NELLO	Professional services	3,488

Contractor	Category of services provided	Expenditure (\$ excl. GST)
CAREER EDUCATION ASSOCIATION OF VICTORIA INC.	Professional services	7,631,713
CARNEGIE CONSULTING GROUP PTY LTD	Professional services (research, leadership and professional development)	4,900
CAROLINE EVANS PSYCHOLOGICAL SERVICES	Professional services	7,020
CAROLYNNE ANNE REGODEIRO	Professional services	16,282
CARR STEVEN	Professional services	53,717
CBC FACILITIES MAINTENANCE PTY LTD	Professional services	63,741
CENTRE FOR EVIDENCE AND IMPLEMENTATION	Professional services	7,334
CENTRE FOR EXCELLENCE IN CHILD AND FAMILY WELFARE INC.	Training services	506,960
CHAMBERS CONSULTING	Financial, accounting, audit, taxation, risk management, insurance service	1,400
CHANDLER MACLEOD	Contract staff	450,102
CHARTERX PTY LTD	IT services	382,673
CHILD AND FAMILY CARE NETWORK INC.	Professional services	2,298
CHRISTINE IVY DOWNING	Professional services	10,878
CHRISTOPHER JOHN MCCALLUM	Professional services	10,240
CIRCLE OF SECURITY INTERNATIONAL	Professional services	14,040
CIVICA EDUCATION PTY LTD	Professional services	386,598
CLARKE CURRICULUM SERVICES	Professional services	15,950
CLARKE FREDERICK JAMES	Professional services	23,388
CLAYTON UTZ	Professional services	2,458
CLEAR HORIZON CONSULTING PTY LTD	Professional services	69,657
CLEGG JONATHAN CHARLES	Professional services	1,700
CLINICAL SUPERVISION CONSULTANTS	Professional services	124,900
COACHING LEADERS	Training services	4,773
COGENT ADVISORY PTY LTD	Professional services	1,071,470
COGNITION EDUCATION AUSTRALIA PTY LTD	Education and community development services	316,695
COLIN TWISSE	Professional services	9,512
COMMUNITY CHILD CARE ASSOCIATION INC.	Education and community development services	49,010
CONDUCT	Professional services	39,290
CONFLICTSOLVERS.COM.AU	Professional services	2,673
CONNECT2CARE PTY LTD	Professional services	21,083
CONTINUITY MATTERS PTY LTD	Professional services	24,000
CONVERGE INTERNATIONAL PTY LTD	Professional services	425,866
CONVERSATION CO.	Professional services	49,180
CORPORATE CHALLENGE EVENTS PTY LTD	Professional services	1,264
COSTING AND BUSINESS SOLUTIONS PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	138,383
COX ROBYN	Professional services	4,320
CRAIG NATALIE	Professional services	6,070
CSIRO	Professional services	39,635

Contractor	Category of services provided	Expenditure (\$ excl. GST)
CTA PARTNERS	Professional services	18,675
CUA MADDISON	Professional services	9,271
CUBE GROUP MANAGEMENT CONSULTING (AUSTRALIA) PTY LTD	Professional services	514,107
CYBERCX PTY LTD	IT services	10,000
D AND D TAXATION CONSULTING PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	40,425
DAGLEY GAVIN ROSS	Training services	1,260
DANDOLO INTERNATIONAL PTY LTD	Professional services	638,901
DARELL BLEWETT	Professional services	4,500
DATABANK ESCROW SERVICES PTY LTD	Professional services	1,119
DATAKOM SYSTEMS (AU) PTY LTD	IT services	22,000
DAVID CRAIG NICHOLS	Professional services	12,400
DAVID KILMARTIN	Training services	7,018
DAVID MOORE	Professional services	2,136
DAVID YOUNGER PSYCHOLOGY	Professional services	4,490
DAVIDSON RECRUITMENT PTY LTD	Contract staff	180,098
DDL AUSTRALIA PTY LTD	Professional services	36,658
DEAKIN UNIVERSITY	Professional services	2,920,177
DEBBIE JANE WOOD	Professional services	4,700
DEBBIE JOY OLLIS	Professional services	23,300
DECKER ADVISORY PTY LTD	Professional services	31,935
DELOITTE ACCESS ECONOMICS	Professional services	1,038,309
DELOITTE CONSULTING PTY LTD	Professional services	3,740,411
DELOITTE FINANCIAL ADVISORY PTY LTD	Professional services	100,610
DELOITTE TOUCHE TOHMATSU	Professional services	2,774,107
DENISE FAYE HOWLEY	Training services	8,600
DESIGN OUTLOOK PTY LTD	Training services	1,818
DESIGN STATE	Publishing, printing, promotions and communications or marketing services	14,438
DIXON APPOINTMENTS PTY LTD	Contract staff	4,015,176
DLA PIPER AUSTRALIA	Professional services	5,240
DOWN SYNDROME ASSOCIATION OF VIC INC.	Training services	3,568
DUNN RYAN ANTHONY	Publishing, printing, promotions and communications or marketing services	9,000
DXC ECLIPSE PTY LTD	Professional services	83,626
DYNAMIC WEB TRAINING PTY LTD	Training services	4,000
E-CENTRICINNOVATIONS PTY LTD	IT services	491,813
EABC PTY LTD	Professional services	8,875
EARLY LEARNING ASSOCIATION AUSTRALIA INC.	Professional services	1,787
ECCLESTON TANYA KAREN	Professional services	9,256
E-CREATORS PTY LTD	Professional services	3,740
EDPARTNERSHIPS INTERNATIONAL PTY LTD	Professional services	811,869
EDVALUATE PTY LTD	Professional services	1,028,894

Contractor	Category of services provided	Expenditure (\$ excl. GST)
EDVIEWS	Professional services	20,179
EE FORENSIC ENGINEERS PTY LTD	Professional services	11,000
ELEVENM CONSULTING PTY LTD	Professional services	27,819
ELLEN YOUNG	Professional services	17,433
ELYSIUM DIGITAL PTY LTD	Professional services	212,000
EMINA MCLEAN	Professional services	40,180
EMPIRED LTD	IT services	33,642
ENABLE PROFESSIONAL SERVICES PTY LTD	IT services	3,721,549
ENABLE WORKPLACE CONSULTING PTY LTD	Professional services	6,680
ENCORE EVENT TECHNOLOGIES PTY LTD	Publishing, printing, promotions and communications or marketing services	7,521
ENGAGE SQUARED PTY LTD	Professional services	44,848
EOIN O DONOGHUE	Professional services	2,128
EQUIFAX AUSTRALASIA CREDIT RATINGS PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	40,249
EQUIFAX AUSTRALIA INFORMATION SERVICES AND SOLUTIONS PTY LTD	Professional services	32,775
ERGON COMMUNICATIONS	IT services	1,907
ERNST AND YOUNG	Financial, accounting, audit, taxation, risk management, insurance service	6,211,587
ESSITY AUSTRALASIA PTY LTD	Professional services	438,776
EVE MEDIA PTY LTD	Professional services	48,107
EVIE BRADLEY PSYCHOLOGY SERVICES	Professional services	2,900
EXCEL SUPPORT	IT services	1,320
EY IDENTITY PTY LTD	IT services	434,049
FAYE CORMICK CONSULTING	Training services	14,825
FBG GROUP PTY LTD	Professional services	635,437
FIREBALL MANAGEMENT GROUP PTY LTD	Professional services	12,812
FIREINTHEBELLY CONSULTANT	Professional services	1,000
FIRTH JOHN EDWIN	Professional services	53,400
FISHER LEADERSHIP	Professional services	4,500
FKA CHILDRENS SERVICES INC	Professional services	1,735,528
FOCUSED FUTURE	Professional services	10,800
FOURTH PILLAR COMMUNICATIONS	Training services	2,250
FRAM MARIE	Professional services	39,415
FRONDE AUSTRALIA PTY LTD	Professional services	84,952
FTF BEHAVIOURAL CONSULTING	Professional services	21,315
FUJITSU AUSTRALIA LTD	IT services	4,004,250
FULCRUM CONSULTING PTY LTD	Professional services	9,000
FUSESPT PTY LTD	Professional services	12,320
GABRIEL JOSEPH BURMAN	Professional services	14,500
GAIL ELIZABETH ALLEN	Professional services	13,600
GARTNER AUSTRALASIA PTY LTD	Professional services	163,100
GEMMA CECILIA VARLEY	Professional services	4,909

Contractor	Category of services provided	Expenditure (\$ excl. GST)
GENERIC SYSTEMS AUSTRALIA PTY LTD	Professional services	36,000
GENOS INTERNATIONAL PTY LTD	Professional services	10,000
GEOGRAFIA PTY LTD	IT services	113,140
GIBBS CONSULTANCY	Professional services	63,230
GILAH CHAJA LEDER	Professional services	1,200
GLINTECH	Professional services	8,500
GORDON ROB	Professional services	3,151
GOULBURN VALLEY HEALTH	Professional services	90,907
GOWRIE VICTORIA	Education and community development services	314,383
GOZER MEDIA PTY LTD	Professional services	5,345
GRANGE ADVISORY PTY LTD	Professional services	26,732
GRAPPLE INSTITUTE	Professional services	10,417
GREGORY JOHN MCMAHON	Professional services	19,728
GROSVENOR PERFORMANCE GROUP PTY LTD	Professional services	172,046
GUIDE DOGS VICTORIA	Professional services	93,698
GUNNINGHAM SUE	Education services	14,082
H.A HARRINGTON & T HARRINGTON	Training services	5,720
HAMMOND STREET DEVELOPMENTS PTY LTD	IT services	140,283
HAYS SPECIALIST RECRUITMENT AUSTRALIA PTY LTD	Contract staff	27,259,172
HAYS SPECIALIST RECRUITMENT AUSTRALIA PTY LTD	Professional services	94,682
HEALTHWISE GIPPSLAND	Professional services	2,023
HEATHER BARNES PTY LTD	Professional services	3,875
HEATHER HILL CONSULTING	Professional services	19,170
HELEN FORGASZ	Professional services	1,200
HELLO LEARNING ACADEMY	Professional services	11,400
HERITAGE INSIGHT PTY LTD	Professional services	4,313
HERMANN KAREN LESLEY	Professional services	166,275
HERO HEAD QUARTERS PTY LTD	Training services	53,669
HERRMANN INTERNATIONAL ASIA PTY LTD	Professional services	33,045
HIBBINS PETER L	Professional services	49,368
HICKS-DAVIES CONSULTING PTY LTD	IT services	206,850
HOBAN RECRUITMENT PTY LTD	Contract staff	584,709
HOLLY GOVER	Professional services	5,431
HOPCROFT HEATHER	Professional services	21,020
HUDSON GLOBAL RESOURCES (AUST) PTY LTD	Contract staff	6,515,774
HUDSON GLOBAL RESOURCES (AUST) PTY LTD	Professional services	129,750
HUMAN LINK CONSULTING PTY LTD	Professional services	66,207
HUNTER IAN	Education and community development services	2,700
HWC CONSULTING PTY LTD	Professional services	11,500

Contractor	Category of services provided	Expenditure (\$ excl. GST)
ILIADIS IRENE	Professional services	16,200
ILLUME LEARNING PTY LTD	Professional services	7,300
IMA MANAGEMENT AND TECHNOLOGY PTY LTD	Professional services	31,350
IMAGE IN MOTION	Publishing, printing, promotions and communications or marketing services	1,195
IMC INFORMATION MULTIMEDIA COMMUNICATION PTY LTD	Professional services	150,801
IMMEDIACY PTY LTD	Professional services	46,752
IMPACTFUL WORK	Professional services	6,500
INFORMA AUSTRALIA PTY LTD	Professional services	4,585
INFORMATICA AUSTRALIA PTY LTD	Professional services	1,344
INJURYNET AUSTRALIA PTY LTD	Professional services	160,265
INNOVATION UNIT AUSTRALIA NEW ZEALAND LTD	Professional services	32,870
INSIGHT LEADERSHIP COACHING	Professional services	3,630
INSTITUTE OF INTERNAL AUDITORS AUSTRALIA	Professional services	27,000
INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (VICTORIAN DIVISION) INC	Professional services	46,014
INSTRUCTURE GLOBAL LTD	IT services	622,831
INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION AUSTRALASIA LIMITED	Professional services	11,224
INTERNATIONAL EXHIBITION AND CONFERENCE GROUP PTY LTD	Professional services	4,905
INTESO PTY LTD	IT services	23,260
IRON MOUNTAIN AUSTRALIA GROUP PTY LTD	Professional services	8,447
IRREGULAR NETWORKS PTY LTD	IT services	9,600
JDS AUSTRALIA PTY LTD	IT services	250,580
JESSICA LAUREN MCLINDEN	Professional services	1,085
JESUIT SOCIAL SERVICES LTD	Professional services	17,667
JILLIAN CHRISTINE CHEESEMAN	Professional services	1,500
JODI LEE RICHARDSON	Professional services	2,000
JONES BRONWYN	Professional services	35,160
JOST & CO PTY LTD	Professional services	797,339
JULIA ATKIN PTY LTD	Professional services	36,452
JULIE MARGARET SYMONS	Professional services	19,500
JUSTITIA PTY LTD	Professional services	81,179
KANTAR PUBLIC AUSTRALIA PTY LTD	Professional services	55,250
KARE PSYCHOLOGY	Professional services	27,230
KELLY BOUCHER	Professional services	5,455
KERRIE ANNE DOWSLEY	Professional services	16,911
KERRY MAREE HOWELLS	Professional services	1,205
KG EDUCATIONAL CONSULTING	Training services	25,000
KIM MAREE LAFFAN	Professional services	26,800
KIMBERLIN EDUCATION PTY LTD	Education services	1,605,964

Contractor	Category of services provided	Expenditure (\$ excl. GST)
KINECTIONS PSYCHOLOGY	Professional services	2,500
KINEO	Publishing, printing, promotions and communications or marketing services	11,220
KIP MCGRATH EDUCATION CENTRES - TRARALGON	Education services	2,800
KIRKMAN JANET FAYE	Professional services	3,550
KLOCK ANNE MAREE	Professional services	46,565
KNOWLEDGE INSTITUTE	Professional services	49,927
KPMG AUSTRALIA	Professional services	2,104,220
LA TROBE UNIVERSITY	Professional services	184,986
LADOO PTY LTD	Professional services	34,980
LANDELL PROBITY PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	158,856
LANDER AND ROGERS	Professional services	426,558
LANEC SERVICES PTY LTD	Professional services	1,080
LANGUAGELOOP	Professional services	38,058
LARSEN WHITE TRACY	Professional services	74,385
LAUNCH RECRUITMENT PTY LTD	Contract staff	3,933,589
LEADERSHIP RESILIENCE GROUP PTY LTD	Training services	54,160
LEADING WITH STRENGTH PTY LTD	Professional services	136,663
LEICHA BRAGG	Professional services	8,475
LEIGH JEANETTE	Professional services	10,118
LERNA GROUP PTY LTD	Training services	98,425
LEVEL UP PSYCHOLOGY PTY LTD	Professional services	18,590
LIBERATE ELEARNING PTY LTD	Training services	364,826
LIBERATE LEARNING PTY LTD	Training services	82,276
LIFEWORCS COM PTY LTD	Professional services	933,630
LINDA PARISH	Professional services	2,000
LIQUID LEARNING GROUP PTY LTD	Training services	4,090
LIRATA CONSULTING	Professional services	49,500
LITTLE ROCKET	Professional services	23,369
LIVING & LEARNING PSYCHOLOGY	Professional services	1,950
LKJ CONSULTING	Professional services	1,843
LOGICLY PTY LTD	Professional services	84,870
LOOK WHO'S TALKING SPEECH PATHOLOGY	Professional services	6,175
LOVELL CHEN PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	1,925
LUDOWYK EVALUATION	Professional services	38,179
MACKILLOP FAMILY SERVICES LTD	Professional services	4,200
MANN DEAN GRAEME	Professional services	14,660
MANPOWER SERVICES (AUSTRALIA) PTY LTD	Contract staff	898,045
MARGARITA BREED NUMERACY CONSULTING	Professional services	3,200
MARK SIMON BLADON	Professional services	8,000

Contractor	Category of services provided	Expenditure (\$ excl. GST)
MAROONDAH CITY COUNCIL	Utilities, infrastructure/sustainability, transport and project management services	31,519
MARSH PTY LTD	Professional services	3,130,244
MARTIN PAMELA GAYE	Professional services	36,494
MATERIALS SOLUTIONS AUSTRALIA PTY LTD	Professional services	17,940
MATHS TEACHER CIRCLES	Professional services	2,015
MATTER	Professional services	2,560
MATTHEWS PETER	Professional services	4,025
MAX SOLUTIONS	Professional services	7,141,863
MAXWELL JASON MICHAEL	Professional services	1,190
MBMPL PTY LTD	Professional services	36,210
MCINTOSH HEATHER ANN	Professional services	21,445
MCKENZIE MUSIC PRODUCTIONS PTY LTD	Professional services	19,080
MCPHEE ANDREWARTHA PTY LTD	Professional services	30,425
MEG LANGUAGES PTY LTD	Professional services	45,022
MEGAN ROCHELLE LEE	Professional services	8,888
MELBOURNE SPORTS INSTITUTE PTY LTD	Professional services	5,398
MELINDA METAXAS AND ASSOCIATES PTY LTD	Professional services	10,470
META PM PTY LTD	Professional services	364,679
MICHAEL MINAS	Professional services	3,200
MICHAEL PAGE INTERNATIONAL (AUSTRALIA) PTY LTD	Contract staff	5,903,424
MICHELLE PATRICIA BISSETT	Professional services	15,000
MINTER ELLISON	Professional services	316,725
MINUTE TO MIDNIGHT SOLUTIONS PTY LTD	Professional services	46,200
MOMENTUM CHANGING MINDSETS PTY LTD	Professional services	17,271
MONASH UNIVERSITY	Professional services	1,505,269
MONDO CORPORATION PTY LTD	Professional services	1,341
MOTT MACDONALD AUSTRALIA PTY LTD	Professional services	3,136,376
MUDALY NEEROSHINEE	Professional services	8,799
MULTIFANGLED PTY LTD	Education services	1,000
MURDOCH CHILDRENS RESEARCH INSTITUTE	Early childhood services	6,420
MUSE CONSULTING PTY LTD	Professional services	53,550
NATIONAL AUSTRALIA BANK LTD	Professional services	18,750
NATIONAL CURRICULUM SERVICES	Professional services	1,463,882
NB EDUCATION SERVICES	Professional services	5,696
NEIL CUNNINGHAM	Professional services	7,324
NEPEAN PSYCHOLOGY AND COUNSELLING CENTRE	Professional services	10,200
NEXUS PRIMARY HEALTH	Professional services	3,000
NICHOLAS JAMES BAMFORD	Professional services	40,364
NICOLE BROOKE SCHROETER	Professional services	6,500

Contractor	Category of services provided	Expenditure (\$ excl. GST)
NICOLE LEANNE MILBURN	Professional services	2,100
NINGJUN WANG	Professional services	3,000
NO FUSS ADMIN	Professional services	19,299
NOELLA MAREE MACKENZIE	Professional services	9,000
NORTHERN KIDS THERAPY PTY LTD	Professional services	6,654
NOUS GROUP PTY LTD	Professional services	796,605
NOVA SYSTEMS PTY LTD	Professional services	84,000
NTT AUSTRALIA DIGITAL PTY LTD	IT services	1,507,570
NTT AUSTRALIA PTY LTD	IT services	873,017
NUMERACY TEACHERS ACADEMY	Professional services	2,000
NUTTSHELL GRAPHICS PTY LTD	Professional services	39,420
NW GROUP AUSTRALASIA PTY LTD	Professional services	51,089
OCONNOR MARSDEN + ASSOCIATES PTY LTD	Professional services	33,325
ONCALL LANGUAGE SERVICES PTY LTD	Professional services	4,110,000
ONE TREE COMMUNITY SERVICES INC	Professional services	1,149
ONEPLACE SOLUTIONS	Professional services	48,433
OUBE PTY LTD	IT services	70,560
ORACLE CORPORATION AUSTRALIA PTY LTD	IT services	3,275,670
ORIMA RESEARCH PTY LTD	Professional services	435,834
OZ LIT TEACHER	Professional services	1,100
PARENT CHILD MOTHER GOOSE AUSTRALIA INCORPORATED	Training services	2,340
PATERSON & PATERSON CONSULTING PTY LTD	Training services	3,975
PAXON CONSULTING GROUP PTY LTD	Professional services	132,348
PEARSON AUSTRALIA GROUP PTY LTD	Professional services	69,481
PENINSULA PAEDIATRIC PSYCHOLOGY PTY LTD	Professional services	10,424
PENINSULA SPEECH PATHOLOGY SERVICES PTY LTD	Professional services	4,232
PEOPLE2PEOPLE RECRUITMENT (VICTORIA) PTY LTD	Contract staff	1,106,936
PEOPLESOUT TECHNOLOGY PTY LTD	Professional services	14,875
PEPWORLDWIDE PTY LTD	Professional services	10,555
PERSOLKELLY AUSTRALIA PTY LTD	Contract staff	1,163,165
PETER ARNOLD SULLIVAN	Education services	4,050
PHILLIPS EDUCATION SERVICES	Professional services	31,050
PHILLIPS KPA PTY LTD	Professional services	151,951
PHOENIX AUSTRALIA CENTRE FOR POSTTRAUMATIC MENTAL HEALTH	Training services	2,200
PINNACLE GROUP AUSTRALIA PTY LTD	Professional services	314,299
PIXEL PERFECT PTY LTD (COURTHEATH)	Financial, accounting, audit, taxation, risk management, insurance service	244,356
PKF INTEGRITY SERVICES BMNS PTY LTD	Professional services	21,875
PLANIT TEST MANAGEMENT SOLUTIONS PTY LTD	IT services	255,550

Contractor	Category of services provided	Expenditure (\$ excl. GST)
PMO SYSTEMS PTY LTD	IT services	7,500
POETS GROVE FAMILY AND CHILDRENS CENTRE INC	Training services	1,341
POLA PRACTICE PTY LTD	Training services	15,500
POLICY PERFORMANCE PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	36,400
POLYKALA PTY LTD	Training services	2,800
POSITIVE INTELLIGENCE	Training services	1,330
POSSIBILITY TO REALITY PTY LTD	Professional services	17,300
PRENSA PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	11,017
PRETTY AGILE PTY LTD	Training services	2,390
PRICEWATERHOUSE COOPERS	Financial, accounting, audit, taxation, risk management, insurance service	398,762
PRICEWATERHOUSECOOPERS INDIGENOUS CONSULTING PTY LTD	Professional services	161,181
PRIME FORENSIC PSYCHOLOGY PTY LTD	Professional services	2,100
PRO ED AUSTRALIA	Education services	2,055
PROCESS CONSULTING AND FACILITATING	Publishing, printing, promotions and communications or marketing services	8,483
PROCUREMENT CO	Professional services	36,841
PROJECT EVOKE PTY LTD	Utilities, infrastructure/sustainability, transport and project management services	34,600
PROJECTTMA PTY LTD	Professional services	1,125
PROJECTURA PTY LTD	Professional services	6,250
PROPERTY & FORENSIC ASSESSING	Financial, accounting, audit, taxation, risk management, insurance service	116,590
PROSCI PTY LTD	Training services	5,723
PROTEGIC CONSULTING PTY LTD	Professional services	30,000
PROTIVITI PTY LTD	Strategic Services and Advice for Audit, Fraud and Procurement	284,420
PROXIMITY ADVISORY SERVICES PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	728,848
PSYCHOLOGICAL ASSESSMENTS AUSTRALIA	Professional services	1,400
PULL PTY LTD	Professional services	3,845
PUNCHY DIGITAL MEDIA PTY LTD	Professional services	9,850
QUANTUM RESTORATION SERVICES PTY LTD	Professional services	8,816
QUEENSLAND UNIVERSITY OF TECHNOLOGY	Professional services	463,157
R/GA MEDIA GROUP PTY LTD	Professional services	152,906
R2S TRAINING AND EDUCATION PTY LTD	Training services	6,470
RACHEL SARAH ANNE KANIA	Professional services	1,128
RANDSTAD PTY LTD	Contract staff	10,659,907
RAPID CIRCLE PTY LTD	Professional services	88,180
REALWELL PTY LTD	Professional services	8,605
RECORDPOINT SOFTWARE APAC PTY LTD	IT services	25,707
RED PONY PTY LTD	Professional services	58,900

Contractor	Category of services provided	Expenditure (\$ excl. GST)
REDAGILE	Professional services	1,091
REFLECTING POWER	Professional services	32,320
RESOLUTION MEDIA PTY LTD	Publishing, printing, promotions and communications or marketing services	66,040
RESOLVE SOFTWARE GROUP PTY LTD	IT services	24,850
REVOLUTION IT	Professional services	864,346
RICHMOND JOHN	Professional services	26,762
RISK LOGIC	Professional services	68,700
RISK MANAGEMENT TECHNOLOGIES PTY LTD	IT services	73,551
RIXSTEWART PTY LTD	Professional services	145,883
RMIT UNIVERSITY	Professional services	172,264
ROBERT FEARNSIDE	Professional services	44,271
ROBERT JOHN STEPHENS	Professional services	3,507
ROD ALLEN CONSULTING	Professional services	38,374
ROHAN PATRICK LARKIN	Professional services	10,000
ROMA MARGARET MCKINNON	Professional services	21,600
ROYAL VICTORIAN EYE AND EAR HOSPITAL	Professional services	36,615
RSM AUSTRALIA PTY LTD	IT services	444,009
RUCCIS PTY LTD	Professional services	12,729
RUSSELL EDUCATION	Professional services	5,593
RUSSELL KENNEDY SOLICITORS	Professional services	5,210
SABA HAKIM	Professional services	3,770
SACS CONSULTING PTY LTD	Recruitment services	3,010
SALLY HANRATTY PSYCHOLOGY	Professional services	21,780
SALTER HILL GROUP PTY LTD	Professional services	8,000
SANDRA JOY WOODMAN	Professional services	5,000
SAP AUSTRALIA PTY LTD	IT services	430,711
SCHOOL RESEARCH EVALUATION AND MEASUREMENT SERVICES	Professional services (research, leadership and professional development)	227,000
SCHOOL SAFE CONSULTING PTY LTD	Professional services	6,375
SCHOOL SPORT ACT	Professional services	7,630
SCHOOL SPORT AUSTRALIA INCORPORATED	Professional services	4,220
SCOPE AUST LTD	Professional services	17,717
SCOTT RAMSDELL PSYCHOLOGY AND ASSESSMENT SERVICES	Professional services	1,200
SCYNE ADVISORY PTY LTD	Professional services	1,240,856
SEAMER DESIGN	Professional services	25,220
SECURE MINDS PSYCHOLOGY	Professional services	2,240
SEMANN SLATTERY AND ASSOCIATES PTY LTD	Professional services	2,235,347
SEMZ PROPERTY ADVISORY & PROJECT MANAGEMENT PTY LTD	Professional services	371,220
SENATESHJ	IT services	246,943
SENSUM GROUP PTY LTD	Professional services	170,000

Contractor	Category of services provided	Expenditure (\$ excl. GST)
SENTIENCE CONSULTING	Professional services	8,843
SENVERSA PTY LTD	Financial, accounting, audit, taxation, risk management, insurance service	26,038
SFDC AUSTRALIA PTY LTD	IT services	4,486,539
SGS ECONOMICS AND PLANNING	Professional services	142,221
SHK ASIA PACIFIC PTY LTD	Recruitment services	80,500
SIBLING ARCHITECTURE	Professional services	38,500
SILENT PARTNERS LEARNING SERVICES	Professional services	11,750
SIMONE MALCOLM PSYCHOLOGIST	Professional services	3,658
SIMPLUS AUSTRALIA PTY LTD	Professional services	373,415
SIT OR STAND	Utilities, infrastructure/sustainability, transport and project management services	4,715
SKETCH GROUP	Publishing, printing, promotions and communications or marketing services	26,290
SKP EVENTS	Publishing, printing, promotions and communications or marketing services	101,790
SLATTERY AUSTRALIA PTY LTD	Professional services	156,543
SMART APPS PTY LTD	IT services	1,449,738
SMART CONNECTION CONSULTANCY PTY LTD	Professional services	5,000
SMLKIDS PTY LTD	Professional services	3,118
SNAPPER SCREEN PRODUCTIONS PTY LTD	Publishing, printing, promotions and communications or marketing services	36,555
SOCIAL MIND PTY LTD	Training services	3,091
SOCIAL RESEARCH CENTRE PTY LTD	Professional services	268,481
SOCIAL VENTURES AUSTRALIA LTD	Professional services	68,931
SOLUTIONONE	Professional services	459,210
SONG ROOM LTD	Education and community development services	530,913
SOUTH WEST INSTITUTE OF TAFE (WARRNAMBOOL)	Professional services	118,533
SOUTHERN KNOWLEDGE SERVICES	Professional services	31,208
SPECIALIST BEHAVIOUR CONSULTANCY AND TRAINING	Professional services	20,640
SPECIALISTERNE CENTRE AUSTRALIA LTD	Professional services	16,800
SPEECH PATHOLOGY PLUS	Professional services	11,060
SPENCE DEIRDRE GERALDINE	Professional services	19,766
SPIIRE AUSTRALIA PTY LTD	Professional services	66,504
ST JOHN AMBULANCE AUSTRALIA VICTORIA INC	Education and community development services	2,590
STATE LIBRARY OF VICTORIA	IT services	54,285
STREAMING GUYS	Publishing, printing, promotions and communications or marketing services	2,950
SUROTE PTY LTD	Professional services	4,051
SUSAN MICHELLE SIMPSON	Professional services	2,688
SUSAN PATRICIA FARRELL	Professional services	5,000
SWINBURNE UNIVERSITY OF TECHNOLOGY	Professional services	100,443
SYNERGISTIQ PTY LTD	Professional services	665,228

Contractor	Category of services provided	Expenditure (\$ excl. GST)
TALENT INTERNATIONAL (VIC) PTY LTD	Contract staff	16,177,951
TAMIKA BURDETT	Professional services	9,000
TAYLOR JEREMY	Professional services	2,085
TDW CONSULTING	Professional services	24,300
TECHNICAL DIRECTION COMPANY OF AUSTRALIA PTY LTD	Professional services	36,750
TECH-SAVVY SOLUTIONS	Publishing, printing, promotions and communications or marketing services	13,680
TELUS HEALTH (AUSTRALIA) PTY LTD	Professional services	1,696,312
TERRA FIRMA PTY LTD	IT services	1,095,439
THE ADAPTABILITY FACTOR	Professional services	5,890
THE ALT SHIFT MELBOURNE	Professional services	185,339
THE ARCHITECTURE PRACTICE PTY LTD	Professional services	23,725
THE AUSTRALIAN COUNCIL FOR EDUCATIONAL RESEARCH LTD	Education services	3,542,958
THE BEHAVIOURAL ARCHITECTS AUSTRALIA PTY LTD	Professional services	44,813
THE LEARNING CATALYST	Professional services	2,000
THE LIFESTYLE SUITE TALENT PTY LTD	Professional services	3,500
THE LOTE AGENCY PTY LTD	Professional services	7,820
THE REAL BUSINESS PTY LTD	Training services	12,365
THE SHANNON COMPANY PTY LTD	Publishing, printing, promotions and communications or marketing services	45,455
THE TRUSTEE FOR BONAR FAMILY TRUST	Professional services	33,400
THE TRUSTEE FOR CASTELLO TRUST	Professional services	4,000
THE TRUSTEE FOR CODE BLACK TRUST	Professional services	1,820
THE TRUSTEE FOR DUX PROJECT TRUST	Professional services	3,375
THE TRUSTEE FOR ELIZABETH ANDREWS UNIT TRUST	Training services	1,332
THE TRUSTEE FOR H W CAHILL FAMILY TRUST	Training services	249,302
THE TRUSTEE FOR HART FAMILY TRUST	Professional services	9,732
THE TRUSTEE FOR IMPRINT CONSOLIDATED ATF R.K.MACDONALD FAMILY TRUST	Professional services	1,154
THE TRUSTEE FOR JACKG TRUST	Professional services	43,514
THE TRUSTEE FOR JWS RESEARCH UNIT TRUST	Professional services	379,273
THE TRUSTEE FOR KARABENA CONSULTING TRUST	Professional services	4,332
THE TRUSTEE FOR LEADING SCHOOLS UNIT TRUST	Professional services	140,202
THE TRUSTEE FOR LEARN LABS GLOBAL UNIT TRUST	Professional services	27,045
THE TRUSTEE FOR M & S KNIGHT FAMILY TRUST	Professional services	24,168
THE TRUSTEE FOR NWG PRODUCTIONS FAMILY TRUST	Professional services	75,690
THE TRUSTEE FOR THE BIG CANVAS TRUST	IT services	37,255
THE TRUSTEE FOR THE COOL AUSTRALIA TRUST	Professional services	225,511

Contractor	Category of services provided	Expenditure (\$ excl. GST)
THE TRUSTEE FOR THE FULLER FAMILY TRUST	Professional services	88,000
THE TRUSTEE FOR THE GUESSWORK TRUST	Professional services	10,055
THE TRUSTEE FOR THE INDEX CAPITAL FAMILY TRUST	Publishing, printing, promotions and communications or marketing services	1,482
THE TRUSTEE FOR THE ROBINSON FAMILY TRUST	Professional services	284,805
THE TRUSTEE FOR THE SOCIAL STENCIL TRUST	Professional services	2,427
THE TRUSTEE FOR TORMONT TRUST	Professional services	1,341
THE UNIVERSITY OF NEW ENGLAND	Professional services	101,800
THE WELLBEING DISTILLERY PTY LTD	Professional services	3,750
THERAPEUTIC ENGAGEMENT SUPPORT SERVICES ASSOCIATION	Professional services	34,641
THERESE RAULIN	Professional services	31,395
THINK PLAY THRIVE	Professional services	21,288
THINK THEN CREATE	Professional services	27,231
THOMPSON EMILY	Professional services	2,850
THOMSON GEER	Professional services	8,771
THRIVELY ADHD COACHING	Training services	1,534
TOP NOTCH TEACHING AGENCY PTY LTD	Education services	2,546
TRACEY LEA ROWE	Professional services	8,400
TREMAC INVESTIGATIONS PTY LTD	Professional services	20,250
TRINAMIX PTY LTD	IT services	247,850
TRIPLE P INTERNATIONAL PTY LTD	Professional services	77,444
TRUSTED IMPACT PTY LTD	Publishing, printing, promotions and communications or marketing services	26,605
TRY AUSTRALIA CHILDREN'S SERVICES	Education services	1,943
TSA MANAGEMENT	Strategic Services and Advice for Audit, Fraud and Procurement	40,510
TURNER KAREN	Professional services	30,630
TWOMEY TERENCE	Training services	16,500
TWOPOINTZERO	Professional services	8,000
UNITED MINDS COMMUNITY SERVICES LTD	Professional services	41,582
UNITED NATIONS ASSOCIATION OF AUSTRALIA VICTORIAN DIVISION INC	Professional services	16,800
UNIVERSITY OF CANTERBURY	Professional services	27,845
UNIVERSITY OF MELBOURNE	Professional services	1,830,033
URBIS PTY LTD	Professional services	284,396
UWORKIN PTY LTD	Professional services	36,505
VALAD SOLUTIONS PTY LTD	Professional services	829,622
VALUE ADVISORY PARTNERS PTY LTD	Professional services	85,391
VAN REES MICHONNE	Professional services	46,000
VASA CONSULTANCY	Training services	1,500
VENDORPANEL	Professional services	34,425
VERMONT CONSULTING	Professional services	2,340

Contractor	Category of services provided	Expenditure (\$ excl. GST)
VERSA AGENCY PTY LTD	Publishing, printing, promotions and communications or marketing services	6,066
VICSPO	Professional services	1,000
VICTORIA UNIVERSITY	Professional services	46,797
VICTORIAN ASSESSMENT SERVICES	Education assessment services	180,857
VICTORIAN DEAF SOCIETY	Professional services	14,715
VICTORIAN EQUAL OPPORTUNITY AND HUMAN RIGHTS COMMISSION	Professional services	4,500
VICTORIAN INSTITUTE OF SPORT	Professional services	11,500
VICTORIAN STUDENT REPRESENTATIVE COUNCIL	Professional services	101,986
VICTORIAN YMCA COMMUNITY PROGRAMMING PTY LTD	Education and community development services	5,548
VIDEOPRO PTY LTD	Professional services	1,848
VILLAGE RESPONSE COLLECTIVE INCORPORATED	Professional services	33,790
VIRIDIAN RESEARCH AND CONSULTING	Professional services	29,000
VISION AUSTRALIA	IT services	2,993
VITA FIRST AID PTY LTD	Professional services	42,977
VJA EDUCATION CONSULTANT	Professional services	35,649
WALDARA BUSINESS SUPPORT SERVICES	Training services	10,500
WALL DEBORAH SUSAN	Education and community development services	1,375
WALLIS CONSULTING GROUP PTY LTD	Professional services	503,159
WANDANA ABORIGINAL EDUCATION AND EVENTS	Professional services	5,400
WANGARATTA & DISTRICT CRICKET ASSOCIATION INCORPORATED	Professional services	1,900
WATSON PSYCHOLOGY	Professional services	2,905
WHITE ANGELA EVELYN	Professional services	2,690
WIMMERA SOUTHERN MALLEE LOCAL LEARNING AND EMPLOYMENT NETWORK INC	Professional services	9,091
WISE WORKPLACE SOLUTIONS PTY LTD	Professional services	17,341
WITCHELL DAVID	Professional services	7,590
WOMENS HEALTH IN THE NORTH INC	Training services	2,500
WORKLOGIC	Professional services	4,868
WORLD EDUCATION PROGRAM AUSTRALIA LTD	Professional services	50,910
WURUNDJERI WOI WURRUNG CULTURAL HERITAGE ABORIGINAL CORPORATION	Professional services	7,430
YOUR PSYCHOLOGIST PTY LTD	Professional services	3,000
ZWAR TIMOTHY CRAIG	Professional services	5,377
ZZZ PROJECTS INC.	Professional services	3,145

Abbreviations

Table 10. Abbreviations

Abbreviation	Full title
ARC	Audit and Risk Committee
BFMC	Budget and Financial Management Committee
EB	Executive Board
ERC	Executive Remuneration Committee
IMT	Information Management Technology
IMTC	Information Management and Technology Committee
PCB	Project Control Board
PPC	Procurement and Probity Committee
SPFAC	School Policy and Funding Advisory Council
STEAM	Science, Technology, Engineering, Art and Math
STEM	Science, Technology, Engineering and Mathematics
VAGO	Victorian Auditor-General's Office
VCE	Victorian Certificate of Education
VPS	Victorian Public Service