A photograph of three wind turbines in a field at sunset. The sky is a mix of blue and orange, and the turbines are silhouetted against the light. The image is framed by a large circular cutout.

Annual report 2022–23

Responsible body's declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present Infrastructure Victoria's Annual Report for the reporting period ending 30 June 2023.

A handwritten signature in black ink, consisting of a stylized initial 'J' followed by a horizontal line.

Jim Miller
Chair, Infrastructure Victoria

21 September 2023

Contents

Chair and CEO's report	2
Infrastructure Victoria's functions	4
Infrastructure Victoria's independence	5
Objective of independence	5
Infrastructure Victoria's values	6
Key achievements and projects	7
> Government action on our recommendations	7
> Community and stakeholder influence and impact	7
> Our plan and our people	9
> Our year by numbers 2022–23	13
> Engagement and consultation	16
Research, advice and strategy program	18
> Victoria's 30-year infrastructure strategy update	18
> Our home choices: how more housing options can make better use of Victoria's existing infrastructure	20
> Our home choices: policy evidence	22
> Measuring home price differences: how features, location and infrastructure affect Melbourne's home prices	22
> Get on board: making the most of Melbourne's buses	23
> Next stop: community insights into Melbourne's buses	23
> Towards 2050: gas infrastructure in a zero emissions economy	25
> Advice on opportunities to reduce greenhouse gas emissions of Victorian Government infrastructure	28
> How our work informs and engages	29
Financial and corporate	
> Five-year financial summary	32
> 2022-23 financial review	33
> Governance and organisational structure	34
> Organisational structure	39
> Workforce data	42
> Other disclosures	44
> Disclosure index	48
Assessment of priorities and progress in meeting Victoria's infrastructure needs	51
Financial statements	96
Endnotes	128

Chair and CEO's report

Now in our 8th year of operation, Infrastructure Victoria is widely recognised as an independent and authoritative voice on the infrastructure issues that really matter.

Since our inception, we have taken an independent, transparent and evidence-based approach to infrastructure planning. Our research recommendations and high quality advice are trusted by the Victorian Government, Parliament and the community, informing policy discussions and decision-making.

This year saw a step change in Infrastructure Victoria's advocacy and influence, underpinned by our impactful research and advice. We successfully built on the foundation of trust we have fostered with stakeholders and the broader community to inform discussion and change on a broad range of infrastructure issues.

Significant media coverage of our research, advice and strategy work throughout the year recognises the importance of our role as a respected and independent advisor to guide Victoria's infrastructure planning and investment. In addition to our website and social media, mainstream media coverage helps create widespread community and stakeholder awareness and participation in our work and policy recommendations.

During 2022–23, the Victorian Government committed funding which should deliver on many of the recommendations of our 30-year infrastructure strategy over the coming years. These are detailed in our first full year assessment of the government's delivery of its 5-year infrastructure plan that responds to our 2021-2051 strategy recommendations.

In July 2022, we released *Towards 2050: gas infrastructure in a net zero emissions economy*, the first independent, state-wide analysis of the implications of the energy transition for Victoria's extensive gas infrastructure assets. The government drew upon our recommendations to inform their *Gas substitution roadmap* and the recent decision to ban new gas connections from January 2024.

Our 18-month research project, *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*, included the largest survey of housing preferences ever conducted in Australia. As Victoria experiences more population growth and changes to the way we live and work, our study focused on regional growth areas as well as the state's capital.

Our findings are guiding an ongoing conversation among stakeholders and the Victorian community on housing affordability and the need for more home choices in the established suburbs of our cities, closer to jobs and existing infrastructure. More than 50 major media items referenced our findings, and the discussion continues.

In May 2023 we undertook one of the largest ever studies of community attitudes towards Melbourne's bus network. The research told us how Melburnians feel about using buses, their attitudes towards various reforms and trade-offs they are willing to make for a better service. We held 2 webinars discussing how we can make the most of Melbourne's buses and international lessons to make buses fairer and easier to use. These received strong audience attendance and engagement from stakeholders.

We are particularly pleased to have engaged directly and specifically with more than 10,000 Victorians this year, informing public awareness and discussion about major infrastructure priorities and opportunities. In addition to the 6,000 Victorians we spoke to as part of *Our home choices* research, Quantum Market Research surveyed 4,000 people for our study into community attitudes towards Melbourne's bus network.

We continue to innovate and invest in our engagement with Victorians through our work. Work on our 2025–55 infrastructure strategy update began in February 2023 when we asked community members and stakeholders to help set the objectives of the next version of the strategy. As we update the strategy, we will continue to engage with Victorians meaningfully and transparently.



The outcomes of a 30-year strategy will most impact today's young people during their lives. To hear their insights, we ran an innovative deliberative engagement forum with young people. We had 168 expressions of interest from young people across the state, and the diversity of the 39 selected participants was representative of Victoria's young population. Participants thought deeply about the challenges and opportunities for infrastructure in Victoria, what matters to them in the future and how infrastructure could help achieve this. Their views helped strengthen and refine the updated strategy's objectives.

This year, we also released our new 5-year Corporate Plan which guides what we do and how we do it. We strategically chose our priorities, considering the world around us and the challenges that Victorians face, on the issues we can best add value to with relevant, implementable advice.

We pride ourselves on a positive workplace culture that produces excellent evidence-based work to help shape the best possible future for Victoria. Being a fantastic place to work, with a culture that nurtures success and wellbeing, is a key goal we continuously strive for. The Annual People Matter survey was conducted in June and helps Victorian public sector organisations create positive workplace cultures. As an organisation, we maintained the strong results from last year. We achieved a 100% rating in questions relating to job satisfaction, management honesty, integrity, learning and development, and being an organisation that encourages respectful workplace behaviours.

On governance matters, Professor Margaret Gardner AC concluded her term as a board member in April 2023. She was appointed in 2015 and made a significant contribution to Infrastructure Victoria's achievements. We thank Professor Gardner and extend our congratulations on her appointment as the 30th Governor of Victoria in June 2023.

We also thank David Martine and John Bradley, who have made important and extensive contributions to the board during their terms.

John was Secretary of the Department of Environment, Land, Water and Planning (now Secretary of the Department of Energy, Environment and Climate Action) and served on the Infrastructure Victoria board from 2017 until a reorganisation of department responsibilities in 2023. During the year, we welcomed the secretary of the newly formed Department of Transport and Planning, Paul Younis, to our board.

David is Secretary of the Department of Treasury and Finance and has served on our board since the formation of Infrastructure Victoria. Mr Martine recently announced he will step down as Secretary in December 2023. We look forward to welcoming the new department secretary, Chris Barrett, to the Infrastructure Victoria board.

We also welcomed the appointment of Rebecca Casson as an independent director to our board in June 2023. Rebecca brings extensive relevant experience to Infrastructure Victoria, including previous roles as CEO of Master Builders Victoria and the Committee for Geelong.

The past 12 months reflect the increasing trust and respect in Infrastructure Victoria's research, advice and advocacy. We look forward to continue building on this foundation to support better outcomes for all Victorians.

Jim Miller
Chair, Infrastructure Victoria

Jonathan Spear
CEO, Infrastructure Victoria

Infrastructure Victoria's functions

Infrastructure Victoria is a statutory authority which provides independent and expert advice about Victoria's current and future infrastructure needs and priorities to support improved social, economic and environmental outcomes for the state.

The *Infrastructure Victoria Act 2015* came into effect on 1 October 2015. The Act established Infrastructure Victoria as a statutory authority, with the independence and appropriate powers to support its role to provide trusted, evidence-based advice to the Victorian Government, Parliament and the community.

Functions

Infrastructure Victoria promotes rigorous and transparent decision-making and improves public debate and consensus about priority infrastructure projects for Victoria.

Infrastructure Victoria has three key functions pursuant to the *Infrastructure Act 2015*:

- prepare a 30-year infrastructure strategy for Victoria
- provide advice to the Victorian Government on infrastructure matters
- publish research on infrastructure matters

Infrastructure Victoria also supports the development of sectoral infrastructure plans by government departments and agencies.

Infrastructure Victoria takes a whole of Victoria approach in considering infrastructure needs including central and metropolitan Melbourne, interface councils, regional cities and rural and regional Victoria.

It also takes a broad view of infrastructure covering 10 key sectors:

-
- culture, sport and community
 - education and training
 - energy
 - environment
 - health and human services
 - information and communications technology
 - justice and emergency services
 - land use planning
 - transport
 - water
-



Infrastructure Victoria's independence

The Act has key provisions which ensure Infrastructure Victoria operates independently:

Objective of independence

Infrastructure Victoria's legislated objective is to provide independent and expert advice about Victoria's current and future infrastructure needs. This independence strongly informs the organisation's culture and behaviour.

Independent board

Infrastructure Victoria's board consists of 7 directors. Four of these directors are appointed by the Governor in Council and must meet private sector knowledge and experience requirements. Appointed board members cannot be removed without the agreement of the Governor of Victoria. The chair of the board cannot be removed without a statement of grounds being provided to Parliament. Three of the board directors are secretaries of Victorian Government departments. These departmental secretaries appropriately represent and inform Infrastructure Victoria. While acting in their role with Infrastructure Victoria, all board directors have a legal duty to give priority to the best interests of the organisation.

No ministerial direction or control

Infrastructure Victoria is not subject to direction or control of the minister when it performs functions such as development of the 30-year infrastructure strategy, undertaking research or supporting development of sectoral infrastructure strategies. A departmental secretary cannot be directed by a minister in relation to his or her role as a director of Infrastructure Victoria.

Freedom to publish

Infrastructure Victoria does not require the approval of the government to publish its 30-year strategy or research. The 30-year strategy is transmitted to the Parliament for all Victorians to see as soon as possible after it is completed.

Independence of advice

The minister may request that Infrastructure Victoria provide the government with advice on infrastructure matters. The minister cannot direct what Infrastructure Victoria's advice will be in response to such a request.

Power to obtain information

Infrastructure Victoria has the power to request information from the public sector to perform its functions. This information must be provided in a timely and efficient manner. Infrastructure Victoria also has the power to receive confidential information from anyone and not disclose it – even to the government – without consent.



Infrastructure Victoria's values

Independence

We exercise our independence with integrity. It provides us freedom to challenge, consider new ideas and create consensus.

Influence

We aim to change the culture of infrastructure decision making. We build trust and influence through practical, evidence-based advice.

Innovation

We are bold, creative and open to change and new ideas. We anticipate important issues and are invested in Victoria's future.

Openness

We say what we mean. We are accountable and transparent. We offer up our evidence and thinking to scrutiny.

Engagement

We value understanding the needs, interests and preferences of the community. We share information and respond to feedback. We collaborate with colleagues and stakeholders.

People

We succeed through our people. Our culture esteems teamwork and welcomes diversity. We value, support and challenge our people.

Key achievements and projects

At Infrastructure Victoria, we pride ourselves on work that is rigorous, evidence-based and influential. We independently assess and help guide the infrastructure policy and investment decisions of the Victorian Government in the short, medium and long term.

Our job is to advise, the government decides.

A key measure for any advisory authority is demonstrated influence in informing government policy and decision-making. Infrastructure Victoria is proud of our strong record of impact over the past 8 years. More than 90% of the 137 recommendations from Victoria's first 30-year infrastructure strategy are now substantially complete or in progress.

We presented an updated 30-year strategy, *Victoria's infrastructure strategy 2021–2051*, to the Victorian Parliament in August 2021. The strategy makes 94 recommendations and the Victorian Government's 5-year infrastructure plan indicates support in full, in part or in principle, for 88% of them. A further 5 recommendations are subject to additional consideration by government.

Government action on our recommendations

During 2022–23, the Victorian Government committed funding which should deliver on many of the recommendations from our updated 30-year infrastructure strategy over the coming years.

Highlights include a \$2.34 billion redevelopment of the Royal Melbourne Hospital and Royal Women's Hospital, announced in October 2022. We recommended the government prioritise renewal of the Royal Melbourne Hospital in *Victoria's infrastructure strategy 2021–2051*. This infrastructure investment also aims to increase access to women's health services and encourage private development in Melbourne's new Arden precinct.

In May 2023, the government announced an extra \$2.8 billion in road repairs and upgrades over the next decade. This investment aims to help keep Victorian communities connected and drivers safer, it is the first-time road funding has been committed over a 10-year period. We recommended a 10-year funding program to deliver long-term certainty for regional road maintenance and upgrades in *Victoria's infrastructure strategy 2021–2051*.

Many more funding commitments are detailed in our first full year assessment of the Victorian Government's delivery of its 5-year infrastructure plan. The *Victorian infrastructure plan 2021* is the government's response to our 2021–2051 strategy recommendations. Future assessments will focus on government progress in delivering the plan and outcomes from infrastructure investments.

Community and stakeholder influence and impact

Meaningful and transparent community and stakeholder engagement is at the core of Infrastructure Victoria's work. Through our 2022–23 consultation and engagement activities, we heard from more than 10,000 Victorian community members and several hundred key stakeholders.

In July 2022, we published our advice to the Victorian Government on the future of the state's gas infrastructure assets under a range of 2050 energy scenarios. Our work informed actions in the government's *Gas substitution roadmap*.

Our interim and final gas infrastructure advice reports also provided evidence that key stakeholders, including more than 10 local governments, drew upon to inform their own policy or advocacy positions. Consistent with our advice, the Victorian Government recently announced a ban on new gas connections starting from 1 January 2024.

As an independent advisory body, another important part of Infrastructure Victoria's role is informing public discussion about the major infrastructure priorities, challenges and opportunities for the state. In addition to our website and social media, mainstream media coverage helps create widespread community awareness and interest in our work and policy recommendations.

During the financial year, our research, advice and strategy work generated extensive media coverage. This included opinion pieces and editorials in the state's major daily newspapers recognising the importance of Infrastructure Victoria's role in providing independent, evidence-based advice to guide infrastructure planning and investment.

In March 2023, the release of our research on home choices influenced stakeholder and community discussion about housing affordability, urban planning and the growth of Victoria's capital and major regional cities. More than 50 major news items referenced our findings. In the months afterwards, the public discussion on housing

affordability shifted towards the need for more home choices in established suburbs, closer to jobs and existing infrastructure.

Our research, advice and strategy work attracted nearly 46,000 visitors to our website and generated hundreds of news stories throughout the financial year. There were nearly 500 press, broadcast and online media mentions of Infrastructure Victoria in the last 3 months of 2022–23 alone. Throughout the year, we also undertook nearly 300 speaking engagements, webinar presentations, panel discussions and workshops with key industry and government stakeholders.

Throughout the past year, Infrastructure Victoria delivered substantial new work across our strategy, research and advice programs. Our major publications and engagement activities are outlined briefly on this page.

July 2022

We released *Towards 2050: gas infrastructure in a net zero emissions economy – final report*, the first independent, state-wide analysis of the implications of the energy transition for Victoria's extensive gas infrastructure assets. The Victorian Government asked Infrastructure Victoria's advice on what decisions were needed, and when, under a range of 2050 energy scenarios. We looked at the economic, social and environmental impacts of each scenario and our recommendations informed the government's *Gas substitution roadmap*, also released in July 2022.

December 2022

Infrastructure Victoria published *Get on board: making the most of Melbourne's buses*, a discussion paper which looked at issues and opportunities for further bus reform. Our research suggested much more could be made of Melbourne's extensive bus network with the right route design, cheaper fares and more frequent services.

March 2023

We released *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*. Our 18-month research project looked at how demand for housing in new greenfield suburbs can be shifted to established suburbs, closer to existing infrastructure such as schools, hospitals and public transport. We found that more choice and housing diversity is needed to meet people's needs as Victoria's population grows. Our findings offer 10 policy options for the Victorian Government to support more choice for moderate income households who prefer to live in established suburbs. Our research project fills existing gaps about the home types and spatial areas that are affordable for moderate income households in Melbourne. It also evaluates the economic value of housing proximity to many types of infrastructure.

March 2023

Supporting our Victorian housing research project, *Our home choices: policy evidence* describes the findings from Infrastructure Victoria's literature reviews and qualitative stakeholder research. It includes robust evidence to support the selection of 10 policy options that the Victorian Government can apply if it wants to encourage increased housing choice and diversity for Victorians in established suburbs of Melbourne, Geelong and Ballarat.

March 2023

Measuring home price differences: how features, location and infrastructure affect Melbourne's home prices outlines new price models we developed to examine what features people value when choosing a home, like bedrooms, car spaces and being close to public transport. The hedonic price model helps to better understand people's preferences for dwelling and location features and the type of homes moderate income households can afford. It gives insights about the drivers of housing demand, housing affordability and the alternative home types that could substitute for houses in new suburbs at similar market prices.

May 2023

We undertook one of the largest ever studies of community attitudes towards Melbourne's bus network. Quantum Market Research asked over 4,000 Melburnians how they feel about using buses, their attitudes towards various reforms and the trade-offs they were willing to make for a better service. The qualitative and quantitative research will help us to understand challenges and identify opportunities. We published the analysis in *Next stop: community insights into Melbourne's buses* and the findings will inform our broader research on network reform options.

June 2023

From February to June 2023, we undertook a comprehensive engagement program with hundreds of Victorian community members and stakeholders to help inform the direction and objectives for Victoria's next 30-year infrastructure strategy. As we update the strategy over the next 2 years, we will continue to consult with Victorians. Our *Strategy objectives engagement report* summarises the first phase of our engagement program. It documents the different ways we engaged with people and the core feedback people gave us.

Our plan and our people

During the financial year, Infrastructure Victoria developed a new corporate plan focused on influencing change on the infrastructures issues that really matter. We strategically chose our priorities, considering the world around us and the challenges that Victorians face, on the issues we can best add value to with relevant, implementable advice.

Our corporate plan defines our aspirations for the next 5 years, and how we will deliver them. It describes the choices we made to support our success and how we will position ourselves in a changing environment. We will annually review progress in delivering our plan.



Doing more with less

Victoria has workforce, supply chain and financial constraints. Productivity growth in many industries is slow. The government and industries both want to increase productivity, but misconceptions about infrastructure's productivity benefits can limit improvements. As Victoria needs to 'do more with less', we can influence productivity in specific infrastructure sectors, better use infrastructure, and help decision makers choose the right infrastructure to activate productivity growth.



Navigating change and disruption

Victoria's infrastructure planning must adapt to emerging changes in technology, population, preferences and ways of working. Victoria has a growing population and is part of a globally connected economy. Better infrastructure planning will help us be more resilient to these changes and other future shocks. Digital technologies, like artificial intelligence, can produce new tools to manage infrastructure. Monitoring developments in these technologies can help keep pace with their changes and help us advise on using technology to change the way people use and manage infrastructure. We have an opportunity to help guide decisions and better plan for infrastructure under conditions of uncertainty.



Improving social equity through access

Victoria should be a great place for everyone who lives here. With rigorous research, we will examine people's different needs, the disparities between people and places, and the interventions that can make access to infrastructure fairer. These disparities are particularly visible in regional Victoria and Melbourne's growth areas. We will help people understand these differences and provide options to bridge the disparities in access to infrastructure.



Mitigating and adapting to our changing climate

To meet the urgent challenges of climate change, we will help identify and address priorities to adapt Victorian infrastructure to climate change. We will also investigate any unexploited opportunities to reduce infrastructure related emissions. We will help the government and industries better consider climate change in infrastructure decisions and advise on proposals that reduce emissions.



Improving how people engage with our work

More people are accessing our work online. We want to improve the usability and presentation of our research. We will explore the needs of our major audiences, adopt a digital-first approach and redevelop our website so people can better access our information. We will use visualisation tools to bring our evidence-based research to life. These initiatives will set us up for success as our catalogue of work grows over the next 5 years.



Supporting success in a hybrid work environment

To do our best work, our team deserves a positive culture, access to information and tools, and an intentional approach to their growth and learning. We will support our people to be productive, collaborative and healthy in a hybrid work environment. We will improve the way we manage and store our information. Over the next 5 years, we will further develop and refine our approach to a successful hybrid workplace that consolidates our collegiate and inclusive culture and supports delivering excellent work.

Plan on a page

Purpose



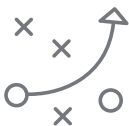
To provide independent and expert advice about Victoria's current and future infrastructure needs and priorities to support improved social, economic and environmental outcomes for the state.

Goals



Influence change on the issues that really matter
Be a fantastic place to work

Strategic priorities



Doing more with less
Navigating change and disruption
Improving social equity through access
Mitigating and adapting to our changing climate
Improving how we engage with key audiences
Supporting success in a hybrid work environment

Measures of success



Our work has impact
Our stakeholders value and trust us
Our culture nurtures success and wellbeing

Infrastructure Victoria aspires to be a fantastic place to work. During 2022–23, we consolidated our strong results in creating a positive workplace culture that produces excellent evidence-based work to help shape the best possible future for Victoria.

Through the annual People Matter survey, the Victorian Public Sector measures the performance of organisations in delivering positive workplace cultures that operate consistent with public sector values. Infrastructure Victoria's organisational culture is benchmarked against a comparator group, the whole of the public sector, and our previous survey results.

The annual People Matter survey was conducted in June 2023 and almost all our results outperformed the comparator and broader public sector groups, building on our strong performance from the previous year.

A high-level snapshot of our key results shows:

- 90% workforce engagement, compared with 71% in our comparator group
- 88% response rate compared with 59% for the comparator group
- 89% employee satisfaction, compared with 68% for comparator organisations
- 95% employee inclusion rating compared with 81% in our comparator group.

Infrastructure Victoria also achieved a 100% positive rating across multiple survey questions with many improving on our results from 2022:

- my organisation places a high priority on the learning and development of staff (up from 91%)
- my manager demonstrates honesty and integrity (up from 97%)
- my manager treats employees with dignity and respect (up from 97%)
- I can discuss problems or issues with my manager (up from 94%)
- my organisation encourages respectful workplace behaviours (up from 97%)
- considering everything, how satisfied are you with your current job (up from 97%).







9

Mitcham via Forest Hill SC
Burwood via Surrey Hills

10

To
Oakleigh
RMIT University

11

↑ Lift 
← To Shopping
←   Train
← Bays 

11:09 City Loop Ltd Express via Richmond	PLAT 3	Minutes 7
11:12 City Loop Not Stopping At East Richmond	PLAT 2	Minutes 9
11:10 Blackburn Stopping All Stations	PLAT 4	Minutes 8
11:16 Belgrave Not Stopping At Laburnum	PLAT 4	Minutes 15

Our year by numbers 2022–23

Throughout the past year, we marked major achievements and delivered substantial new work across our strategy, research and advice programs.

In addition to new evidence and innovative analysis, we consulted with thousands of Victorian community members and stakeholders to inform and promote public discussion of major infrastructure challenges and opportunities.

This work helped shape recommendations and policy options in 6 major research and advice reports we released throughout the year, plus 2 reports delivered more recently:

- *Towards 2050: gas infrastructure in a zero emissions economy – final report*
- *Get on board: making the most of Melbourne's buses*
- *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*
- *Our home choices: policy evidence*
- *Measuring home price differences: how features, location and infrastructure affect Melbourne's home prices*
- *Next stop: community insights into Melbourne's buses*
- *Strategy objectives engagement report: Victoria's 30-year infrastructure strategy*
- *Advice on opportunities to reduce greenhouse gas emissions of Victorian Government infrastructure*

We also published 10 supporting analysis and technical reports and participated in a state parliamentary inquiry and national policy consultation through formal submissions, or by giving evidence at hearings. We also released Infrastructure Victoria's new corporate plan, which sets our aspirations for the next 5 years and how we will deliver them.

An important part of Infrastructure Victoria's role is informing public discussion about the major infrastructure priorities, challenges and opportunities for Victoria. Through our 2022–23 strategy, research and advice work, we engaged with more than 10,000 Victorian community members and nearly 300 key stakeholders.

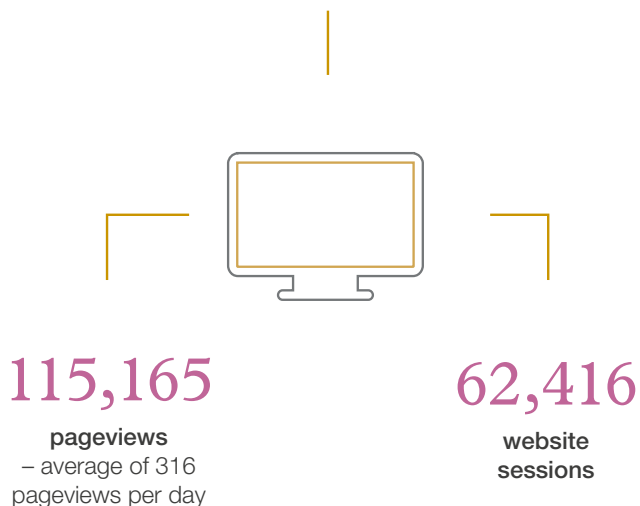
Our recommendations, advice and policy work attracted nearly 46,000 visitors to our website and generated hundreds of news stories throughout the financial year. In addition to our website and social media, there were 487 press, broadcast and online media mentions of Infrastructure Victoria in the last 3 months of 2022–23 alone.

During the financial year we also undertook 297 speaking engagements, webinar presentations, panel discussions, workshops and other engagement activities, with key industry, government and community stakeholders.

Our website, digital news centre, webinars and social media platforms continue to draw people to our work, giving everyone an opportunity to be informed and engage with infrastructure planning and research in Victoria.

Here's a snapshot of Infrastructure Victoria's digital and engagement activity for the financial year ended 30 June 2023:

Website



Webinars



45,972
unique
viewers



37,264
downloads or html views
of Infrastructure Victoria
published reports

1,027
live views

87%
average audience
satisfaction

86%
average audience
engagement



3,127
views of our
web blogs



1,069
views of webinar
recordings

76%
average registration
to attendance
– industry average attendance
rate is 40% for free webinars

Infrastructure Victoria communicates our work across a range of social media platforms including LinkedIn, Twitter and Facebook. LinkedIn is our primary social media channel.

During the year, we launched an Instagram channel as part of our efforts to attract new audiences, including young people. The new account is an effective way of maximising our social media reach, particularly for public engagement activities.

Our number of Instagram followers is steadily growing, and we used the channel to attract potential participants to our young people's forum in May 2023 as part of our strategy engagement program.

Social media



12,315

followers

– up 20.2% since last year

193,626

total impressions

15,173

**average impressions
per month**

3.9%

**12-month average
engagement rate**

– our highest ever engagement
– compares with 1.7% to 2% benchmark
engagement rate for industry and
similar organisations

Engagement and consultation

Meaningful and transparent community and stakeholder engagement is at the core of our work.

Through our strategy, research and advice consultation and engagement activities, we heard from more than 10,000 Victorian community members and hundreds of key stakeholders. Some highlights from our engagement activities during the year include:

- We engaged with industry, regulators, the community, government and other key stakeholders, in developing our advice to government on implications of the energy transition for Victoria's gas infrastructure assets. More than 1,000 community members helped us understand perceptions of Victorian households towards gas usage. A further 2,301 people viewed our interim report and had their say about the future of gas infrastructure in Victoria. We also received 121 formal submissions from organisations, groups and individuals, which informed our final advice to the Victorian Government.
- We conducted one of the largest ever studies of current community perspectives on Melbourne's bus network. We commissioned Quantum Market Research to speak with 4,000 Victorians to understand their attitudes towards bus reforms and the trade-offs they were willing to make for a faster or more frequent service. In addition to new modelling and analysis, this research will help inform our recommendations to government on designing and prioritising bus reform options.
- Our ground-breaking research on how more housing options can make better use of Victoria's infrastructure included 22 focus groups and a survey of over 6,000 people from Melbourne, Geelong and Ballarat – the largest study of its kind in Australia. Findings from key stakeholder interviews helped us establish household location and dwelling attribute preferences for Victorian homeowners. We also developed new price models to examine what features people value when choosing a home, like bedrooms, car spaces and being close to public transport.
- We called for public submissions on opportunities to reduce the greenhouse gas emissions of future public infrastructure investments. We received 14 submissions from peak bodies and industry groups in fields such as construction and transport, private companies involved in infrastructure development, government organisations, advocacy groups and private individuals. Evidence from these submissions helped inform our advice to government on efforts to decarbonise future Victorian public infrastructure.
- In October 2022, we were highly commended as a finalist in the International Association of Public Participation (IAP2) Australasia Core Values Awards. The award recognised our community panel deliberation which asked 211 Victorians to explore options to increase the uptake of electric vehicles. Together with evidence-based inputs and analysis, the panel's work informed several recommendations in *Victoria's infrastructure strategy 2021–2051*. The IAP2 annual awards recognise outstanding projects and organisations that are at the forefront of community engagement. Successful applicants must demonstrate leading practice and evidence that IAP2's values are clearly embedded within their organisation.

Between February and June 2023, we also began engaging with Victorians to inform our next update of the state's 30-year infrastructure strategy. We asked community members and stakeholders to help set the objectives of the 2025 strategy, define the major infrastructure challenges and opportunities, and propose infrastructure options and policies to address them.

Hundreds of Victorians participated by completing a survey, making a submission or attending one of our events.

- We received 115 responses from individuals and organisations to our call for ideas and submissions to inform our next strategy. Detailed submissions made up 66% of the responses.
 - The objectives survey helped us to understand community priorities for infrastructure. A total of 271 Victorians completed the survey between from February through to April 2023.
 - We received 168 expressions of interest for a young people's forum, with 39 young people selected through a randomised process to reflect the diversity of Victoria's youth population. The participants took part in a deliberative engagement forum where we heard about their infrastructure priorities for the future.
- We held 14 workshops in May to engage with stakeholders from infrastructure sectors and from all regions across Victoria:
 - We consulted with stakeholders from 9 infrastructure sectors, such as water, transport and community services to help us understand the most significant infrastructure-related opportunities and challenges in each sector, and to hear about recent major changes in each sector.
 - We held 5 workshops for community stakeholders across Victoria including 3 for the state's rural and regional areas, one for Melbourne outer growth areas and one for metropolitan Melbourne. We wanted to hear about challenges and opportunities from the perspective of people living and working in those communities. They told us that the shared challenges, such as COVID-19 and higher living prices, can impact people and communities differently, depending on where they live.



Research, advice and strategy program

Victoria's 30-year infrastructure strategy update

Infrastructure Victoria released the state's first integrated, cross-sectoral, 30-year strategy in 2016. We updated it in 2021 in consultation with stakeholders and the community and made 94 recommendations to the Victorian Government to support a thriving, inclusive and sustainable Victoria over the next 30 years.

Victoria's infrastructure strategy 2021–2051 reflects the opportunities, challenges and changes in our society, including the impacts of climate change and the pandemic. We incorporated lessons from the 2016 strategy in developing recommendations for projects, policies and reforms spanning many types of infrastructure.

In early 2023, we began engagement on objectives and infrastructure priorities to inform the next update of Victoria's infrastructure strategy in 2025. Our strategy engagement program sought to answer questions such as:

- How and where should infrastructure be delivered to support fairer access for all Victorians?
- How can we better use our infrastructure and make it more productive?
- How can infrastructure help reduce the impacts of climate change, and be adapted to withstand more frequent and extreme weather events?
- How can infrastructure respond to change and disruption including population growth and new technology?

As we update the strategy, we want to engage with Victorians meaningfully and transparently. During our initial engagement program, held between February and June 2023, we asked Victorians to help set the objectives of the strategy, define the major infrastructure challenges and opportunities, and propose infrastructure options and policies that address them.

We are also working with First Peoples including Aboriginal Community Controlled Organisations to hear their perspectives and the goals important to them. This is part of an ongoing conversation to integrate Victorian First Peoples' perspectives into the updated infrastructure strategy, and better understand their perspectives on all our work.

Victorians had many opportunities to take part in developing the objectives and informing the draft strategy, including:

- **Open call for ideas and submissions**

From 23 February to 4 June 2023, Infrastructure Victoria called for short ideas and detailed submissions to inform our next strategy. We welcomed ideas and submissions from individuals and organisations across Victoria.

- **Objectives survey**

The survey presented a series of scenarios and asked people to choose their preferred outcome. It also invited people to identify how they felt the Victorian Government should prioritise a set of outcomes when planning and delivering infrastructure. By probing more deeply, we hoped to better understand Victorians' preferences and attitudes.

- **Young people's forum**

The outcomes of a 30-year infrastructure strategy will most impact today's young people during their lives. This meant we particularly wanted to hear from young Victorians. To do this, we ran a deliberative engagement forum for 39 young people. The forum gave them a chance to deeply consider infrastructure issues and tell us about their priorities for the future. It produced insights that will strengthen the strategy and helped us refine its objectives.

- **Sector and regional workshops**

We consulted with stakeholders working in 9 infrastructure sectors to get accurate and contemporary information about Victoria's infrastructure. This included government and non-government stakeholders.

We also wanted to hear from regional Victorians, because they offer different perspectives and face different challenges and opportunities. We held regional stakeholder workshops to hear directly from local community representatives. Our young people's forum also included participants who live in regional areas.

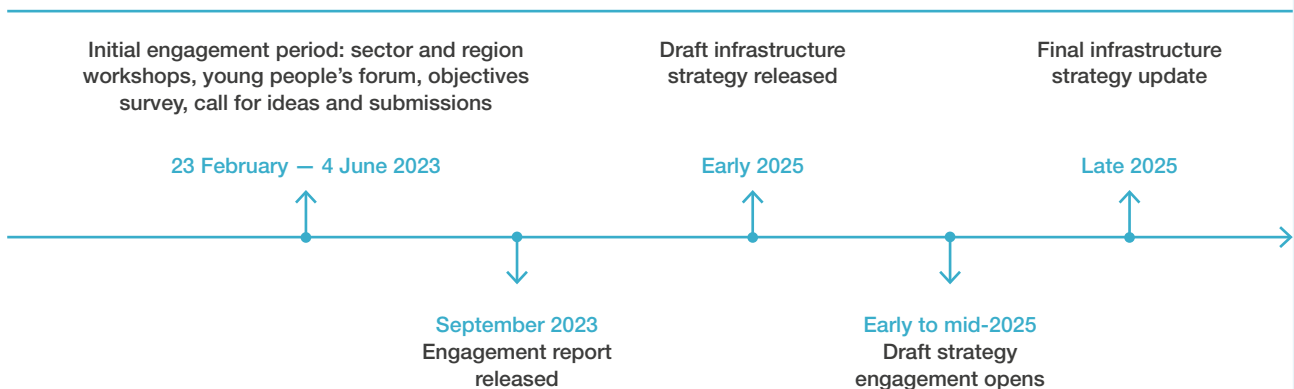
Consistent themes were highlighted through all our engagement with community members, stakeholders and young people. People told us they highly value action on climate change, managing water wisely, access to public transport, using resources efficiently, and achieving better social equity.

The draft strategy objectives

Informed by the feedback across our engagement activities; we developed the following 6 objectives to guide the draft infrastructure strategy. These objectives are the ultimate goals the strategy will aspire to achieve.



Timeline for Victoria's infrastructure strategy update



Our home choices: how more housing options can make better use of Victoria's existing infrastructure

Our home choices: how more housing options can make better use of Victoria's existing infrastructure shows more choice and housing diversity is needed to meet people's needs as Victoria's population grows.

This research looks at how demand for housing in new greenfield suburbs can be shifted to established suburbs, closer to existing infrastructure such as schools, hospitals and public transport.

Our 18-month project included 22 focus groups and a survey of over 6,000 people from Melbourne, Geelong and Ballarat – the largest of its kind in Australia. It also included complex price analysis of more than 344,000 properties sold from January 2017 to June 2022 in greater Melbourne.

Our findings show there is a lack of suitable housing for moderate income households in established suburbs. This is pushing people further away from jobs, schools and public transport, and locking them in to more travel time in the car.

Up to one in 3 households said they would trade a detached home in a new suburb for a townhouse or apartment for the same price closer to city centres. These families and first home buyers want more housing choices closer to existing infrastructure and family and friends.

Our report offers 10 policy options for the Victorian Government to support more choice for moderate income households who prefer to live in established suburbs. The options include fast-tracking planning approval for high-quality townhouses, better standards for low-rise apartments and changes to developer infrastructure contributions.

The proposed policy options are:

1. Reform infrastructure contributions to send the right price signals
2. Reform stamp duties that distort home choices
3. Remove home subsidies that encourage greenfield choices without improving affordability
4. Use government 'shared equity' schemes to encourage established suburb home ownership
5. Measure and incentivise progress towards new local housing targets
6. Prioritise and streamline approvals for urban renewal precincts
7. Develop better standards for low-rise apartments, then increase their supply by expanding use of the Residential Growth Zone
8. Develop a dual occupancy and townhouse code
9. Allow homebuyers more parking options
10. Encourage child-friendly design in new apartments.



Melbourne fast facts

- Melbourne needs 932,000 new homes in established areas by 2051 – the equivalent of 8 times the number of homes in Geelong today.
- Melbourne has around 5 million people making it the 102nd largest global city by population, but it has the 33rd largest built-up land area in the world.
- The Victorian Government's long-term planning document, Plan Melbourne, aspires to 70% of new homes being built in established areas. In 2021, fewer than half (44%) of Melbourne's new homes were built in established suburbs compared with over 60% in 2012.
- The 7 local government areas home to Melbourne's new growth suburbs (Cardinia, Casey, Hume, Melton, Whittlesea, Wyndham plus the southern part of Mitchell) accounted for 50% of Victoria's total population growth over the last 10 years.
- The median household income for homebuyers in new suburbs is just over \$90,000.
- Block sizes in growth areas vary generally between 400 to 600m².
- Around 60% of people who chose an apartment preferred 2 or 3 storey buildings while 20% preferred an apartment block of 11 storeys or higher.

Geelong fast facts

- The City of Greater Geelong is expected to grow by 22% (or around 59,000) people in the 10 years to 2031 – taking the population to around 330,000.
- From 2008-2018, 70% of new housing in Geelong was built in new, greenfield suburbs.
- One in 3 Geelong households – compared with one in 5 in Melbourne – said they would trade a detached home in a new suburb for a townhouse or low-rise apartment for the same price closer to the city centre.
- Of the households surveyed who would choose to live in Geelong, 81% would choose an established suburb compared with 19% who would choose a home in a new growth area.
- Of the households surveyed who would choose to live in Geelong, 86% would choose to live in a detached house compared to 13% in apartments and 2% in townhouses. Of the households surveyed who chose a Geelong apartment, 91% preferred 2 or 3 storeys compared with 9% who preferred an apartment of 4 storeys or higher.
- The City of Greater Geelong has a target of 10,000 people to be living in the CBD by 2026 in Central Geelong through increased residential development. It also has an aspirational target of 50% of new housing development in established suburbs by 2047.

Ballarat fast facts

- The population of Ballarat is forecast to grow by more than 60,000 people by 2040.
- One in 4 Ballarat households said they would trade a detached home in a new suburb for a townhouse or low-rise apartment, for the same price, closer to central Ballarat.
- Of the households who want to live in Ballarat, 80% would choose an established suburb compared with 20% who would choose a home in a new growth area.
- Of the households who would choose a Ballarat apartment, almost all (99%) preferred 2 or 3 storey buildings compared with an apartment block of 4 storeys or higher.
- The City of Ballarat has an aspiration to support 50% of new housing in established neighbourhoods and 50% greenfield to 2040 and to actively pursue more housing developments within 200 metres of public transport and walking distance to local activity centres.

Our home choices: policy evidence

This report describes the findings from Infrastructure Victoria's literature reviews and qualitative stakeholder research. It documents evidence underpinning our research on factors affecting home choices in new and established suburbs.

People's home choices, and the location of new home building, affects the amount and location of infrastructure needed to support them. This report includes evidence to support the selection of the 10 policy options that the Victorian Government can apply if it wants to encourage more housing diversity in established suburbs of Melbourne, Geelong and Ballarat.

In *Our home choices: policy evidence*, we present 3 groups of policy options for established suburbs. The first group of options aims to help build more homes in established suburbs for people to choose from. The second group focuses on reducing price disincentives to buying homes in established suburbs. The third group of policy options are opportunities to create more diverse and better quality housing.

The report includes a summary of the issues influencing the supply of new housing in established suburbs. It details our findings from key stakeholder interviews including household location and dwelling attribute preferences and a summary of greenfield housing characteristics.



Measuring home price differences: how features, location and infrastructure affect Melbourne's home prices

This report describes how Infrastructure Victoria developed new price models to examine what features people value when choosing a home, like bedrooms, car spaces and being close to public transport. It also examined what type of homes are affordable to moderate income households in specific parts of Melbourne.

Our new hedonic price model helps to better understand people's preferences for dwelling and location features and the type of homes moderate income households can afford. It gives insights about the drivers of housing demand, housing affordability and the alternative home types that could substitute for houses in new suburbs at similar market prices.

Our report, *Measuring price differences: how features, location and infrastructure affect Melbourne's home prices*, fills existing research gaps about the home types and spatial areas that are affordable for moderate income households in Melbourne. It also evaluates the economic value of proximity to many types of infrastructure.



Get on board: making the most of Melbourne's buses

This research suggests that with the right route design, cheaper fares and more frequent services, much more could be made of Melbourne's extensive bus network.

Our discussion paper, *Get on board: making the most of Melbourne's buses*, looks at issues and opportunities for further bus reform. The paper was released in December 2022 and finds:

- Buses are rarely a competitive alternative to cars and other transport. Low frequencies, limited operating hours, and slow and complex routes make buses a less appealing alternative.
- Customers find using the bus network difficult and complex. People who do take the bus often lack real-time information, access to quality stop infrastructure and experience unreliable service levels.
- The existing bus network is inequitable. Access to safe, reliable and affordable transport, particularly in growth areas, gives more Melburnians the opportunity to participate in work, attend social events and study.
- Victorians can get better value from the bus network. Government spends about \$800 million every year on the metropolitan bus network, but some communities see limited benefit.

There are many opportunities to reform the existing network to benefit customers, ease congestion and reduce greenhouse gas emissions, building on the improvements already underway as part of the Victorian Government's bus plan.

Our research takes an independent and interdisciplinary approach to help the Victorian Government prioritise actions and investment. A final report will be published in coming months with recommendations informed by community and stakeholder engagement, modelling and other evidence-based inputs.



Next step: community insights into Melbourne's buses

Infrastructure Victoria conducted one of the largest ever studies of current community perspectives on Melbourne's bus network. The community findings will inform our broader research project on network reform options.

In May 2023, we commissioned Quantum Market Research to find out how Melburnians feel about using buses, helping us to understand the challenges and identify opportunities to improve the bus network.

We used a choice model to obtain insights into how people value the various features of a bus service, like frequency and journey times, and what features they would prefer to trade-off for a bus service that better meets their needs.

Around 82% of Melburnians live within a 5-minute walk of a bus stop, yet only 1 in 3 consider occasionally travelling by bus.

Those more likely to consider travelling by bus are much less likely to own their own car, are more likely to be from a lower income household and are more likely to come from a culturally and linguistically diverse background.

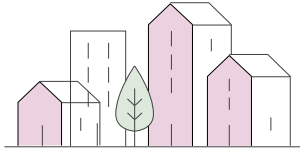


“Buses are for people like me”

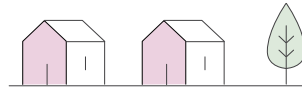
Bulleen, Doncaster & Templestowe residents,
40% agree



Average across Melbourne,
24% agree

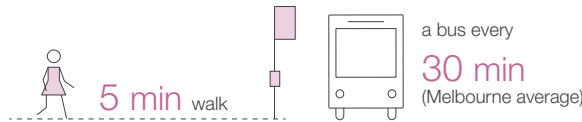


New growth areas,
19-22% agree

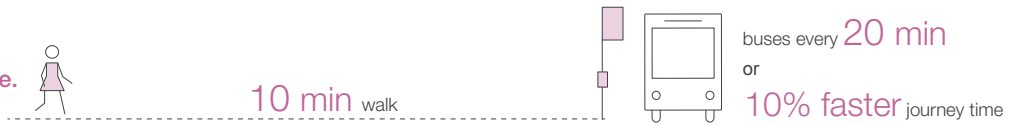


Commuters are willing to make trade-offs in exchange for a better bus service. For example, people are willing to walk 10 minutes instead of 5 minutes to a bus stop if their trip is around 10% faster, or if the bus comes every 20 minutes instead of every 30.

Those who currently walk around 5min to their local bus stop...



... would be willing to walk further to a more frequent or faster service.



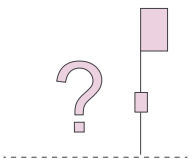
Our choice model confirmed an increased challenge for older Melburnians and those with mobility challenges when it came to increasing walking distances – an important factor to consider as part of bus reform.

Combined with improved services, cheaper bus fares can be a powerful tool to incentivise bus travel. We found that every \$1 in reduction in fares could increase patronage by up to 19%.

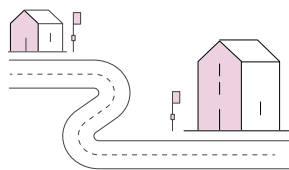
Simplifying bus networks, providing better network information, and real-time bus tracking could make buses easier and more convenient. More direct services routes that are part of a wider, integrated public transport network will enable connectivity between a larger number of destinations.

How well do you know your bus?

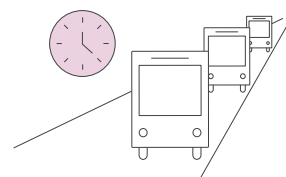
89% roughly know where their closest bus stop is



22% definitely know where their local bus routes goes



15% definitely know how frequent their local service is



Towards 2050: gas infrastructure in a zero emissions economy

In 2021, the Victorian Government asked Infrastructure Victoria to provide advice relating to the state's gas transmission and distribution networks under a range of 2050 energy scenarios.

Towards 2050: Gas infrastructure in a net zero emissions economy – final report is the first independent, state-wide analysis of the implications of the energy transition for Victoria's extensive gas infrastructure assets.

We looked at the economic, social and environmental impacts of each scenario and identified infrastructure decisions that need to be made, and when, to ensure opportunities for gas infrastructure can be optimised.

Victoria is the most gas reliant state or territory in Australia, with gas use representing about one-fifth of the state's total net greenhouse gas emissions. Natural gas is used across the economy, but especially to heat homes and businesses during cold Victorian winters.

While Victoria's gas assets are privately owned, our advice showed the Victorian Government can play a leading role in supporting decarbonisation of the sector. It found the gas sector Victoria has today will need to look very different in the next decade, if the state's net zero emissions targets are to be met.

The scale of decarbonising Victoria's economy, including the gas sector, means immediate and sustained action is needed through to 2050 and beyond. Our report informed the Victorian Government's *Gas substitution roadmap*, also released in July 2022, and can guide broader government policy and investment decisions to achieve net zero emissions.

Infrastructure Victoria's advice made 11 recommendations to the Victorian Government, underpinned by extensive research, modelling and stakeholder input.

Our findings concluded:

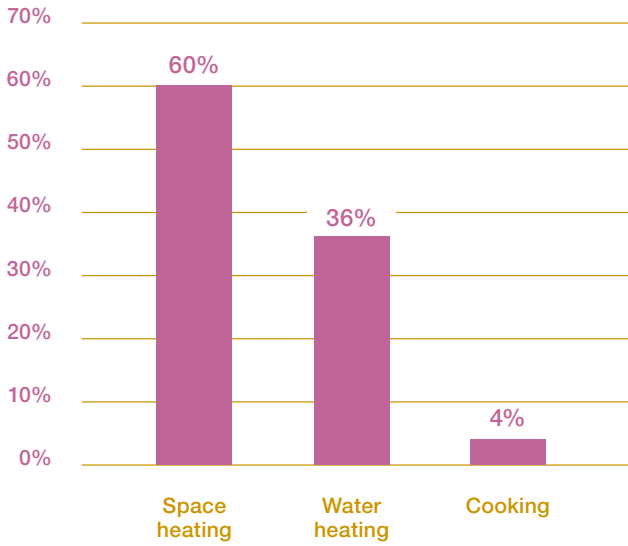
- Immediate and sustained action by the Victorian Government to support proven, low carbon solutions including energy efficiency, targeted electrification, hydrogen and biogas is needed if Victoria's gas sector is to reach net zero emissions by 2050.
- Taking action this decade to transform the gas sector is necessary if we are to reduce the risks posed by climate change and seize the opportunities of a clean economy.



- The challenge from now to 2030 is to reduce emissions as much as possible with proven methods such as energy efficiency and bioenergy, while also laying the foundations for accelerated emissions reduction in the 2030s, once we have determined whether new technologies such as hydrogen and carbon capture and storage are proven at scale and the electricity market has further decarbonised.
- Substantial and ongoing investment in energy efficiency measures is needed across residential, commercial and industrial sectors, at least until 2040. This will reduce Victoria's overall natural gas demand and maintain supplies for critical purposes, such as manufacturing and gas-fired electricity generation support.
- Many of Victoria's gas assets can be repurposed to accommodate low emissions technologies, but not without further assessment and resolving logistical challenges. Detailed planning and investment support now will position Victoria to maximise the job and export opportunities of decarbonisation.
- By 2050, some of our existing gas infrastructure may be decommissioned while other parts of the network could be reconfigured to accommodate hydrogen, bioenergy and carbon capture and storage.

Most gas in Victorian households is used for heating.

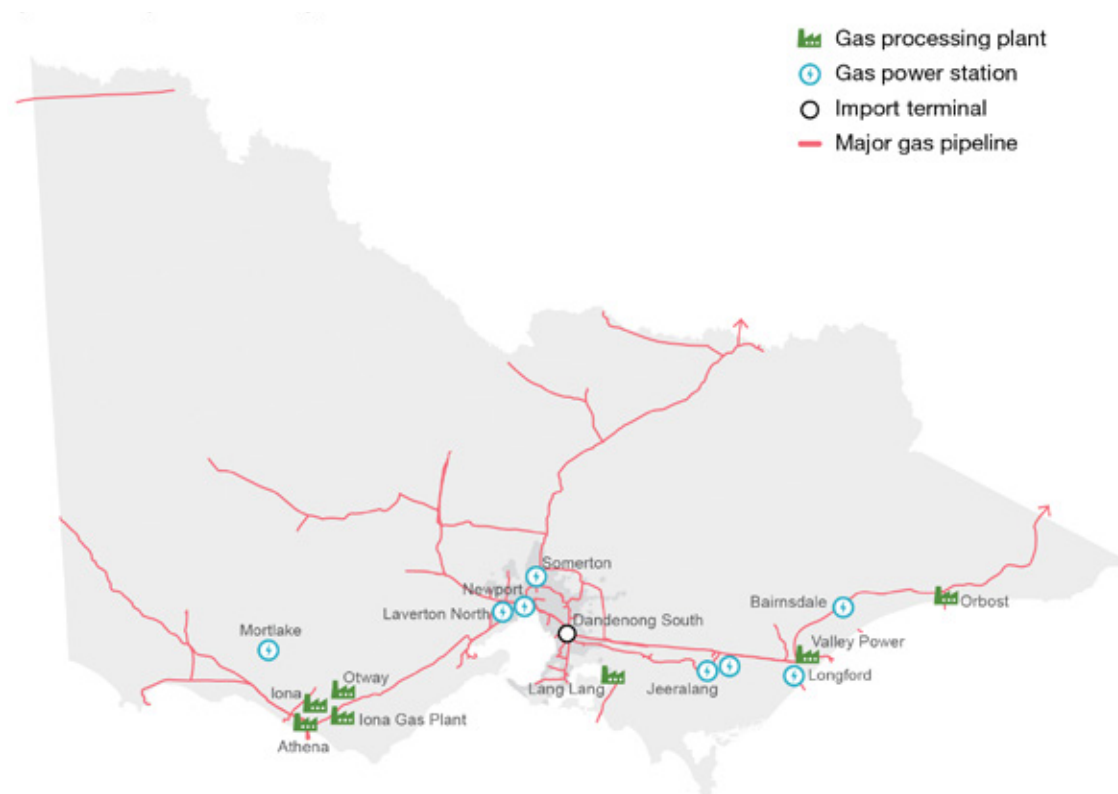
Estimated share of natural gas consumption by use, Victoria households – 2020



Sources: Northmore Gordon and Energia (2021) *Cost benefit analysis of energy efficiency activities in the gas sector*

Victoria has an extensive network of gas infrastructure.

Map of Victoria's gas infrastructure





Advice on opportunities to reduce greenhouse gas emissions of Victorian Government infrastructure

In March 2023, the Victorian Government asked Infrastructure Victoria's advice on opportunities to reduce greenhouse gas emissions of future public infrastructure investments the government will plan, own, or manage.

The government asked us to consider how policies and guidelines can better account for greenhouse gas emissions produced in the design, investment, construction, maintenance and decommissioning of public infrastructure.

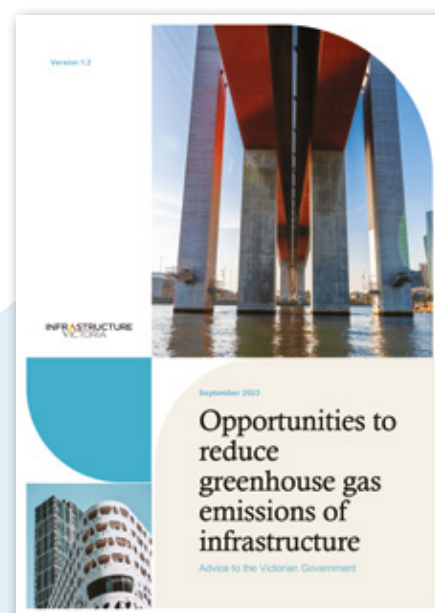
Specifically, the government sought advice on:

1. opportunities to identify, prioritise, quantify, incentivise, and track reductions in embodied, operational, and enabled infrastructure emissions at early strategic planning and investment decision making stages, including business case assessment
2. options to update the Victorian Government's existing investment guidelines, procurement policies, regulatory tools, standards, frameworks and/or guidelines to reduce emissions
3. innovative approaches that the Victorian Government can use to incentivise private industry to increase production and adoption of low-carbon materials and/or methods in procurement
4. enablers and barriers to implementation of any recommendations and their ramifications for reducing the emissions of infrastructure delivery, increasing productivity, and reducing costs. This could include any impacts on costs and benefits, and how these could be equitably distributed across stakeholders and over the life of infrastructure
5. timing and stages to implement options for the best long-term outcomes which minimise transitional costs for the government, the industry and the community.

Infrastructure Victoria engaged with industry, regulators, government agencies, peak bodies, research communities and other stakeholders in developing our advice.

We called for submissions on opportunities to reduce the greenhouse gas emissions of future public infrastructure investments. We received 14 submissions from peak bodies and industry groups in fields such as construction and transport, private companies involved in infrastructure development, government organisations, advocacy groups, and private individuals.

Infrastructure Victoria's final advice to the Victorian Government was due and delivered in September 2023.



How our work informs and engages

Infrastructure Victoria promotes rigorous and transparent policy development and informs public discussion about the major infrastructure priorities, challenges and opportunities for Victoria.

In addition to our website and social media, mainstream press, radio, television and online coverage helps create widespread community awareness and interest in our work and policy recommendations. During the financial year, our research, advice and strategy work generated extensive news coverage.

The coverage included opinion pieces and editorials in the state's major daily newspapers recognising the importance of Infrastructure Victoria's role in providing independent, evidence-based advice to guide infrastructure planning and investment. There were nearly 500 press, broadcast and online media mentions of Infrastructure Victoria in the last 3 months of 2022–23 alone.

In March 2023, the release of our research on home choices influenced stakeholder and community discussion about housing affordability, urban planning and the growth of Victoria's capital and major regional cities. More than 50 major media items referenced our findings. In the months afterwards, the public debate on housing affordability shifted towards the need for more home choices in established suburbs, closer to jobs and existing infrastructure.

In July 2022, we provided advice to the Victorian Government on the future of the state's gas infrastructure assets under a range of 2050 energy scenarios. Our work informed actions in the government's *Gas substitution roadmap*.

Our interim and final gas infrastructure advice reports also provided evidence that key stakeholders, including several local governments, drew upon to inform their own policy or advocacy positions. Consistent with our advice, the Victorian Government also recently announced a ban on new gas connections starting from 1 January 2024.

During the past year, we continued our strong reputation for independent research and advice which influences government decision making, contributes to complex policy reform and is cited in a wide range of academic, industry and policy publications.

Below are highlights of how our research and advice has informed government policy and decision making during the financial year:

- In July 2022, the Victorian Government's Gas Substitution Roadmap was 'informed by Infrastructure Victoria's analysis of gas infrastructure needs', as detailed in our advice report, *Towards 2050: gas*

infrastructure in a zero emissions economy – final report. The roadmap aligns with several of our recommendations, including the need to drive a sustained uptake of energy efficiency and remove barriers to all electric developments. Consistent with our advice, it also includes actions to manage equity impacts of the energy transition, a review of natural gas use in all Victorian Government operations and more education to encourage consumer behaviour change.

- In September 2022, the final Central and Gippsland Region Sustainable Water Strategy outlined a long-term strategic plan to secure Victoria's future water resources over the next 50 years. The renewed strategy is consistent with several recommendations in *Victoria's infrastructure strategy 2021–2051*, particularly the need for clearly allocated roles and responsibilities 'for addressing regionally significant water supply options across the interconnected south-central grid'.
- The Integrated Transport Framework for the Inner South East Metropolitan Region draws upon Infrastructure Victoria's research and advice to provide a consolidated view of key transport issues facing the region. The framework advocates a position on transport and related land use initiatives and was funded by the Inner South East Metropolitan Partnership. It was developed with support from the Victorian Department of Transport and Department of Jobs, Precincts and Regions.
- In October 2022, the Victorian Government announced the biggest hospital project in Australia's history, the rebuild of the Royal Melbourne Hospital and development of Melbourne's Arden medical precinct. The precinct development aims to advance health research and education, improve hospital access and provide innovation in patient care. The announcement delivered on recommendations in *Victoria's infrastructure strategy 2021–2051*, including the need to prioritise redevelopment of Royal Melbourne Hospital.
- In May 2023, the government announced an extra \$2.8 billion in road repairs and upgrades over the next decade. This investment aims to help keep Victorian communities connected and drivers safer, it is the first-time road funding has been committed over a 10-year period. We recommended a 10-year funding program to deliver long-term certainty for regional road maintenance and upgrades in *Victoria's infrastructure strategy 2021–2051*.
- The final report of the independent expert panel for the Victorian 2035 emissions reduction target makes multiple references to Infrastructure Victoria's advice reports on gas infrastructure in a net zero economy and infrastructure planning for zero emissions vehicles. In May 2023, the Victorian Government announced new targets to reduce emissions from 2005 levels

by between 75% and 80% by 2035, and reach net zero emissions by 2045. This is 5 years earlier than the previous 2050 net zero target. The government also announced new renewable energy targets and renewable energy storage targets.

- In March 2023, the Victorian Government asked Infrastructure Victoria to provide advice on options that will assist in the reduction of greenhouse gas emissions through future infrastructure investment, decision making and procurement. The government asked us to consider how policies and guidelines can better account for greenhouse gas emissions produced in the design, investment, construction, maintenance and decommissioning of public infrastructure.

Infrastructure Victoria draws on its sound evidence-base and recommendations to contribute to complex policy reform. During the past year, we participated in a Victorian parliamentary inquiry, Australian Government policy consultation and an independent national review:

- We made a submission and appeared before a public hearing of the Victorian Legislative Council's Inquiry into Land Transfer Duty Fees. Our submission drew on policy evidence and analysis through our research into home choices and affordability in Melbourne, Geelong and Ballarat, including the market distortions created by state land transfer duty fees and concessions. These fees are known as 'stamp duties' in Victoria. We published our policy research in *Our home choices: how more housing options can make better use of Victoria's existing infrastructure* and *Our home choices: policy evidence*.
- We provided a submission to the *National electric vehicle strategy consultation paper* which drew on our *Advice on automated and zero emissions vehicles infrastructure* and our policy research, *Driving down emissions: accelerating Victoria's zero emission vehicle uptake*. Our research on this issue included findings from Victoria's largest community deliberative engagement, published in *Tackling transport emissions to encourage uptake of low or zero emissions vehicles sooner*.
- We provided a submission to the independent review of Infrastructure Australia which highlighted our unique structure among Australian infrastructure bodies, and the importance of independence in infrastructure planning and policy development. We drew on a 2021 review of strategic planning governance by the International Transport Forum which found independent advisory bodies, like Infrastructure Victoria, play a valuable role in enabling difficult issues, lend credence to policy and advocacy reform and 'provide genuine thought leadership' on issues, including those that are challenging and unpopular.

Infrastructure Victoria prides itself on research backed by evidence, engagement and consultation that can be used by stakeholders across every infrastructure sector to challenge, support and progress their own work. Notable citations and references during the year included:

- The Australian Productivity Commission's 5-year productivity inquiry reports cited our research, *Fair move: better public transport fares for Melbourne*, and endorsed our recommendations on public transport pricing reform. Three inquiry reports reference our research, *5-year productivity inquiry: advancing prosperity* (volume 1), *5-year productivity inquiry: a competitive, dynamic and sustainable future* (volume 3) and *5-year productivity inquiry: innovation for the 98%* (volume 5).
- The Productivity Commission's *National housing and homelessness agreement study* made several references to Infrastructure Victoria's submission and our technical report, *Infrastructure provision in different development settings - metropolitan Melbourne*.
- The Business Council of Australia referenced our housing choices research in its May 2023 report, *Housing Australia's talent: addressing the nation's housing challenge*.
- Environment Victoria cited our advice to government on the future of Victoria's gas infrastructure assets in its 2023 research report, *Gas sector emissions and Victoria's new 2035 climate targets*.
- The Central and Gippsland Region Sustainable Water Strategy outlines a long term strategic plan to secure Victoria's future water resources over the next 50 years. The renewed strategy is consistent with several of our recommendations in *Victoria's infrastructure strategy 2021–2051*.
- The Victorian Chamber of Commerce and Industry published its state election platform. The advocacy document has strong synergies with Infrastructure Victoria's research and advice including public transport fares discounts, digital infrastructure for regions, clean energy investment plus industry assistance for renewables and energy efficiency, tax deductions for energy efficiency and time of use, planning reform to enable residential development near transport corridors, protection of port access and rail mode shift, better public transport in Victoria's regions and investment in regional road maintenance.
- The Property Council's state election platform called for implementation of Infrastructure Victoria's 30-year strategy recommendations including energy efficiency upgrades to Victorian Government owned and leased buildings and development of the Western Intermodal Freight Terminal.

- The Victorian Chamber of Commerce 2023 state budget submission called for a fund to help community sector organisations to recover from the 2022 floods and references our strategy recommendation, Build back better after emergencies.
- The *Benchmarking Melbourne 2023 report*, commissioned by the Committee for Melbourne, aligns strongly with Infrastructure Victoria's research, advice and recommendations in Victoria's 30-year infrastructure strategy.
- The City of Melbourne's *Victorian election 2022 advocacy priorities* made several recommendations drawing on our project and policy recommendations in *Victoria's infrastructure strategy 2021–2051* including completing a business case for Melbourne Metro 2 and market reforms to encourage distributed energy and household excess energy exports from battery storage.
- Victoria's 30-year infrastructure strategy was cited in 'Communicative planning and the transformative potential of citizen-led participation', a chapter in *Handbook on planning and power*, published in 2023.
- The 30-year strategy and our Fair move and Good move research reports are referenced in the chapter 'Transport pricing and financing in Oceania', published in the 2023 book, *Transport pricing and financing*.
- The *Addressing regional disadvantage through infrastructure: Central Highlands* report was referenced in the article 'A health justice partnership for young people: strategies for program promotion to young people and youth workers', published in the Australian Journal of Primary Health in May 2023.
- Infrastructure Victoria's Density done well research was cited in the academic article, "'Density done well" in the pursuit of 20-minute neighbourhoods: navigating fluid discourses in Melbourne' published in *Urban Policy and Research* in 2023.
- Our research report, *Transporting Melbourne's recovery*, was cited in 'A city-level transport vision for 2050: reimagined since COVID-19', published in *Transport Policy* (volume 132), the international journal of the World Conference on Transport Research Society.
- Our *Advice on zero emissions and automated vehicles* was cited in the article 'Imagining urban mobility futures in the era of autonomous vehicles - insights from participatory visioning and multi-criteria appraisal in the UK and Australia', published in *Transport Policy* (volume 136).
- Our *Advice on zero emissions and automated vehicles* was also cited in 'Striking the right balance: understanding the strategic applications of hydrogen in transitioning to a net zero emissions economy', published by Sustainable Earth Reviews in 2023.
- *Victoria's infrastructure strategy 2021–2051* and our Victorian Land Use and Transport Integration (VLUTI) model architecture report were cited in 'An application of land use, transport, and economy interaction model', *Research in Transportation Economics* (volume 99), published in 2023.
- The McKell Institute report, *Addressing infrastructure inequality: a path to equality for Melbourne's outer suburbs*, drew on our *Social infrastructure for Melbourne's growth areas* report and *Victoria's infrastructure strategy 2021–2051*.
- Our strategy Major transport program assessment report and *Social infrastructure for Melbourne's growth areas* research were cited in 'Exploring the relationship between building construction activity and road-related expenditure in Victoria', published in *World Academy of Science, Engineering and Technology International Journal of Structural and Construction Engineering* (volume 17).
- Bendigo Health referenced our 30-year strategy Loddon Campaspe regional profile in its *Loddon Mallee climate change and health framework*.
- Macedon Ranges Shire Council referenced Victoria's 30-year infrastructure strategy in its Affordable Housing Policy.
- Knox City Council cited our 30-year strategy recommendation on setting social housing targets to support its Social and Affordable Housing Strategy.
- The Housing Industry Association referenced Our home choices research in its submission to the Tasmanian Housing Strategy Exposure Draft.
- The Community Housing Industry Association cited our 30-year strategy recommendation on social housing targets in its submission to the 2022–23 Victorian Budget.
- The La Trobe Valley Authority drew from our 30-year strategy Gippsland regional profile in developing its draft La Trobe Valley and Gippsland Transition Plan.
- Infrastructure Victoria's 2018 social housing research was cited in the RMIT University research report, *Happy, healthy and housed? 12 month outcomes from a longitudinal study of new tenants in social housing*.
- The Integrated Transport Framework for the Inner South East Metropolitan Region referenced Infrastructure Victoria's *Advice on automated vehicles* and our research findings on transport congestion.

Five-year financial summary

Five-year financial summary	2022-23	2021-22 ^b	2020-21	2019-20	2018-19
Total income from transactions	9,922,138	9,849,369	9,934,765	10,056,029	10,123,596
Total expenses from transactions	9,976,101	9,310,816	9,466,675	10,128,246	10,123,596
Net result from transactions	-53,963	538,553	468,090	-72,217	-
Other economic flows included in net result ^a	-7,801	53,806	79,099	-16,178	-35,438
Net result for the period	-61,764	592,359	547,189	-88,395	-35,438
Net cashflows from operations	416,668	336,459	312,288	296,608	37,576
Total assets	5,310,110	5,719,438	4,631,972	4,345,948	2,419,205
Total liabilities	3,340,199	4,687,457	4,192,391	4,453,516	2,438,378

Notes: a) Includes gains or losses from disposal of non-financial assets and revaluation of leave liabilities for changes in the government bond rate.
 b) The 2021-22 comparative figures have been adjusted to correct a minor prior period error.

2022-23 financial review

Infrastructure Victoria is funded through annual appropriations and does not receive revenue outside of the government allocation. In financial year 2022–23 Infrastructure Victoria’s total expenditure was \$9.9 million, higher than its annual appropriation by \$54,000. The primary driver was adjustments to annual and long service leave liabilities, and some project spending where key milestones were brought forward from FY 23–24 into FY 22–23.

As an independent advisory body, Infrastructure Victoria does not undertake or manage any capital projects or investment projects and has not provided any grants or transfer payments to companies or organisations in 2022-23.

Financial position – balance sheet

Total assets of Infrastructure Victoria decreased from \$5.7 million last year to \$5.3 million this year, mainly due to the accumulated depreciation of the lease for the Infrastructure Victoria office at 140 William Street, Melbourne. The decrease in total liabilities from \$4.7 million to \$4.3 million, was due to the corresponding decrease in lease liability for the Infrastructure Victoria office.

Cash flows

The net cash flows from operations were increased slightly to \$0.4 million this year compared to the previous year’s \$0.3 million. This movement is mainly due to a repayment for a staff secondment to Breakthrough Victoria.

Subsequent events

There were no events, subsequent to the reporting period and prior to the finalisation of this report, that had the potential to significantly impact the ongoing structure and financial activities of Infrastructure Victoria.

Governance and organisational structure

Infrastructure Victoria is led by a board of 7 directors comprising 4 members from the private or non-government sectors, and 3 from the public sector.

The directors of Infrastructure Victoria's board perform their duties consistent with the standards set in the *Code of Conduct for Directors of Victorian Public Entities* and the duties and values contained in the *Public Administration Act 2004*.



Jim Miller Chair

Jim Miller chairs the Infrastructure Victoria board.

Jim was Vice Chair at J.P. Morgan from 2018 to 2023 and Executive Director at Macquarie Capital from 1994 to 2015. With experience across a range of sectors, he has led over \$200 billion in transactions and worked with both government and private sector clients both as a principal and adviser.

Jim has extensive experience in infrastructure having worked in the areas of regulated assets, transport, digital, energy, utilities and resources and social infrastructure. He has both a Bachelor and Masters of Economics from Macquarie University. He is a Fellow of the Institute of Actuaries of Australia.



Maria Wilton AM Deputy Chair

Maria Wilton is deputy chair of the Infrastructure Victoria board. She is also chair of the Audit and risk committee.

Maria's experience in the investment industry spans thirty years and includes portfolio management and business roles. She is the Chair of Growth Farms and Spirit Super, as well as a Director of Victorian Funds Management Corporation, Confident Girls Foundation, and Dexu Wholesale Property Fund. She was formerly Managing Director and Chair of Franklin Templeton Investments Australia.

Maria holds a Bachelor of Economics from the University of Tasmania and is a Chartered Financial Analyst (CFA) charter holder. In January 2019 Maria was made a Member of the Order of Australia for service to business and finance and to the community.



Professor Margaret Gardner AC (until April 2023)

Professor Margaret Gardner AC was the President and Vice Chancellor of Monash University from 2014 to 2023. Prior to this Professor Gardner was the Vice Chancellor and President of RMIT from April 2005 to August 2014. Professor Gardner was the Chair of Universities Australia and Chair of the Group of Eight, as well as a director of the Group of Eight and the Australia and New Zealand School of Government (ANZSOG). Professor Gardner has a first-class honours degree in economics and a PhD from the University of Sydney and held a Fulbright postdoctoral fellowship.



Ann Sherry AO

(until September 2022)

Ann Sherry AO is one of Australia's leading business executives with a career that spans government, banking and cruise tourism. She is also an active philanthropist.

Ann is the Chair of UNICEF Australia, Eneo Group, Port of Townsville and Queensland Airports Limited. She is the Chancellor of Queensland University of Technology and a non-executive director of National Australia Bank.



Jeremi Moule

Jeremi was appointed as Secretary of the Department of Premier and Cabinet on 13 November 2020. Prior to this role, he was the Deputy Secretary, Governance, Policy and Coordination at the Department of Premier and Cabinet.

Jeremi has held various executive positions in the Victorian public service over a 17-year period, was the CEO of a registered training organisation and started his career as a journalist. He lives in Bendigo and has worked extensively in regional Victoria.

He holds a journalism degree from the University of South Australia and is a Graduate of the Australian Institute of Company Directors.



David Martine PSM

David Martine has been the Secretary of the Department of Treasury and Finance (DTF) since 2014. He leads the department in providing economic, policy and service delivery advice to the Victorian Government. David is also a director of the Treasury Corporation of Victoria and Victorian Funds Management Corporation. Prior to joining DTF, David held a number of senior roles in the Commonwealth public sector, most recently as Deputy Secretary Aged Care in the Department of Social Services. He has also worked for the Commonwealth Treasury and was Deputy Secretary, Budget Group in the Department of Finance and Deregulation. He has a Bachelor of Economics (Hons) from Monash University and a Master of Business Administration.



John Bradley PSM

(until January 2023)

John is the Secretary of the Department of Energy Environment and Climate Action and previously was Secretary of Department of Environment, Land, Water and Planning in the Victorian Government. Prior to this he was CEO of Energy Networks. He also served as CEO of the Queensland Water Commission and Director General of the Queensland Department of Environment and Resource Management and Department of Premier and Cabinet.

John holds an MBA from Queensland University of Technology and BA from the University of Queensland. He is the President of IPAA Victoria and serves on the Victorian Secretaries Board. He is a Member of the Australian Institute of Company Directors and has previously served as a Director on the Boards of the Australian Gas Industry Trust, Greening Australia Ltd, the Great Barrier Reef Marine Park Authority, the Australian and New Zealand School of Government, the Cape York Institute for Policy and Leadership, Families Responsibility Commission and on the University of Queensland Senate.



Paul Younis

(from January 2023)

Paul Younis became Secretary of the Department of Transport and Planning in January 2023. He was previously Secretary of the Department of Transport until the departmental changes brought together Victoria's transport, planning and land use functions.

In 2019, he led the integration of the transport portfolio into the new Department of Transport, bringing together the planning, management and delivery of all transport in one integrated department, and overseeing the delivery of a record \$90 billion of new transport infrastructure across the State.

Prior to the Department of Transport, Paul was CEO of Melbourne's Brimbank City Council and regional Corangamite Shire. He has qualifications in engineering, law and business.



Rebecca Casson

(from June 2023)

Rebecca is a building and construction sector leader with significant experience spanning government, industry, and the not-for-profit sector. She is Chairperson of the Victorian Government's Building Industry Consultative Council, President of construction worker entitlement body Incolink and an advisory board member of the Victorian Skills Authority. Rebecca was previously CEO of Master Builders Victoria and the Committee for Geelong.

She has held a range of board and advisory positions throughout her career in Australia, the United Kingdom, Europe, and the USA. Rebecca holds a Masters degree in Politics and Government from the University of Kent.



Jonathan Spear
Chief Executive Officer

Dr Jonathan Spear is Infrastructure Victoria's Chief Executive Officer.

Previously the organisation's Deputy Chief Executive, Chief Operating Officer and General Counsel, Jonathan has led Infrastructure Victoria's work on Victoria's 30-year infrastructure strategy, research program and provision of independent advice to the Victorian Government.

Before joining Infrastructure Victoria during its establishment in 2015, Jonathan held senior leadership, policy, strategy and legal roles with the Victorian Government Department of Premier and Cabinet, Department of Justice, Victoria Police and Slater and Gordon Lawyers.

Jonathan holds a Doctor of Philosophy in History, Executive Master of Public Administration, Master of Laws, Bachelor of Laws (Honours) and Bachelor of Arts (Honours). He is also a legal practitioner, a graduate of the Australian Institute of Company Directors and the Williamson Community Leadership Program, and Deputy Chair of the Melbourne Forum.



Allison Stewart
Deputy Chief Executive

Dr Allison Stewart is Infrastructure Victoria's Deputy CEO.

Allison is an experienced capital projects leader, strategist, academic and management consultant specialising in infrastructure and energy. She has worked as an industry practitioner, academic, consultant, and civil servant in jurisdictions around the world including Australia, Tanzania, Canada, and the United Kingdom.

Prior to joining Infrastructure Victoria, Allison was an executive at the Suburban Rail Loop Authority, Victoria's largest integrated land use and transport project. She also previously led Infrastructure Victoria's research into the infrastructure required to enable automated and zero emissions vehicles.

Allison holds Doctor of Philosophy in Management and Master of Science degrees from the University of Oxford, and a Bachelor of Commerce degree from McGill University. She is also a graduate of the Australian Institute of Company Directors.



Mandy Frostick
Executive Director
Communications and
Engagement

Mandy Frostick leads Infrastructure Victoria's communications and engagement functions including strategic counsel, stakeholder relations, community engagement, media relations, brand and digital activity.

Mandy has extensive consulting experience across a broad range of industry sectors including health, energy, resources, finance, technology and government. She has also held senior leadership positions with some of Victoria's best-known organisations including WorkSafe, City of Melbourne, the Royal Women's Hospital and BHP.

Mandy is a graduate member of the Australian Institute of Company Directors and was a non-executive director of the Royal Women's Hospital.



Peter Kartsidimas
Director Research and Policy

Peter Kartsidimas leads Infrastructure Victoria’s research in areas such as transport and infrastructure planning.

He has more than 2 decades’ experience working across public and private sectors in the planning and design of infrastructure projects, as well as undertaking public policy and advocacy activities.

Peter holds a Bachelor of Engineering (Civil) and has held several volunteer leadership roles including Australian Institute of Traffic Planning and Management State President and National Chair of the Transport Modelling Network.



Llewellyn Reynders
Director Research and Policy

Llewellyn Reynders leads Infrastructure Victoria’s research in areas such as urban productivity, housing, social equity and the impact of climate change on infrastructure.

Llewellyn joined Infrastructure Victoria as the Manager, Strategy and Policy, coordinating the development of recommendations for projects, policies and reforms and the delivery of Victoria’s infrastructure strategy 2021–2051. Llewellyn was previously policy manager at the Victorian Council of Social Service and has held leadership and policy roles in other government and not-for-profit organisations.

He holds a Master of Social Policy from the University of Melbourne, and a Bachelor of Economics and Bachelor of Science from the Australian National University.



Victoria Thaine
Director, Corporate & People and Culture

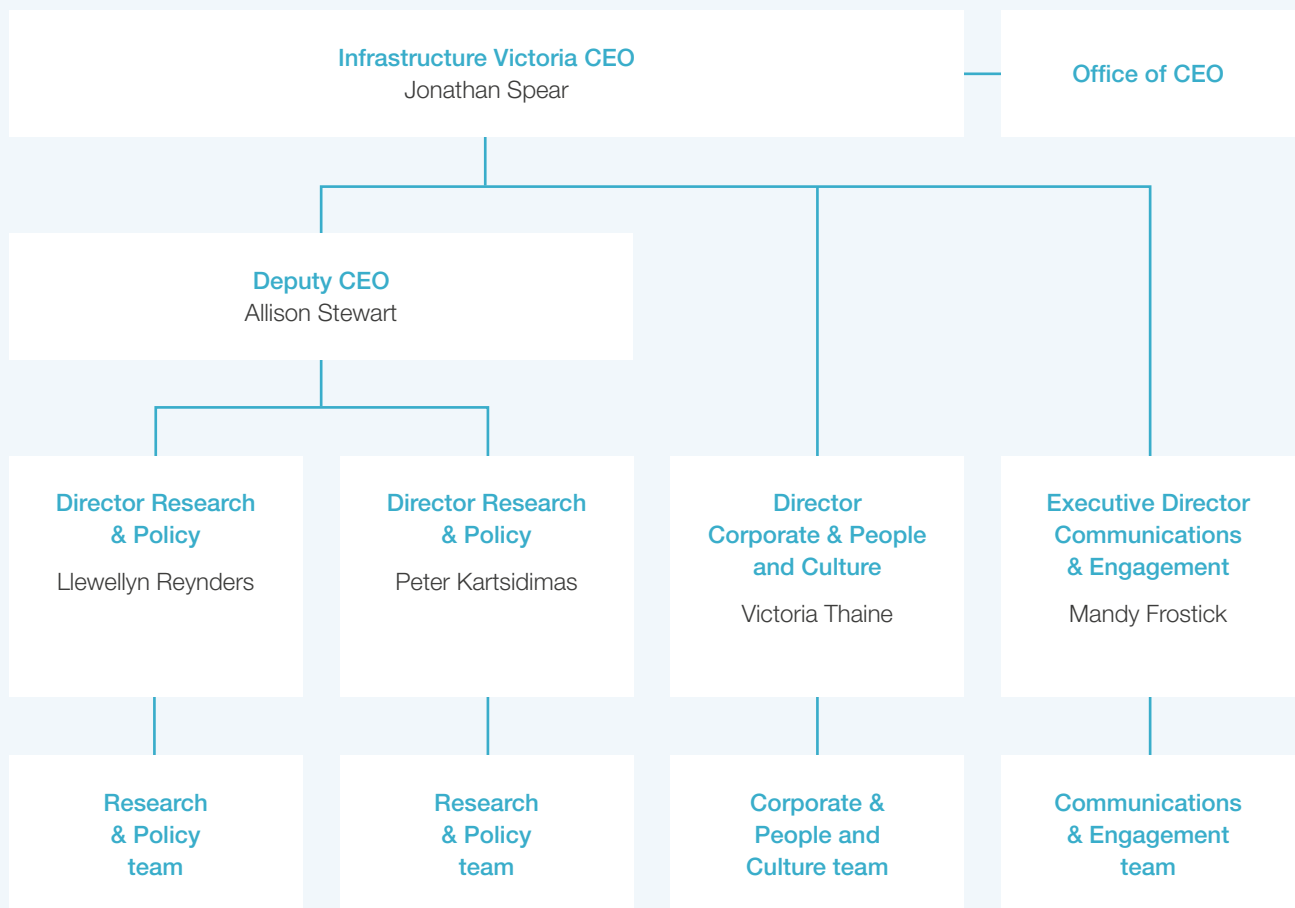
Victoria Thaine is Infrastructure Victoria’s Director Corporate & People and Culture, leading the delivery of operational functions including procurement, budgeting and governance. She is also responsible for designing and implementing key organisational culture initiatives.

Prior to joining Infrastructure Victoria, Victoria worked across a variety of government agencies, including in large departments, central agencies and private ministerial offices.

Victoria is a certified organisational coach, holds a Graduate Certificate in Business Administration and is a graduate of the Australian Institute of Company Directors course.

Organisational structure

Infrastructure Victoria is managed within three groups: Communication and Engagement, Research and Policy, and Corporate, People & Culture.



Conflicts of Interest or Duties

Infrastructure Victoria's Conflicts of Interest or Duties policy sets out the board's obligations in relation to managing conflicts of interest or duties. The policy ensures there is a clear, transparent and accountable process in place for directors to manage conflicts of interest or duties. The policy fulfils Infrastructure Victoria's legislative obligations regarding conflicts of interest or duties under both section 81 of the *Public Administration Act 2004* and section 26 of the *Infrastructure Victoria Act 2015*. Under these Acts, Infrastructure Victoria must report any details of a conflict of interest disclosed by a director in a financial year.

To avoid any actual or perceived conflict of interest, David Martine, Jeremi Moule and John Bradley were not provided with papers considering Infrastructure Victoria's annual assessment of the Victorian Government's priorities and progress in meeting Victoria's infrastructure needs at a meeting of the board on 15 September 2022. Jeremi Moule and John Bradley attended the meeting but excused themselves from the discussion.

To avoid any actual or perceived conflict of interest, David Martine took part in discussions but not decision making on aspects of Infrastructure Victoria's Our home choices research that related to his departmental secretary responsibilities at a meeting of the board on 16 March 2023.

To avoid any actual or perceived conflict of interest, Paul Younis took part in discussions but not decision making on Infrastructure Victoria's Our home choices research at a meeting of the board on 16 March 2023.

To avoid any actual or perceived conflict of interest, it was agreed at meeting of the board on 22 June 2023, that David Martine and Paul Younis take part in discussions but not decision making on Infrastructure Victoria's Request for advice on opportunities to reduce greenhouse gas emissions of Victorian Government infrastructure.

Audit and risk committee

The Audit and risk committee comprises the following members:

- Maria Wilton – Chair
- David Martine – Member
- Trish Donohue – Independent member

Trish has worked in the investment, finance and superannuation sectors for over 30 years. She held the executive investment role at Cbus superannuation fund from 2000 to 2018 managing the assets under management which grew from \$2 billion to over \$40 billion over that time and invested across all major asset classes. Trish's non-executive director roles have included directorships on the boards of Tasplan Superannuation Fund and the Australian Council of Superannuation Investors. Trish holds a Bachelor of Science from Melbourne University, and is an Associate of the Institute of Actuaries Australia and a graduate from the Australian Institute of Company Directors.

The main responsibilities of the audit committee are to:

- review the annual report and all other financial information published by Infrastructure Victoria
- assist in reviewing the effectiveness of the internal control environment covering:
 - effectiveness and efficiency of operations
 - reliability of financial reporting and
 - compliance with applicable laws and regulations
- determine the scope of the internal audit function and ensure its resources are adequate and used effectively, including coordination with external auditors
- maintain effective communication with external auditors
- consider recommendations made by internal and external auditors and review the implementation of actions to resolve issues raised and
- oversee the effective operation of the risk management framework.

The committee met 4 times in 2022-2023.

Occupational health and safety

Infrastructure Victoria maintains a policy on Occupational Health and Safety (OH&S). There were no reportable incidents relating to OH&S in 2022–2023.

Employment and conduct principles

Since the establishment of Infrastructure Victoria in October 2015, the organisation has implemented processes to provide the staffing resources necessary to deliver statutory requirements.

Infrastructure Victoria is committed to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly on the basis of key selection criteria and other accountabilities without discrimination. We are proud of the diversity of our staff's demographics, backgrounds, skills and capabilities.

Infrastructure Victoria maintains a range of detailed employment policies to guide staff on matters relating to resolving grievances, flexible work opportunities, discrimination, recruitment, and performance. All policies and practices are consistent with the Victorian Public Sector Commission employment standards and the *Equal Opportunity Act* (2010).

Infrastructure Victoria's workforce policies and processes provide for fair treatment and early resolution of workplace issues. All staff are advised on how to avoid conflicts of interest, how to respond to offers of gifts, and how Infrastructure Victoria deals with misconduct.



Workforce data

The following table discloses the head count and full-time equivalent (FTE) of all Infrastructure Victoria employees as at the conclusion of the current reporting period 30 June 2023 and of the previous reporting period ending 30 June 2022.

		June 2023						June 2022					
		Ongoing		Fixed Term/ Casual		Total		Ongoing		Fixed Term/ Casual		Total	
		Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Demographic Data	Gender												
	Male	13	13.00	2	2.00	15	15.00	10	10.00	5	4.00	15	14.00
	Female	24	21.40	3	1.59	27	22.99	22	20.70	2	1.60	24	22.30
	Self-described	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	Age												
	Under 25	1	1.00	0	0.00	1	1.00	1	1.00	3	2.00	4	3.00
	25-34	10	9.70	4	2.99	14	12.69	8	8.00	3	2.60	11	10.60
	35-44	14	13.00	1	0.60	15	13.60	12	11.60	1	1.00	13	12.60
	45-54	8	7.50	0	0.00	8	7.50	8	7.60	0	0.00	8	7.60
	55-64	4	3.20	0	0.00	4	3.20	3	2.50	0	0.00	3	2.50
	65+	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	VPSG2	0	0.00	1	0.39	1	0.39	0	0.00	4	2.60	4	2.60
	VPSG3	4	4.00	1	0.59	5	4.59	2	2.00	0	0.00	2	2.00
	VPSG4	5	4.70	1	1.00	6	5.70	6	5.80	2	2.00	8	7.80
	VPSG5	8	7.70	1	1.00	9	8.70	4	4.00	0	0.00	4	4.00
	VPSG6	15	13.20	1	0.60	16	13.80	16	14.90	0	0.00	16	14.90
	STS	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	SES3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	SES2	2	1.80	0	0.00	2	1.80	1	1.00	1	1.00	2	2.00
	SES1	3	3.00	0	0.00	3	3.00	3	3.00	0	0.00	3	3.00
	Other	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	37	34.4	5	3.58	42	37.98	32	30.70	7	5.60	39	36.30	

The following table discloses the annualised full-time total salary for senior employees categorised by classification.

Salary band	Executives - June 2023		Executives - June 2022	
	Headcount	FTE	Headcount	FTE
< \$199,999	0	0.00	0	0.00
\$200,000 - \$219,999	2	2.00	2	2.00
\$220,000 - \$239,999	1	1.00	1	1.00
\$240,000 - \$259,999	0	0.00	0	0.00
\$260,000 - \$279,999	2	2.00	2	2.00
>\$280,000	0	0.00	0	0.00

Executive officer data

An executive officer (EO) is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* or a person to whom the Victorian Government's Policy on Executive Remuneration in Public entities applies. The table below reflects employment levels at the last full pay period in June of the current and corresponding previous reporting year broken down by gender against EO classification levels.

The definition of an EO does not include a statutory office holder or an accountable officer.

	June 2023								June 2022							
	Female		Male		Self-described		Total		Female		Male		Self-described		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
SES-3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
SES-2	2	2.00	0	0.00	0	0.00	2	2.00	2	2.00	0	0.00	0	0.00	2	2.00
SES-1	1	1.00	2	2.00	0	0.00	3	3.00	1	1.00	2	2.00	0	0.00	3	3.00
Total	3	3.00	2	2.00	0	0.00	5	5.00	3	3.00	2	2.00	0	0.00	5	5.00

The number of executives in the Report of Operations is based on the number of executive positions that were occupied at the end of the financial year. Note 8.2 in the financial statements lists the total number of EOs and the total remuneration paid to EOs over the course of the reporting period. The financial statements note does not include the Accountable Officer, nor does it distinguish between executive levels or disclose separations of executives who have left Infrastructure Victoria during the 2022-23 financial year.

These disclosures are reconciled in the table below:

Reconciliation of executive numbers	2021-22	2020-21
Executives (as per Note 8.3)	5	5
Accountable Officer	1	1
Separations	0	0
Total executive number 30 June	6	6

Other disclosures

Local Jobs First

The *Local Jobs First Act 2003*, introduced in August 2018, brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

Infrastructure Victoria is required to apply the Local Jobs First policy to all Metropolitan Melbourne or state-wide projects valued at \$3 million or more. Additionally, the policy must also be applied to any regional Victoria projects valued at \$1 million or more. MPSG applies to all construction projects valued at \$20 million or more.

Infrastructure Victoria undertook no projects subject to the *Local Jobs First Act 2003* during the 2022–2023 reporting period.

Government advertising expenditure

In 2022-2023, Infrastructure Victoria undertook no government advertising campaigns.

Consultancy expenditure

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

In 2022–23, Infrastructure Victoria undertook 16 consultancy engagements where total fees payable exceeded \$10,000. The total expenditure incurred during 2022–23 in relation to these consultancies was \$2,137,715 (ex. GST). Details of individual consultancies are provided in the following table.

Details of consultancies under \$10,000

In 2022-2023, there were three consultancies engaged during the year where the total fees payable to the individual consultants were less than \$10,000. The total expenditure incurred during 2021-2022 in relation to these consultancies was \$4,534 (ex. GST).

Consultancy expenditure

Consultant	Contract Description	Start Date	End Date	Total Approved Contract Fee (ex. GST)	Expenditure 2022-23 (ex. GST)	Future Expenditure (ex. GST)
MOVEMENT & PLACE PTY LTD	Better buses research	Mar-22	Jul-23	\$15,000	\$15,000	\$0
QUANTUM MARKET RESEARCH	Better buses community research	Oct-22	Mar-23	\$1,147,940	\$114,939	\$0
WSP AUSTRALIA PTY LIMITED	Better buses peer review	Mar-22	Jul-22	\$15,000	\$14,875	\$0
WSP AUSTRALIA PTY LIMITED	Better buses transport modelling	Jan-23	Jul-23	\$281,000	\$236,600	\$17,400
ACIL ALLEN CONSULTING PTY LTD	Climate risk and consequences for Victorian infrastructure analysis	Feb-23	Aug-23	\$216,144	\$216,144	\$0
AECOM AUSTRALIA PTY LTD	Climate risk and consequences for Victorian infrastructure analysis	Mar-22	Jul-23	\$356,808	\$71,362	\$0
ARUP P/L	Climate risk and consequences for Victorian infrastructure analysis	Jan-23	Aug-23	\$199,900	\$199,900	\$0
WSP AUSTRALIA PTY LIMITED	Decarbonising infrastructure analysis	Jan-23	Jul-23	\$199,975	\$199,975	\$0
CENTRE FOR INTERNATIONAL ECONOMICS	Our home choices analysis	Apr-22	Oct-22	\$233,475	\$148,130	\$0
GRIFFITH UNIVERSITY	Our home choices analysis	Jun-22	Feb-23	\$14,840	\$14,840	\$0
PROPTRACK PTY LTD	Our home choices housing data	Jun-22	Jun-24	\$105,000	\$5,000	\$0
WALLIS CONSULTING GROUP PTY LTD	Our home choices research	Apr-22	Sep-22	\$189,660	\$33,434	\$0
TODAY STRATEGIC DESIGN	Website redevelopment advisory services	May-23	Aug-23	\$80,319	\$40,159	\$40,160

Consultant	Contract Description	Start Date	End Date	Total Approved Contract Fee (ex. GST)	Expenditure 2022-23 (ex. GST)	Future Expenditure (ex. GST)
PKF MELBOURNE AUDIT & ASSURANCE PTY LTD	Internal Audit services	May-23	Jun-24	\$70,000	\$40,700	\$29,300
MOSAICLAB	30-year infrastructure strategy engagement	Feb-23	Jul-23	\$147,178	\$144,235	\$0
SGS ECONOMICS & PLANNING PTY LTD	Urban development scenarios analysis	May-22	Sep-22	\$189,525	\$24,224	\$0
CENTRE FOR INTERNATIONAL ECONOMICS	Urban development scenarios analysis	Jan-23	Jul-23	\$250,000	\$250,000	\$0
ARUP P/L	Urban development scenarios transport modelling	Feb-22	Jul-23	\$300,988	\$273,988	\$0
SGS ECONOMICS & PLANNING PTY LTD	Urban development scenarios analysis	Nov-22	Feb-23	\$94,210	\$94,210	\$0

ICT expenditure

The Department of Treasury and Finance (DTF) provided ICT services to Infrastructure Victoria on a fee for service basis under the terms of a memorandum of understanding for the period 1 July 2022 to 31 December 2022. Following Machinery of Government Changes (MoG) effective 1 January 2023, the Department of Government Services (DGS) delivered these services for the period 1 January 2023 to 30 June 2023. The systems, processes, support, and people transferred from DTF to DGS on 1 January 2023 enabled the continued provision of shared services on the same basis as prior to the MoG, and in line with existing agreements. In 2022-2023, business-enabling ICT, finance and human resources services were provided through a shared services arrangement with the Department of Treasury and Finance for a fee of \$260,081.

Freedom of Information

The *Freedom of Information Act 1982* (the Act) allows the public a right of access to documents held by Infrastructure Victoria.

In 2022-2023 Infrastructure Victoria received one request from a general member of the public. One decision was made within the statutory time period.

Further information regarding the operation and scope of FOI can be obtained from the Act, regulations made under the Act and ovic.vic.gov.au

Compliance with the Building Act 1993

Infrastructure Victoria does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

Competitive Neutrality Policy

Infrastructure Victoria does not provide services that compete with the private sector and is therefore not subject to the requirements of the Victorian Competitive Neutrality Policy or subsequent reforms.

Compliance with the *Public Interest Disclosure Act 2012*

The Public Interest Disclosures Act 2012 encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Infrastructure Victoria does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Infrastructure Victoria will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

The Public Interest Disclosure statement, which outlines the system for reporting disclosures of improper conduct or detrimental action by Infrastructure Victoria or any of its employees and/or officers, is available on Infrastructure Victoria's website.

Compliance with the *Carers Recognition Act 2012*

To the extent applicable, Infrastructure Victoria has taken all practical measures to comply with obligations under the *Carers Recognition Act 2012*.

Compliance with the *Disability Act 2006*

Infrastructure Victoria acknowledges the importance of strengthening the rights of people with a disability. We are committed to creating and maintaining an accessible and inclusive environment for all people with a disability who come into contact with Infrastructure Victoria, whether as employees, stakeholders or members of the public more generally.

Environmental impacts

Infrastructure Victoria minimises the use of electricity through the use of motion sensitive lighting and efficient appliances. Infrastructure Victoria operates a largely paperless office with minimal printing using double sided printing and recycled paper. All office waste systems are segregated, reducing the amount of recyclable material directed to landfill. Infrastructure Victoria proactively engages building management at the office premises to progress sustainable building initiatives. Finally, all staff are encouraged to employ active or public modes of transport when undertaking business activities.

Sustainable procurement

Infrastructure Victoria considers sustainable procurement objectives through its implementation of the Social Procurement Framework, which establishes requirements that apply to Victorian Government departments and agencies when they procure goods, services and construction.

Additional Information

Infrastructure Victoria's published reports and documents are available online at www.infrastructurevictoria.com.au

Any relevant information in relation to the financial year is retained by the Accountable Officer and is available on request subject to the provisions of the *Freedom of Information Act 1982*.

Attestation for financial management compliance with Ministerial Standing Direction 5.1.4

Infrastructure Victoria Financial Management Compliance Attestation Statement

I Jim Miller, on behalf of the Responsible Body, certify that the Infrastructure Victoria has complied with the applicable Standing Directions 2018 under the *Financial Management Act 1994* and Instructions.

Disclosure index

The Infrastructure Victoria annual report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of Infrastructure Victoria's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Standing Directions & Financial Reporting Directions		
Report of operations		
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	4
FRD 22	Purpose, functions, powers and duties	4-5
FRD 8	Departmental objectives, indicators and outputs	4-5
FRD 22	Key initiatives and projects	7-31
FRD 22	Nature and range of services provided	4-5
Management and structure		
FRD 22	Organisational structure	34
Financial and other information		
FRD 8	Performance against output performance measures	7-31
FRD 8	Budget portfolio outcomes	N/A
FRD 10	Disclosure index	48
FRD 12	Disclosure of major contracts	44-45
FRD 15	Executive disclosures	43
FRD 22	Employment and conduct principles	41
FRD 22	Occupational health and safety policy	41
FRD 22	Summary of the financial results for the year	32
FRD 22	Significant changes in financial position during the year	32
FRD 22	Major changes or factors affecting performance	32
FRD 22	Subsequent events	32
FRD 22	Application and operation of Freedom of Information Act 1982	46
FRD 22	Compliance with building and maintenance provisions of Building Act 1993	46
FRD 22	Statement on National Competition Policy	46
FRD 22	Application and operation of the Public Interest Disclosures Act 2012	47
FRD 22	Application and operation of the Carers Recognition Act 2012	47
FRD 22	Details of consultancies over \$10 000	43
FRD 22	Details of consultancies under \$10 000	43
FRD 22	Disclosure of government advertising expenditure	44
FRD 22	Disclosure of ICT expenditure	46
FRD 24	Environmental reporting	47
FRD 25	Local Jobs First	44
FRD 29	Workforce Data disclosures	42

Compliance attestation and declaration

SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	47
SD 5.2.3	Declaration in report of operations	2

Financial statements

Declaration

SD 5.2.2	Declaration in financial statements	80
----------	-------------------------------------	----

Legislation	Requirement	Page reference
-------------	-------------	----------------

Standing Directions & Financial Reporting Directions

Other requirements under Standing Directions 5.2

SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	104
SD 5.2.1(a)	Compliance with Standing Directions	49
SD 5.2.1(b)	Compliance with Model Financial Report	104

Other disclosures as required by FRDs in notes to the financial statements^(a)

FRD 9	Departmental Disclosure of Administered Assets and Liabilities by Activity	111
FRD 11	Disclosure of Ex gratia Expenses	N/A
FRD 13	Disclosure of Parliamentary Appropriations	105
FRD 21	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	121-122
FRD 103	NonFinancial Physical Assets	111
FRD 110	Cash Flow Statements	100
FRD 112	Defined Benefit Superannuation Obligations	106
FRD 114	Financial Instruments – general government entities and public non-financial corporations	112

Note:

(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

Legislation

Freedom of Information Act 1982	46
Building Act 1993	46
Public Interest Disclosures Act 2012	47
Carers Recognition Act 2012	47
Disability Act 2006	47
Local Jobs Act 2003	44
Financial Management Act 1994	96



Assessment of priorities and progress in meeting Victoria's infrastructure needs

Introduction

Each year, Infrastructure Victoria assesses the Victorian Government's specified priorities and progress in meeting the infrastructure needs identified in the Victorian infrastructure plan.

The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria to publish the assessment in its annual report. In August 2021, Infrastructure Victoria tabled *Victoria's infrastructure strategy 2021–2051* in the Victorian Parliament. It contains 94 recommendations for projects, policies, and reforms to confront long-term challenges, manage urban change, harness infrastructure for productivity and growth, and develop regional Victoria. The Victorian Government responded to the recommendations when it published its new 5-year infrastructure plan, the *Victorian infrastructure plan 2021*.

Assessing priorities and progress in meeting infrastructure needs

Approach to the assessment

In 2022, Infrastructure Victoria reviewed its assessment approach to better evaluate the government's priorities and progress in meeting infrastructure needs. This coincided with the Victorian Government releasing its new 5-year plan, the *Victorian infrastructure plan 2021*. Our 2023 assessment uses the same methodology and approach.

The *Victorian infrastructure plan 2021* covers 8 infrastructure sectors. It lists 35 long-term priorities, 103 key projects and 43 reforms. The plan generally expresses the 35 long-term priorities as a high-level objective or outcome, which we interpreted as 'infrastructure needs'. We assessed progress against these priorities. We documented the commitments and initiatives that indicate the direction in which Victoria's infrastructure delivery is travelling. We also identified areas for improvement for the Victorian Government to consider.

Infrastructure Victoria assessed progress during the 2022–2023 financial year on the projects and reforms included in the Victorian infrastructure plan, and any new ones announced after release of the plan. This includes government initiatives announced, completed or with major milestones achieved between 1 July 2022 to 30 June 2023.

We also considered earlier government actions in the 2022 assessment. We will consider later government actions in our 2024 assessment.

Infrastructure Victoria based the assessment on publicly available information that we could locate at the time we completed the assessment. For each priority, we used this information and data to describe government's performance. The assessment is largely qualitative. We will keep refining this method over time, adopting better data or indicators to improve our insights. We will maintain these datasets over the long-term, where possible, and seek to update them each year to measure progress over time. On some topics, we did not find suitable data to measure progress.

Infrastructure Victoria used different sources to assess progress in meeting the priorities. We examined the 2022 *Victorian Economic and Fiscal Update*¹ and the 2023–24 Victorian Budget for initiatives that align with the Victorian Government's specified priorities. We checked government websites for evidence of progress on relevant initiatives, and reviewed government media releases. We also met with Victorian government departments and agencies to ensure we did not miss anything. We believe we captured all major initiatives. We did not examine every policy commitment, or all departmental and agency work.

Summary

The world witnessed several major events during 2022–2023 financial year. Russia continued its war in Ukraine, which affected global energy and food supplies. The world's population reached 8 billion people.² People all over the globe felt the impacts of climate change. Europe recorded its hottest summer.³ Pakistan experienced one of the most severe floods in its history.⁴ Victoria also experienced major flooding in October 2022,⁵ damaging roads, infrastructure and homes.⁶

The Reserve Bank of Australia increased the cash interest rate from 0.85% on 1 July 2022 to 4.10% on 30 July 2023.⁷

Victoria's economy was still recovering after the COVID-19 pandemic, and many Victorians felt cost of living pressures from high inflation, interest rate rises and rising housing costs.⁸ National governments eased COVID-19 national border restrictions in late 2021. This meant migrants, particularly foreign students, could more easily enter Australia again. By late 2022, migration had returned to around its pre-pandemic level.⁹

In November 2022, Victorians elected a new Parliament. They elected Australian Labor Party members to a majority of seats in the Legislative Assembly, meaning the party will govern for a third term.

In May 2023, the Victorian Government announced new emissions reduction targets. The targets are to reduce emissions from 2005 levels by between 75% and 80% by 2035,¹⁰ and reach net zero emissions by 2045. This is 5 years earlier than the previous 2050 net zero target.¹¹ The government also announced new renewable energy targets¹² and renewable energy storage targets.¹³

Renewable electricity generation sites will need new infrastructure to transmit electricity to the places that use it.¹⁴ *Victoria's infrastructure strategy 2021–2051* recommended new investment in electricity transmission infrastructure. The 2023–24 Budget committed \$1 billion of equity to re-establish the State Electricity Commission.¹⁵ The Budget also allocated \$21 million for VicGrid to coordinate transmission infrastructure planning and investment.¹⁶

Infrastructure Victoria advised the government on the future of gas infrastructure in our report: *Towards 2050: gas infrastructure in a net zero emissions economy – final report*.¹⁷ The Victorian Government released the *Gas substitution roadmap* in July 2022 to help Victoria transition away from natural gas.¹⁸ The Budget provided output, or service delivery, funding of \$5 million to implement it.¹⁹ Our advice recommended the Victorian Government can also conduct regional strategic planning and trials for a diverse, decentralised low or zero emissions gas supply in Victoria. It can also scale up biogas and biomethane production and fast-track the development of Victoria's green hydrogen industry.

In *Victoria's infrastructure strategy 2021–2051*, we identified the need to strategically review climate change consequences for infrastructure.²⁰ We also recommended specifying climate scenarios and carbon value in assessing infrastructure.²¹ Making more progress on these recommendations can help to meet the government's emission reduction targets and make Victoria's infrastructure more resilient to future extreme weather events.

In *Victoria's infrastructure strategy 2021–51*, we recommended building new hospital capacity²² and upgrading and rebuilding public hospital infrastructure.²³ In October 2022, the government announced a \$2.338 billion redevelopment of the Royal Melbourne Hospital and Royal Women's Hospital.²⁴ These investments aim to increase access to women's health services including low risk birthing, day surgery and ambulatory services. They will also help create activity and encourage private development in the new Arden precinct.²⁵ In the future, the government can progress the upgrade and rebuild of the Alfred and Austin hospitals.²⁶

The 2022–23 Budget also provided more funds to meet demand for health services. This included \$320 million in new capital funding for the Hospital Infrastructure Delivery Fund to plan major investments at 7 hospitals²⁷ and \$162 million capital funding to build 3 new rural and regional public sector residential aged care services.²⁸ Monash Health's Victorian Heart Hospital officially opened in February 2023.²⁹ *Victoria's infrastructure strategy 2021–2051* also recommended delivering new infrastructure for a more responsive and integrated mental health system.³⁰ The 2023–24 Budget invested \$63 million in the Mental Health Capital Fund to implement recommendations from the 2021 Royal Commission into Victoria's mental health system.³¹

The Victorian Government committed to provide up to 30 hours of kindergarten (pre-prep) for every 4-year-old in Victoria by 2032.³² In 2022–23, the government announced \$2.429 billion of new capital funding for kindergarten infrastructure to support these commitments.³³ This includes funds to build the first 35 of 50 Victorian Government-owned early learning centres in places with the greatest unmet demand.³⁴

To cater for Victoria's growing population, the government kept progressing its commitment to build 100 new schools by 2026. It also managed demand for schools using other solutions including using relocatable buildings, monitoring and managing school zones, buying land, and expanding and upgrading schools in established areas. The 2023–24 Budget also provided new funds to keep improving existing education infrastructure.³⁵

The Victorian Government kept investing to maintain and expand fit for purpose Technical and Further Education (TAFE) infrastructure. It launched the *Victorian skills plan 2022* in August that year.³⁶ The 2023–24 Budget provided another \$170 million for the Building Better TAFE Fund.³⁷ During 2022–23, the government also progressed previous investments to upgrade and expand several TAFE facilities.³⁸

The government is building many major infrastructure projects to increase the capacity of the transport network. Many commenced prior to 2022–23 and are still going. *Victoria's infrastructure strategy 2021–51* also recommended delivering long-term funding certainty for regional road maintenance and upgrades.³⁹ The 2023–24 Budget provided \$2.3 billion in funding over 10 years to maintain and renew roads.⁴⁰

The Victorian Government's Level Crossing Removal Project aims to help reduce congestion and make it easier for people to travel in Melbourne.⁴¹ The government announced \$6.5 billion to remove another 25 level crossings.⁴² Since 2015, level crossing removals have also created 56 kilometres of walking and cycling paths,⁴³ promoting greater use of active transport.

The government also invested in regional Victoria's transport services. In March 2023, it capped the cost of a regional daily ticket at the same price as a metropolitan daily fare.⁴⁴ It also funded new VLocity trains⁴⁵ and timetabled more trains in regional Victoria.⁴⁶ It also progressed technology initiatives to improve transport services. The government signed a new public transport ticketing contract in May 2023. The new contract will improve the Myki ticketing system so Victorians can tap on and tap off with a smartphone, smartwatch, credit, or debit card.⁴⁷ The new ticketing system might offer new opportunities to implement the fare changes recommended in *Victoria's infrastructure strategy 2021–51*. It recommended the Victorian Government reduce bus and tram fares, and make off-peak fares cheaper to encourage people to use public transport more often, especially in places and at times with spare capacity.⁴⁸

In 2022–23, the Victorian Government released the *Central and Gippsland Region Sustainable Water Strategy*.⁴⁹ The strategy sets policy directions and outlines actions for securing the region's long-term water supplies to protect the jobs, farms, ecosystems, communities, and support Traditional Owners that rely on them.⁵⁰ The strategy will guide future infrastructure investments and includes specific actions to investigate desalination, large-scale recycled water, irrigation development and improving waterway health.⁵¹ It also released *Experience Victoria 2033*, a 10-year strategic plan to grow Victoria's tourism industry and create jobs.⁵² It focuses on 5 product priorities for future investment and infrastructure development.⁵³

The Victorian Government's efforts to deliver self-determination for Victoria's First Nations peoples' are outlined in *The Victorian closing the gap implementation plan 2021–2023*. The plan outlines actions the government will take to achieve the objective of the national agreement.⁵⁴ In 2022–23, the government released *Water is life: Traditional Owner access to water roadmap*.⁵⁵ It takes a 'restorative justice' approach to Traditional Owner water rights.

The government also announced the expansion of the Aboriginal Private Rental Assistance Program⁵⁶ and more funding for the Aboriginal Community Infrastructure Fund.⁵⁷ These initiatives aim to address Aboriginal disadvantage and respond to the current and future infrastructure needs of Victoria's First Nations people. The next step can be to develop a plan, co-designed with Aboriginal Victorians, to guide investment in Aboriginal community-controlled infrastructure, as recommended in *Victoria's infrastructure strategy 2021–2051*.⁵⁸

More can also be done to progress the government's housing priorities. In *Victoria's infrastructure strategy 2021–2051* we recommended rapidly renewing old public housing⁵⁹ and using value-capture mechanisms to deliver very low income housing.⁶⁰ To meet the needs of Victoria's growing population we also recommended supporting more homes in priority established areas.⁶¹ *Our home choices* showed that Melbourne's existing suburbs do not offer a choice of homes at a price that many households can afford. We found that 1 in 5 households would trade a detached home in a new suburb for a townhouse or apartment for the same price closer to city centres.⁶² We outlined several reforms for the Victorian Government to consider to create more appropriate housing choices in established suburbs. These included changes to existing financial incentives that distort housing choices, planning reforms and reforming infrastructure contribution schemes to better reflect associated infrastructure costs.⁶³

Transport

Victoria's transport infrastructure includes an interconnected system of roads, rail, public transport, private transport, pedestrian and cycling paths, and ports. The transport network facilitates moving people and goods to their destinations. It enables Victorians to access jobs, services, recreation, and social activities. It also ensures goods can be transported to markets.

The *Victorian infrastructure plan 2021* outlines 4 transport priorities which cover existing and new state-wide and community-level infrastructure, and smart technology that can shape new travelling patterns. The priorities largely complement the *Department of Transport strategic plan 2022–26*.⁶⁴ The transport priorities are:

- making the most of existing assets
- building for the future
- connecting communities
- smarter transport solutions.

Note: Some Victorian transport infrastructure projects involve co-investment with the Australian Government. On 1 May 2023, the Australian Government announced a review of its \$120 billion Infrastructure Investment Program.⁶⁵ The review was due for completion by 31 July 2023.⁶⁶ The review's advice might alter Victoria's transport infrastructure pipeline. Our assessment is based on the Victorian Government's progress in delivering its 5-year infrastructure plan as at 30 June 2023. We will assess effects of the Australian Government's infrastructure review in our 2024 annual assessment.



Making the most of existing assets

Priority description from the *Victorian infrastructure plan 2021*

Victoria's transport network is extensive, covering every corner of the state. We're making the most of this valuable asset by investing in maintenance and upgrades which increase its capacity, efficiency and longevity.

Victorian Government progress in 2022–23

This priority focuses on maintaining and improving existing transport infrastructure. We considered existing infrastructure when assessing this priority, including suburban and regional roads, freeways, rail and tram lines, public transport stations, interchanges and stops, cycling and walking infrastructure, and local ports. Making the most of these assets can increase their capacity, deliver faster travel and extend their use over time. Maintenance and upgrades can also reduce the need to build new infrastructure.

While this priority includes increasing capacity as an aim, we focused primarily on assessing maintenance and upgrades that deliver efficiency and longevity objectives. We discuss increasing capacity in the Building for the future priority (next page).

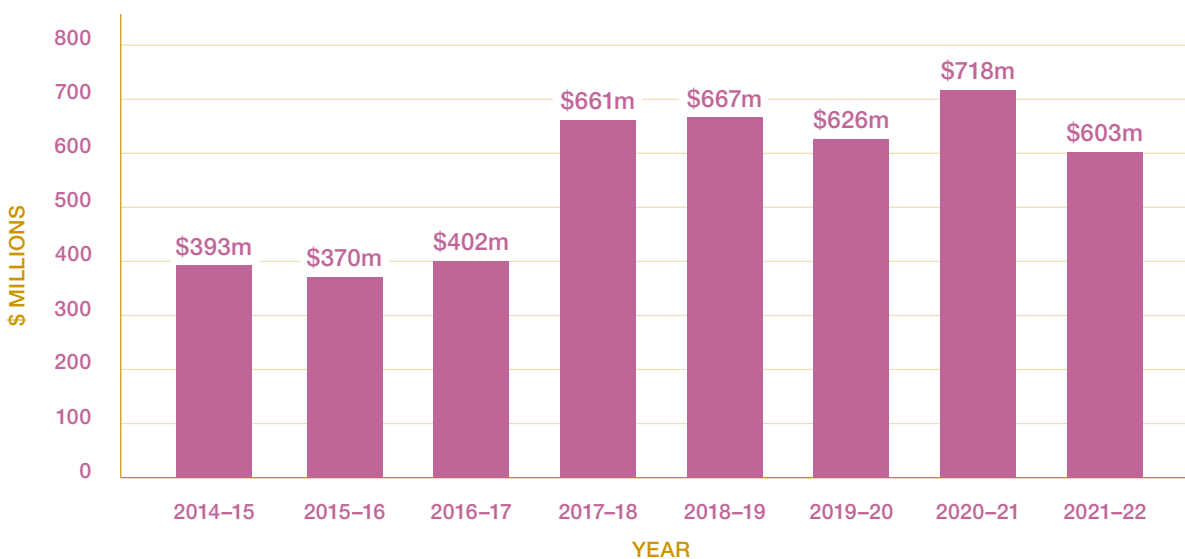
Arterial road and bridge maintenance expenditure can indicate progress in asset maintenance. In 2021–22, the Victorian Government spent \$603 million on arterial road and bridge maintenance.⁶⁷ Figure 1 shows the expenditure on arterial road and bridge maintenance from 2014–15 to 2021–22.⁶⁸

Victoria's infrastructure strategy 2021–51 recommended delivering long-term funding certainty for regional road maintenance and upgrades.⁶⁹ The 2023–24 Budget provided significant funding over 10 years to maintain and renew roads. The total funding committed was \$1.250 billion capital funding and \$1.065 billion output funding.⁷⁰

The Victorian Government also completed many road upgrades in the 2022–23 financial year. For example, in December 2022, it finished adding 30 kilometres of new traffic lanes between Warrigal Road and Cardinia Road on the Monash Freeway.⁷¹ It also finished upgrading the Western Port Highway⁷² and the South Gippsland Highway in the same month.⁷³ Both these projects also improve cycling and walking infrastructure. The 2023–24 Budget provided \$504 million in capital funding for major upgrades to roads and intersections in Victoria's growth areas and regions.⁷⁴ These will help reduce travel times and improve road safety.⁷⁵

Local road upgrades also help progress this priority. The 2023–24 Budget funded a \$50 million package of local road safety upgrades.⁷⁶ The government is planning for future upgrades to the Point Cook Road and Central Avenue intersection,⁷⁷ and the Thompsons Road and Berwick-Cranbourne Road intersection.⁷⁸ These upgrades will reduce travel times and help existing transport infrastructure cater for population growth.⁷⁹

Figure 1 – Victorian expenditure on arterial road and bridge maintenance (constant 2021–22 prices)



Source: Australian Government Department of Infrastructure, Transport, Regional Development and the Arts

Victoria's infrastructure strategy 2021–2051 also recommends the Victorian Government reallocate road space to priority transport modes to make the most of existing road assets.⁸⁰

Upgrading train lines and train stations can improve the existing public transport network. In 2023, the Victorian Government funded upgrades for Ballarat,⁸¹ Boronia⁸² and Albion train stations.⁸³ Union station opened in May 2023 after the government completed the associated level crossing removal.⁸⁴ Construction of a new rail bridge on the Sunbury line allowed Gap Road to reopen in September 2022.⁸⁵ The government also upgraded the Diamond Creek station and completed new stations at Greensborough and Montmorency as part of the Hurstbridge line duplication.⁸⁶ This project allowed more trains to operate by duplicating sections of the train line between Greensborough and Wattle Glen.⁸⁷ Works also commenced on shared walking and cycling paths between Greensborough and Montmorency stations as part of this project.⁸⁸

The 2023–24 Budget included \$353 million to expand the Kananook train stabling facility on the Frankston line.⁸⁹ This delivers more maintenance capacity for metropolitan train services.⁹⁰ It also provided \$287 million for more capacity in the South Dynon Train Maintenance Facility to maintain regional trains.⁹¹

Victoria's infrastructure strategy 2021–2051 recommended the Victorian Government adopt off-peak discounts for metropolitan public transport fares to encourage greater usage when there is capacity on the public transport network.⁹² Fare reform can change people's behaviour. The government's decision to reduce regional public transport fares in 2023 demonstrated this effect. The new Myki ticketing contract might offer more opportunity and flexibility to progress fare reform.

Building for the future

Priority description from the *Victorian infrastructure plan 2021*

To meet projected growth across Victoria and keep people and freight moving in the future, the government is planning and delivering state-changing and city-shaping major projects to increase transport capacity and connections.

Victorian Government progress in 2022–23

Victoria has a growing population, and more freight is moving around the state. This priority focuses on new major transport infrastructure to support this growth. It seeks to enable greater capacity to meet more demand and create new options for people and freight to move around. Major transport infrastructure includes 'state-changing' and 'city-shaping' projects.⁹³ State-changing projects impact transport infrastructure for both metropolitan Melbourne and regional Victoria, while city-shaping major projects significantly alter the transport infrastructure of Greater Melbourne.

Kilometres of scheduled services is a basic measure of change in public transport capacity over time. The Budget expected 2022–23 kilometres of scheduled services for regional and metropolitan trains to stay the same as the 2021–22 financial year.⁹⁴ It also expected scheduled service kilometres of tram and regional buses to stay the same as the previous year,⁹⁵ but projected that the scheduled service kilometres of metropolitan bus services would increase.⁹⁶ We used expected outcomes to measure progress because the final 2022–23 data was not available at 30 June.

Major transport projects can take many years to complete. Many of the projects listed in the Victorian infrastructure plan⁹⁷ are still in progress. In this assessment, we mainly discuss projects that were completed, announced, or reached a major milestone in the 2022–23 financial year.

Public transport projects increase the capacity of the transport network. In October 2022, the government announced a new train station in Tarneit⁹⁸ to help connect growing areas of Melbourne's west with the central business district.⁹⁹ The Victorian Government released the business case for the Melbourne Airport Rail¹⁰⁰ in September 2022.¹⁰¹ It also announced that Melbourne's airport rail line will include a new station in Keilor.¹⁰² In May 2023, in response to the Australian Government's infrastructure investment program review, the Victorian Government announced the Melbourne Airport Rail (or SRL Airport)

i In May 2023, in response to the Australian Government's infrastructure investment program review, the Victorian Government announced the Melbourne Airport Rail (or SRL Airport) project will not move to the next phase of work during the review period.

Transport

project will not move to the next phase of work during the review period. The 2023–24 Budget provided \$238 million in capital funding for enabling works and facilities to support network integration and future operations of the Metro Tunnel.¹⁰³

Major road projects also progress this priority. The government completed boring for the West Gate Tunnel in May 2023.¹⁰⁴ The West Gate Tunnel is due to be completed in 2025.¹⁰⁵ It can reduce the number of trucks on residential streets and help ease congestion on the West Gate Freeway and West Gate Bridge.¹⁰⁶

Victoria's infrastructure strategy 2021–2051 makes several recommendations about building for the future including:

- publish Victoria's transport plan¹⁰⁷
- act now to protect the future Bay West Port option¹⁰⁸
- deliver a new intermodal freight terminal for Inland Rail¹⁰⁹
- extend rail services in Melbourne's western and northern growth areas¹¹⁰
- reshape the metropolitan bus network and introduce 'next generation' bus services¹¹¹
- increase off-peak service frequencies and suburban rail corridor capacity.¹¹²

Connecting communities

Priority description from the *Victorian infrastructure plan 2021*

Local and regional economies are important to the prosperity of the entire state. It is vital to support changing work and travel patterns, particularly as Victoria recovers from the effects of the COVID-19 pandemic. We are improving safety, reliability, and journey times for all network users, and driving the efficient movement of freight across Victoria.

Victorian Government progress in 2022–23

This priority aims to efficiently connect people and move freight around Victoria. Better infrastructure serving regional and local economies can make moving easier in Victoria's cities, towns, and regions. It can connect communities to jobs, services, and leisure activities. Changes that lead to faster, safer and more reliable journeys can help progress this priority.

Public transport reliability increased slightly in 2022–23 compared with 2021–22. One measure of public transport

reliability is the 'percentage of scheduled services delivered'. This means the number of public transport services that actually run, as a proportion of the number of services scheduled to operate on the timetable. The government expects the percentage of scheduled services delivered in Melbourne for trains, trams and buses to increase slightly.¹¹³ It also expects the percentage of scheduled services delivered for regional trains to increase¹¹⁴ and the proportion of scheduled regional bus services delivered to stay the same.¹¹⁵ The number of metropolitan and regional public transport passengers increased between 2020–21 and 2021–22,¹¹⁶ but is still fewer than before the COVID-19 pandemic.¹¹⁷

Metropolitan roads had more reliable travel times in the 2022–23 financial year compared with the year before. We used a travel time measure of the percentage of nominal 30-minute trips that would have been completed within 35 minutes on normal weekdays during school terms. Against this measure, 91.7% of trips had reliable travel times in 2021–22,¹¹⁸ compared with 87.6% the year before.¹¹⁹

The Victorian Road Safety Strategy 2021–2030 committed to eliminating deaths on Victoria's roads by 2050. It aimed to halve road deaths by 2030.¹²⁰ Sadly, in 2022, 241 people died in Victorian road crashes, 7 more than in 2021.¹²¹ This is also higher than the previous 5-year average.¹²² The number of fatalities on Victorian roads is an indicator of road safety.

Different transport modes can contribute to progress on this priority, including walking and cycling. If cyclists and pedestrians feel safer using roads, they are more likely to travel using active transport. This helps people stay healthy and assists Victoria to achieve its aim for 25% of trips to be by foot or bicycle by 2030.¹²³ The Victorian Government is upgrading St Kilda Road to make it safer for cyclists.¹²⁴ The project started in September 2022 and will build new bike lanes to separate cyclists from motor vehicles.¹²⁵

Removing level crossings reduces congestion and makes travelling in Melbourne easier.¹²⁶ The government announced \$6.522 billion of new capital funding to remove 25 level crossings on the Melton, Frankston, Hurstbridge, Sunbury, Upfield, and Werribee lines as a part of the Level Crossing Removal Project.¹²⁷ This takes the total number of funded level crossing removals to 110, with 70 already completed.¹²⁸ Level crossing removals also created 56 kilometres of walking and cycling paths. These help to connect communities by making walking and cycling feel safer and more pleasant.¹²⁹

Cheaper regional public transport fares can encourage higher use and help connect regional communities with other places. In March 2023, the government capped the price of a regional daily ticket at the same price as

a metropolitan daily fare.¹³⁰ This is a saving of more than \$40 for some journeys¹³¹ but led to crowding on some services. More affordable public transport makes accessing employment, health, education, and leisure easier if there is sufficient capacity.

The government also announced \$601 million of capital funding for 23 new regional VLocity trains.¹³² These trains are on top of the 18 new VLocity trains described in the Victorian infrastructure plan.¹³³ The 2023–24 Budget also provided \$219 million in output funding for more regional train services, and more services on the Hurstbridge and Mernda lines.¹³⁴

The Car Parks for Commuters Program builds new or upgrades existing car parks near train stations.¹³⁵ The program also improves parking for people with disabilities, bicycle parking facilities, lighting, and CCTV.¹³⁶ This makes it easier and safer to walk or ride to catch the train and makes public transport more accessible. So far, the program has built 16,000 new car spaces.¹³⁷ The government completed car parks at Wattle Glen, Yarraman and Nar Nar Goon in October 2022.¹³⁸ The Australian Government partially funds the program.¹³⁹

Investing in better local bus connections and cycling infrastructure can reduce demand for carparking at train stations. Free parking at train stations and park-and-ride facilities encourages some people to drive rather than walk, cycle or catch a local connecting bus. It also encourages overuse of valuable land for carparks. In *Victoria's infrastructure strategy 2021–51* we recommended pricing parking at major public transport hubs. This will help encourage people to use public and active transport to travel to them, and leave parking spaces available for public transport users who need them most.¹⁴⁰

Improving Victoria's freight network also helps progress this priority. In August 2022, the government finished building the tracks that connect the Port of Melbourne with Dandenong South, as a part of the Port Rail Shuttle network.¹⁴¹ It also made progress on the Murray Basin Rail Project, which will enable freight trains to operate with heavier loads.¹⁴²

Victoria's infrastructure strategy 2021–2051 recommended the Victorian Government reduce bus and tram fares and make off-peak fares cheaper to encourage people to use public transport more often, especially in places and at times with spare capacity.¹⁴³ It recommended redesigning regional public transport to meet local needs¹⁴⁴ and funding and planning for ongoing rail freight network development and maintenance.¹⁴⁵ It also recommended prioritising and making progress on creating a network of high-quality, safe cycling corridors.¹⁴⁶

Smarter transport solutions

Priority description from the *Victorian infrastructure plan 2021*

Technology solutions have the potential to drive efficiencies in the way we operate the transport network, and improve safety, capacity, sustainability, and amenity, which complement and enhance infrastructure. Emerging mobility options also have the potential to change the way we move and improve connections to economic and social opportunities.

Victorian Government progress in 2022–23

This priority emphasises using technology to improve and make better use of transport infrastructure. Smarter transport solutions can help make Victoria's network more efficient and safer. New technologies can also change the way Victorians move around our cities and regions. They can create more network capacity and improve its sustainability.

A zero-emissions bus trial began in October 2022.¹⁴⁷ It will run for 3 years in Melbourne, Traralgon and Seymour¹⁴⁸ and is a step toward the government's goal for all new buses to produce zero emissions from 2025.¹⁴⁹ The 2023–24 Budget also funded zero-emissions buses during recontracting of metropolitan bus service contracts.¹⁵⁰ Zero-emissions buses need special facilities at bus depots to operate effectively. Melbourne's first entirely electric bus depot opened in February 2023. It supports 12 buses operating on routes in Melbourne's north.¹⁵¹ The government is upgrading the depot to accommodate extra buses, including by installing 14 chargers.¹⁵² In May 2023, it also completed a bus depot upgrade for electric buses in Melbourne's west.¹⁵³

Victorians privately own more than 1,000 e-scooters.¹⁵⁴ In April 2023, the government extended a controlled e-scooter trial,¹⁵⁵ which began in December 2021.¹⁵⁶ The trial provides information to help safely incorporate e-scooters into the transport system.¹⁵⁷ People using e-scooters avoided producing over 400 tonnes of carbon dioxide emissions, demonstrating that new transport technologies can benefit Victoria.¹⁵⁸ But e-scooters can also pose a risk to pedestrians, especially vulnerable pedestrians such as the elderly, children and people with disabilities.¹⁵⁹ In *Victoria's infrastructure strategy 2021–2051* we recommended incorporating mobility devices in regulation to safely realise their full potential and reduce the risk of conflicts and collisions.¹⁶⁰

High-capacity signalling can improve the capacity of the train network. It uses technology to allow more trains to operate on each rail line.¹⁶¹ The government is installing high-capacity signalling in the Metro Tunnel, and on the Pakenham, Cranbourne, and Sunbury lines.¹⁶² Combined with bigger and more modern trains, the government expects this to allow trains to carry 45% more passengers during peak periods.¹⁶³

Better public transport ticketing technology can make public transport more accessible. The Victorian Government signed a new ticketing contract in May 2023.¹⁶⁴ The new operator will improve the Myki system so that people can tap on and tap off with a smartphone, smartwatch, credit, or debit card.¹⁶⁵ The new Myki ticketing contract might offer more opportunities and flexibility to progress public transport fare reform. In *Victoria's infrastructure strategy 2021–2051* we recommended the Victorian Government reduce bus and tram fares¹⁶⁶ and adopt off-peak discounts for metropolitan public transport fares.¹⁶⁷ These can encourage more people to catch public transport when it has spare capacity.

Victoria's infrastructure strategy 2021–2051 recommended introducing new road network demand management technology to manage traffic demand.¹⁶⁸ The Smarter Roads Program deploys transport technology such as live traffic monitoring cameras, live travel signs, vehicle detectors and pedestrian crossing sensors to adjust and manage traffic flows.¹⁶⁹ It aims to reduce delays, respond to changing traffic patterns, and better manage congestion on Melbourne's arterial roads.¹⁷⁰ In 2022–23 the program optimised traffic lights to help traffic flow more smoothly, such as on parts of Warrigal Road and South Road.¹⁷¹ It also reviewed other traffic lights, like those at Boundary and Wells Road.¹⁷² These improvements reduced queueing and congestion during peak times and also shortened wait times at pedestrian crossings.¹⁷³

The transport sector produced 25% of Victoria's greenhouse gas emissions in 2020, and this figure is increasing.¹⁷⁴ Road transport, such as cars, contribute nearly 90% of Victoria's transport emissions.¹⁷⁵

To achieve net zero transport emissions, Victoria must adopt zero emission transport technologies. In *Victoria's infrastructure strategy 2021–2051* we recommended the Victorian Government accelerate consumer purchases of zero-emissions vehicles, including committing to no longer registering new petrol and diesel vehicles by 2035.¹⁷⁶

Culture, sport, and community

Cultural, sport and community infrastructure are venues and places that bring people together to enrich their lives, contribute to health and wellbeing, and foster social cohesion.

The *Victorian infrastructure plan 2021* contains 4 priorities for the culture, sport, and community sector:

- maintaining Victoria's competitive edge
- planning for a growing population
- growing participation
- maintaining and improving our current facilities.



Maintaining Victoria's competitive edge

Priority description from the *Victorian infrastructure plan 2021*

Victoria is the cultural and sporting heart of Australia. Driving recovery from the COVID-19 pandemic and growing our reputation nationally and internationally will require continuous improvement to the infrastructure that makes our world-class events possible and provides high-quality and demand driving tourism products.

Victorian Government progress in 2022–23

This priority aims to build Victoria's reputation for hosting world-class cultural and sporting events and drive more tourism. By March 2023, the number of visitors to Melbourne had nearly returned to pre-COVID-19 levels, and regional numbers were marginally higher than before the pandemic.¹⁷⁷

In the 2022–23 financial year, the Victorian Government progressed several major cultural infrastructure investments. In April 2023, it appointed contractors to deliver the first 2 major construction packages of the \$1.7 billion Melbourne Arts Centre Precinct upgrades.¹⁷⁸ The 2023–24 Budget also provided \$21 million to support Bendigo Art Gallery's redevelopment.¹⁷⁹

In July 2023, the Victorian Government announced that due to new high forecast costs it will not proceed with hosting the 2026 Commonwealth Games.¹⁸⁰ The government instead announced a \$2 billion package for sports infrastructure and social/affordable housing in regional Victoria. We will consider this package in the 2024 annual assessment.

Prior to the cancellation announcement, the Victorian Government started planning and early works to prepare upgraded and new sports infrastructure and athlete villages to support delivery of the games across regional Victoria. For example, it released an expression of interest in May 2023 for a head contractor to complete the upgrade to Ballarat's Eureka Stadium¹⁸¹ and in March 2023, an architect was appointed to lead the design of the gymnastics, weightlifting and para powerlifting venue on Baanip Boulevard in Waurin Ponds.¹⁸²

Through the Geelong City Deal, the Australian, Victorian and Geelong governments combined to invest \$500 million in a 10-year plan to revitalise Geelong and boost the Great Ocean Road visitor economy.¹⁸³ Several city

deal projects progressed during the 2022–23 financial year. The government completed major construction works to improve the Geelong city public realm (Denys Place to Malop Street).¹⁸⁴ It finalised a request for a proposal to construct a Geelong Convention and Exhibition Centre,¹⁸⁵ completed its community engagement phase for the Twelve Apostles precinct redevelopment,¹⁸⁶ opened the Queenscliff Ferry Terminal redevelopment¹⁸⁷ and continued construction works to expand the Geelong Arts Centre.¹⁸⁸

The government launched *Experience Victoria 2033* in May 2023.¹⁸⁹ *Experience Victoria 2033* is a 10-year strategic plan to grow Victoria's tourism industry and create jobs. It aims to increase tourism using 5 main strategies: First Peoples-led experiences, wellness, arts and culture, nature, and food and drink. The plan is intended to guide future investment and builds on the *Visitor economy recovery and reform plan*.¹⁹⁰

The Regional Tourism Investment Fund also supported tourism infrastructure projects to encourage more visitors and stimulate private sector investment.¹⁹¹ The government announced several new tourism projects in 2022–23, including the Mount Hotham Snow Play and Activity Hub¹⁹² and the Peninsula Hot Springs Masterplan – Stage One.¹⁹³ The government can do more to facilitate regional nature-based tourism investments by allowing more longer term site-specific leases for projects that meet strict criteria and complement environmental and cultural values. This was a recommendation in *Victoria's infrastructure strategy 2021–2051*.

Planning for a growing population

Priority description from the *Victorian infrastructure plan 2021*

Victorian communities need land and space for new sporting and cultural facilities and upgrades to existing facilities. Modernising existing facilities and coordinating approaches to better meet demand is key to equitable access.

Victorian Government progress in 2022–23

This priority plans for cultural, community and recreational land and facilities to meet growing demand and provide equitable access. Investing in and updating existing sporting and cultural facilities can help achieve this. Delivering these facilities will involve partnerships and co-investment with other governments and the private and community sectors.

Victoria's population is growing strongly. Population growth temporarily slowed during the COVID-19 pandemic, but Melbourne is projected to become Australia's fastest growing capital city from 2023–24 onwards, with just over 6 million residents forecast for 2031–32.¹⁹⁴

Meeting the sport and active recreation needs of this growing population will be a challenge and is reflected in the Victorian Government's *Active Victoria 2022–2026 – a strategic framework plan for sport and recreation*. One of the key directions of the plan is to improve community sport and active recreation infrastructure, especially in fast growing areas.¹⁹⁵ Infrastructure Victoria identified that Melbourne's outer growth areas have fewer libraries and aquatic centres than the rest of Melbourne. This will likely worsen over time as these growth area communities offer more affordable housing for many families with young children.¹⁹⁶

The *Victorian infrastructure plan 2021* lists 2 actions likely to contribute to this priority: developing a training base for national women's football squads and the Community Sports Infrastructure Stimulus Program. The Growing Suburbs Fund also contributes to this priority.¹⁹⁷

The new Home of the Matildas and State Football Centre in Bundoora, a training and administrative base for the national women's football squads and Rugby Victoria, opened in the last year.¹⁹⁸ The facility is part of the Victorian Government's investment in the La Trobe University sports park.

The Community Sports Infrastructure Stimulus Program (rounds 1 and 2) funded local councils, sporting clubs and alpine resorts to develop sporting infrastructure.¹⁹⁹ Sixty-nine community sport infrastructure projects funded by the program are at various stages of completion. In 2022–23, for example, the Wyndham City Council's Truganina South East AOS Master Plan implementation project²⁰⁰ was completed as well as the Whitehorse City Council's sports fields and sports court lighting project.²⁰¹

The Growing Suburbs Fund will partly contribute to this priority. In 2022–23 the fund provided \$148 million to 47 projects to help meet infrastructure requirements in interface and peri-urban councils. The grants were distributed amongst 15 local governments including Moorabool Shire Council Bacchus Marsh Racecourse Recreation Reserve community pavilion (\$3.2 million), Mornington Peninsula Shire Council Hillview Community Reserve (\$2.6 million) and Wyndham Council Galvin Park community pavilion redevelopment (\$2 million).²⁰² The government provided another \$10 million to the Growing Suburbs Fund in the 2023–24 Budget.²⁰³

The 7 Melbourne local government growth areas accounted for 50% of Victoria's total population growth over the last 10 years.²⁰⁴ Aquatic recreation centre and libraries operate

every day, providing many different health and education services for people of all ages. Libraries in Victoria provide an estimated \$4.30 in economic and social benefits for every dollar invested²⁰⁵ and each swimming pool visit generates \$26.00 in health benefits to the community.²⁰⁶ These facilities are highly valued by people of all ages and can be slow to arrive in new growth area communities.²⁰⁷ *Victoria's infrastructure strategy 2021–2051* recommended the Victorian Government fund libraries and aquatic centres to better support infrastructure provision in growth areas and address the needs growing communities in these suburbs.

Growing participation

Priority description from the *Victorian infrastructure plan 2021*

Targeted investments in new and existing natural and built assets give people the opportunity to actively participate, creating healthier and more inclusive communities.

Victorian Government progress in 2022–23

This priority aims to allow more people to participate more often, in more diverse sporting and community activities, to produce healthier and more inclusive communities.

For the calendar year of 2022, the participation rate of Victorian adults playing sport or exercising at least 3 times each week was 63.7%, above the national average of 61.1%.²⁰⁸ Victoria's rate is slightly lower than the previous 2 years when the state recorded participation rates above 65%. Almost 10% of Victoria's adults do not participate in sport or physical activity.²⁰⁹ The Victorian Government is delivering several initiatives to grow participation in sport and recreation.

In August 2022, the Victorian Government released a Fair Access Policy Roadmap to help women and girls fully participate in community sport.²¹⁰ The roadmap is a statewide approach to improve access and use of community sports infrastructure for women and girls. It requires all Victorian councils to have gender equitable access and use policies in place by 1 July 2024, to be eligible for government infrastructure funding.²¹¹

The Victorian Government is delivering several initiatives to grow participation in sport and recreation. The Local Sports Infrastructure Fund invests in opportunities to encourage participation and advance inclusive and

accessible sports development.²¹² The fund has 5 funding streams: indoor stadiums/aquatic centres, female friendly facilities, community sports lighting, community facilities and planning. The government announced funding for 91 projects in October 2022 as part of the 2022–23 fund, including funding to upgrade the Warragul United Soccer club pavilion and upgrades to the Altona City Soccer Club.²¹³ It funded 13 sports facilities to provide female friendly facilities to support the participation of women and girls in sport.²¹⁴

The 2023–24 Victorian Budget provides \$201 million for investment in community sport and active recreation infrastructure including the Local Sports Infrastructure Fund and the Country Football and Netball program.²¹⁵ In June 2023, 11 projects were announced as part of the Country Football and Netball program. This included an upgraded netball court and competition-standard lighting at Stribling Reserve in Lorne.²¹⁶

In July 2022, government announced 7 projects will receive \$2.6 million in the final round of funding from the World Games Facilities Fund. The fund assists local soccer clubs to upgrade or develop new facilities across the state.²¹⁷

Several other previously funded projects that support this priority progressed over the last year. For example, the redeveloped IKON Park is the new home of AFLW.²¹⁸ Construction of Whitten Oval upgrade stage 2, additional funding was also announced in July 2022 to deliver male and female facilities to support club training and community programs.²¹⁹ Eight new netball courts and a shared-use Pavilion at Yarra Bend Park were completed in September 2022.²²⁰ By increasing awareness and visibility, elite sports might contribute to more local participation.

Maintaining and improving our current facilities

Priority description from the *Victorian infrastructure plan 2021*

Victoria has significant cultural, sporting, recreation, and community assets. Maintaining and improving these assets will ensure they are safe, suitable, and appropriate, maximising positive benefits for both current and future generations in the community.

Victorian Government progress in 2022–23

This priority is about maintaining and improving Victoria's existing cultural, sporting, recreation and community infrastructure. It seeks to make infrastructure fit-for-purpose and meet the needs of current and future communities.

The quantity and diversity of Victoria's cultural, sporting, recreation and community assets make them difficult to assess. The Victorian Government owns much state-significant infrastructure, but local governments and not-for-profit organisations own or manage many facilities. Victorian councils spend about \$2 billion each year on infrastructure,²²¹ while managing assets worth over \$115 billion.²²²

Maintaining and upgrading cultural, sporting, recreation and community infrastructure requires continual investment. Community facilities grants by the Victorian Government over the past 6 years varies considerably. Government approved 170 in 2016–17, reaching 320 in 2018–19 and falling back to 239 in 2020–21. In 2022–23 the target (and expected outcome) was 170.²²³

The Victorian Government has several funding programs that support this priority. Most of them support local governments and not-for profit organisations to maintain and improve their assets. For example, the Community Sports Infrastructure Loans scheme helps build and upgrade local community infrastructure. In April 2023, City of Merri-bek received an \$8 million government guaranteed loan to upgrade Fawkner Leisure Centre.²²⁴

The Living Libraries Infrastructure Program gives councils and regional library corporations between \$10,000 and \$1 million to deliver new or upgraded library facilities.²²⁵ The 2022–23 program funded 11 projects including, \$1 million each towards the Munro Library and Community Hub at Queen Victoria Market, the Baw Baw Civic Precinct Library in Warragul, as well as expansion of Heathcote Library.²²⁶

Government announced the Living Local Fund in the 2022–23 Budget. This includes grants for local community building projects, such as revitalising suburban shopping strips and public spaces and regional community infrastructure projects.²²⁷ There were 124 successful grant applications to the Suburban Living Local fund last year. Examples of successful projects included: refurbishment and re-opening of the Ceres Community Centre in Brunswick East, upgrades to a scout hall in Nunawading, a community hub upgrade in Yarra Junction and refurbishment of a children's playground in Frankston North.²²⁸

The Regional Living Local fund had 87 successful grant applications. Funded projects included: an energy efficiency upgrade for community building in Indigo Shire, development of community facilities in Portland to support participation in visual and creative arts and upgrades to the Watchem Mechanics Institute Hall including buying technological equipment to increase community use.²²⁹

The Regional Infrastructure Fund gives grants for infrastructure projects that can stimulate economic and community development in rural Victoria. Grant recipients announced in October 2022 include \$3 million for Surf

Coast Aquatic and Health Centre and funding to build the Wangun outdoor allweather amphitheatre and yarning circle for community and Gunaikurnai people to perform cultural education programs and ceremonies.²³⁰

The Aboriginal Community Infrastructure fund received another \$10 million in the 2023–24 Victorian Budget to advance social, economic development, employment and service provision for Aboriginal Victorians.²³¹

The government can make better use of existing assets by funding regional councils to update, repurpose or retire outdated community infrastructure for better service delivery. This is a recommendation in *Victoria's infrastructure strategy 2021–2051*.²³²

Education and training

Victorian education infrastructure supports lifelong learning including kindergarten, primary school, secondary school, and Technical and Further Education institutes. The education sector helps meet child development milestones and develops skills for future learning and jobs.

The *Victorian infrastructure plan 2021* outlines 6 education and training priorities:

- catering for a growing population
- creating inclusive shared spaces
- maximising use of technology
- developing skills for tomorrow
- improving education infrastructure
- kindergarten for all 3-year-olds.



Catering for a growing population

Priority description from the *Victorian infrastructure plan 2021*

Future population growth means more Victorians engaged in education. Maintaining educational excellence and equity requires more infrastructure and better asset use.

Victorian Government progress in 2022–23

This priority aims for Victoria to have enough education infrastructure for a growing population. While the priority encompasses all levels of education, we focused our assessment on primary and secondary school capacity. We discuss early childhood education capacity in the priority related to kindergartens, and higher education, skills and training when assessing the developing skills for tomorrow priority.

In February 2022, 555,184 students were enrolled in primary school and 441,726 students were enrolled in secondary school in Victoria.²³³ By 2052, the Department of Education expects Victoria to have 790,000 primary school aged children and 670,000 secondary school aged children and young people.²³⁴ To cater for these potential students, the Victorian Government will need to expand many existing schools and build new schools.

The Victorian Government committed to building 100 new schools by 2026.²³⁵ Between 2019 and 2023, the government opened 61 new schools. It has 14 more schools under construction, which will open in 2024.

In the 2023–24 Budget, the government committed another \$573 million in asset funding to construct 9 new schools. For example, Clyde North Primary School, Clyde North Secondary College, and Pakenham North West Primary School are new schools opening in 2025. The Budget also funds commencement of early works for 3 schools due to open in 2026, including Casey Central Primary School, Lockerbie Specialist School, and Point Cook South Specialist School.²³⁶

The 2023–24 Budget also included \$21 million to acquire land for new schools.²³⁷ Buying land for future schools allows the Victorian Government to confirm sites and start planning for them. It also means local governments and other service and infrastructure providers can start planning for shared facilities in those locations. In 2022–23, the government acquired land for future schools including in Brookfield²³⁸ and Truganina.²³⁹

The Victorian Government uses relocatable buildings and school zones to manage short-term demand changes for school places. The relocatable buildings program relieves pressure on government schools that reach their student capacity. It can flexibly add capacity to schools in areas with high enrolments. The program received an extra \$147 million of asset funding in the 2023–24 Budget.²⁴⁰

The Victorian Government applies school zones to manage demand for school places and the department reviews school zones each year. In April 2023, the department announced changes to the zones of some existing schools.²⁴¹ Sometimes schools become popular, and this strong demand can place pressure on their infrastructure, despite nearby schools having spare capacity for more students. Reviewing and modifying school zones in growing areas is a useful demand management tool, when combined with building more capacity in existing schools.

The 2023–24 Budget also includes \$90 million in asset funding for school upgrades to established area schools experiencing growth.²⁴² *Plan Melbourne 2017–2050* includes an aspiration for 70% of new homes to be built in established areas and 30% in growth areas. This will mean the government will need to build and upgrade more schools in the established areas that experience high population growth.²⁴³

The government released the *Victorian Government school site selection criteria guidance* in November 2022.²⁴⁴ The guidance outlines the key factors the department considers when assessing proposed options for new school sites. It aims to give school and other communities with transparent information about how the department selects school sites. Transparent planning and site selection can support government, the private sector and not-for-profits to work together to align their infrastructure decisions – and potentially co-invest to manage growth.

Creating inclusive shared spaces

Priority description from the *Victorian infrastructure plan 2021*

Schools are at the heart of local communities. With smart design, land use and facility sharing, schools will be places the whole community can benefit from.

Victorian Government progress in 2022–23

This priority is about sharing the use of schools with the community. Sharing school facilities, particularly in areas that are growing, helps meet social infrastructure demand and maximise wider community use of school facilities outside school hours.²⁴⁵

Schools can enter into hiring and licencing agreements with third parties, such as local governments and community organisations, to use existing school facilities.²⁴⁶ The Victorian Government also supports schools with a standard process, known as a community joint use agreement, for constructing or extending jointly-used community facilities such as stadiums, sporting grounds and theatres.²⁴⁷

Each school can make its own arrangements and schools need not report their joint use agreements, meaning no consolidated data is available. For example, the Miners Rest Primary School makes its gymnasium and synthetic grass oval available to the community outside school hours.²⁴⁸

Universal design principles aim to build accessible environments that enable participation for people with different physical, perceptual, and cognitive abilities. The government's building quality standards handbook incorporates these principles in all education infrastructure projects. When applied, they can remove barriers that prevent some people from using school facilities.²⁴⁹

As a general principle, the Victorian Government's school site selection guidance says new school sites should be co-located with existing or proposed community facilities and public open spaces.²⁵⁰

The government is also creating inclusive shared spaces, such as kindergartens onsite or next door to every new Victorian primary school. This makes kindergarten programs easier to access, drop-off times simpler and more convenient for parents and carers and supports a smooth school transition for children.²⁵¹ The government is currently constructing 9 kindergartens on or next door to existing schools. It is planning to complete 6 of them in 2024. Another 4 are under construction on new growth area school sites.²⁵²

From 2016–2017, the government funded community infrastructure at schools through the Shared Facilities Fund.²⁵³ Funds like this encourage school communities to provide access to facilities which benefit the wider community. However, the fund is now closed.

The last shared facilities projects funded include a school oval and sports pavilion under construction at Melton Secondary College. These facilities will be available for Australian rules football training and matches outside school hours.²⁵⁴ Werribee Secondary College also upgraded its performing arts centre for shared community use through a grant from the fund. The centre opened in 2023.²⁵⁵

School and community shared use agreements often focus on sports and performing arts facilities. However, community use can extend to other types of school infrastructure, such as reliable internet and computer access. Shared use of digital school infrastructure can also open education, health and other services to more people living in regional Victoria.

Rural children's health and development milestones are consistently behind those in urban areas.²⁵⁶ While not appropriate for all health needs, using more telehealth services can help improve the wellbeing of children in regional areas. *Victoria's infrastructure strategy 2021–2051* recommended using rural schools for children's specialist and allied telehealth services,²⁵⁷ and the Victorian Government supported this in principle.²⁵⁸

Maximising use of technology

Priority description from the *Victorian infrastructure plan 2021*

Students need access to the latest technology to equip them with the adaptive skills and knowledge to succeed now, and in future.

Victorian Government progress in 2022–23

Good access to technology allows students to effectively participate in learning. It can offer them opportunities to develop knowledge and skills for their future success. Using technology will always be an integral part of how students learn. If schools invest in software and other forms of technology, it can prepare their students for the future and offer them emerging career opportunities.

Students and teachers used technology for remote learning during the COVID-19 pandemic. The Victorian Government is applying these lessons to support student learning, including adopting the best elements of remote teaching technologies.²⁵⁹

The government has a digital learning policy to support schools to embed the digital technologies the curriculum requires. This includes ensuring the technology is safe, balanced, and appropriate for student learning. The policy notes schools will use digital platforms provided centrally by the Department of Education from 2023. This includes digital collaboration platforms, high speed internet access with content filtering and enterprise grade Wi-Fi.²⁶⁰

In the 2023–24 Budget, the Victorian Government announced \$6 million over 2 years for government schools to operate in a cybersafe digital environment.²⁶¹

In *Victoria's infrastructure strategy 2021–2051*, we recommended funding regional libraries to provide better internet access. This gives regional students better internet access for their studies, especially students without reliable internet access at home.²⁶² Library digital infrastructure can also make education, health and other services open to more community members.

Developing skills for tomorrow

Priority description from the *Victorian infrastructure plan 2021*

The Education State develops the skills students need to thrive in future industries. Job-focused training and growing young Victorians' Asia engagement capability are two examples.

Victorian Government progress in 2022–23

This priority aims for education infrastructure to support students developing skills in future industries. It specifically mentions growing jobs-focused training. This section examines the training and skills system. The Victorian Government's Office of TAFE Coordination and Delivery leads the TAFE network. It ensures Victorians can access appropriate skills training.²⁶³

The Victorian Auditor General's Office (VAGO) valued Victoria's TAFE assets at \$3.12 billion.²⁶⁴ Victoria has 12 TAFE institutes established under the *Education and Training Reform Act 2006*. It also has 4 universities with TAFE divisions.²⁶⁵ In 2022, Victoria's TAFE network had 141,215 government subsidised course enrolments. This was slightly below the target of 145 000.²⁶⁶ It was also 16,411 lower than in 2021 because many students who enrolled in 2020 could not complete their courses due to the COVID-19 pandemic. These students kept studying in 2021 to finish their education.²⁶⁷

The Victorian Government launched the *Victorian Skills Plan 2022* in August that year.²⁶⁸ The plan shows Victoria will need another 373,000 workers in 13 different industries by 2025. It directs TAFES, universities and training and education providers to plan courses and have training facilities that match industry and local needs.

The 2023–24 Budget allocated another \$170 million for the Building Better TAFE Fund. This includes for:

- 2 new TAFE campuses at Melton and Sunbury
- a disability services hub and student hub at the Gordon TAFE Geelong
- a community health and learning hub at Bendigo TAFE Castlemaine campus.

It also establishes a \$50 million TAFE Clean Energy Fund. This fund will support new facilities and upgrades to improve workforce skills and capacity at Federation, Gippsland Morwell, and South West TAFEs.²⁶⁹ This will also assist with delivering the *Education and training climate change adaptation action plan 2022–2026*. This action plan contains initiatives to train students to develop climate change adaptation skills and capabilities.²⁷⁰

During the 2022–23 financial year, the government progressed several previously-funded TAFE facility upgrades and expansions. This included:

- Chisholm TAFE Frankston campus Stage 2 redevelopment²⁷¹
- Collingwood TAFE campus²⁷²
- Kangan TAFE Broadmeadows²⁷³
- South West TAFE's campus new Warrnambool Library and Learning centre²⁷⁴
- Gordon TAFE Geelong city campus.²⁷⁵

Since 2020, the Victorian Government has also invested \$350 million in the Victorian Higher Education State Investment Fund.²⁷⁶ This funds universities for capital works and applied research partnerships. In August 2022, the government also announced \$13 million for a new medical device prototype facility at RMIT.²⁷⁷

Improving education infrastructure

Priority description from the *Victorian infrastructure plan 2021*

The quality of school facilities is linked to education outcomes for students and teachers.

Victorian Government progress in 2022–23

This priority is about delivering quality primary and secondary school facilities that enhance teaching and learning. Good teaching is one of the most influential factors for student learning.²⁷⁸

Good quality school infrastructure can also help children learn better. Good education infrastructure design optimises factors that can help students learn, such as plenty of natural light, good air quality, appropriate colour choices, and creating flexible learning spaces that can cater for different activities.²⁷⁹ Research also shows that children need basic health and safety conditions to learn effectively. Better school facilities can also increase student satisfaction and help retain staff.²⁸⁰

The Victorian Government requires public schools to write 5-year asset management plans to support long term education goals. These plans inform budget requests for school upgrades and maintenance.²⁸¹ In the 2023–24 Budget, the government announced \$266 million to upgrade 43 schools.²⁸²

The Budget also included \$20 million for the School Upgrade Delivery Fund. The fund aims to provide high-quality classrooms and facilities for learning and community use.²⁸³ A total of 54 Victorian schools will use this to plan for infrastructure upgrades.²⁸⁴ The Minor Capital Works Fund also received an extra \$10 million for the 2023–24 financial year. Schools can apply to this fund for minor capital projects that are school priorities.²⁸⁵

Also, the Rolling Facilities Evaluation Program requires all Victorian schools to assess the condition of their buildings and other infrastructure, like car parks and fencing. The Victorian Government uses the evaluation data to help prioritise school maintenance funding.²⁸⁶ The Victorian Government funds government schools for essential maintenance and compliance programs. This covers regular and routine maintenance, outdoor facilities, grounds maintenance, and fixing defects.²⁸⁷

The Department of Education and Training released its strategic plan in August 2022. The plan outlines a new approach to support students with disability in Victorian government schools. The new approach:

- provides more investment and support for students with disability
- develops workforce capacity to improve inclusive education
- builds and upgrades school infrastructure to support children with learning or physical disabilities.²⁸⁸

The 2023–24 Budget allocated \$10 million to the Inclusive Schools Fund. This funds small, but innovative, school building projects that support students with a disability. The Budget allocated an extra \$10 million to the Accessible Buildings Program. This will improve access to school facilities for students with disabilities and additional needs.²⁸⁹

The Budget also contained \$169 million to increase access to technical schools at Frankston, Hume, Warrnambool, Dandenong, Brimbank and Wangaratta and established a Clean Energy Equipment Fund for new and existing technical schools.²⁹⁰

Thirty-six percent of Victorian school students attend Catholic and independent schools.²⁹¹ The 2023–24 Budget included \$450 million over 4 years for grants for construction, expansion and renovation of low-fee Catholic and independent schools.²⁹²

Kindergarten for all 3-year-olds

Priority description from the *Victorian infrastructure plan 2021*

Victoria will be the first state or territory in Australia to introduce a universal funded kindergarten program for three-year-olds. From 2022, three-year-olds across the state will have access to at least five hours of a kindergarten program per week. The hours will then increase into the full 15-hour program by 2029.

Victorian Government progress in 2022–23

This priority is about providing high-quality early learning for all Victorian children. The *Victorian infrastructure plan 2021* priority is kindergarten for all 3-year-olds. This assessment considers all early learning initiatives, not only those for 3-year-olds.

Since publishing the Victorian infrastructure plan, the Victorian Government has committed to provide up to 30 hours of kindergarten (pre-prep) for every 4-year-old. Kindergartens and long day care centres will deliver pre-prep. This will create a high-quality, universal program to give 4-year-old children the opportunity to socialise and learn through play.²⁹³ Children's development between birth and 5 years of age affects their future education and life outcomes.²⁹⁴ The Victorian Government estimates that by 2029, the sector will build about 785 new kindergartens and expand 170 existing ones.²⁹⁵

The Victorian Government has a target for all 3-year-old children to have access to 15 hours of kinder each week by 2029, and all 4-year-old children to have access to 30 hours of pre-prep each week by 2032.²⁹⁶ In 2022–23, the government announced \$2.429 billion in new capital funding for kindergarten infrastructure to help achieve the target.²⁹⁷ This includes funds to build the first 35 of 50 Victorian government-owned early learning centres in areas of greatest unmet demand.²⁹⁸ It will also build 145 kindergartens on or near government and low fee non-government school sites.²⁹⁹

The Victorian Government administers the Building Blocks Grants – Improvement program. It funds upgrades, refurbishments and renovations to early learning facilities, or investments in IT equipment.³⁰⁰ The program gave out 48 grants in 2022–23 and received another \$10 million in the 2023–24 Budget.³⁰¹ Also, the Building Blocks Grants – Capacity Building program funds infrastructure for more kindergarten places for 3-year-olds and 4-year-olds. In 2022–23, 19 recipients successfully received grants in 3 funding rounds. This included 8 kindergartens in regional Victoria and 11 in metropolitan Melbourne.³⁰²

Energy

Energy infrastructure delivers energy, such as electricity and gas, from various sources to homes, businesses, and industry. It includes large-scale production and generation assets, transmission, and distribution networks, as well as infrastructure used directly by consumers such as rooftop solar, battery storage and electric vehicle chargers.

The energy sector is almost entirely under private ownership. Several Australian and Victorian government agencies regulate different components of the system. VicGrid is part of the Department of Energy, Environment and Climate Action. It coordinates planning and development of generation and transmission infrastructure projects in Victoria's renewable energy zones. The 2022–23 Budget funded the State Electricity Commission. It will actively participate in the energy market by investing in renewable energy projects.

The energy priorities in the *Victorian infrastructure plan 2021* are interrelated and cover affordability, security, sustainability and maintaining a sound investment environment as the sector decarbonises. The energy priorities are:

- ensuring efficient and affordable energy services
- protecting our energy security
- leading our transition to a clean energy economy.



Ensuring efficient and affordable energy services

Priority description from the *Victorian infrastructure plan 2021*

Victoria is making sure we improve energy efficiency standards to slash emissions, while helping Victorians reap the benefits of the energy transition. This includes helping Victorian households and businesses make the most of the energy generated, allowing for increased consumer control over new energy technologies, and supporting energy affordability.

Victorian Government progress in 2022–23

This priority focuses on increasing energy efficiency and reducing household and business energy costs. Efficient energy services can reduce Victoria’s energy-related greenhouse gas emissions and help Victoria meet its target of net zero emissions by 2045. Energy efficient homes and appliances can also reduce households energy bills. Keeping energy affordable assists households struggling with cost-of-living pressures. It can also help reduce community concern and opposition to energy network infrastructure changes that support renewable energy and reduce emissions.

Electricity and gas customers that have difficulty paying their bills can get tailored assistance. The average number of customers accessing tailored assistance each month has increased since 2018–19 (Figure 2).³⁰³ This might indicate that more Victorian households are experiencing payment difficulty for energy services, although it might also be due to more assistance being requested, offered, and accepted under the new payment difficulty framework introduced in 2019.³⁰⁴ Both gas and electricity disconnections for non-payment in 2022 were lower than in 2018 and 2019.³⁰⁵ The COVID-19 pandemic affected the 2020 and 2021 figures. Months with restrictions in place had no disconnections.³⁰⁶

The Victorian Government uses several subsidies, rebates, and loan schemes to improve access to efficient and affordable energy services. The Home Heating and Cooling Upgrades Program gives rebates to households to replace their old heaters with energy efficient reverse-cycle systems,³⁰⁷ upgrade their electrical switchboard and cap old gas heaters.³⁰⁸ Households could also get discounts and rebates from the Victorian Energy Upgrades program when they upgraded to energy efficient products.³⁰⁹ This includes for hot water systems, fridges and clothes dryers.³¹⁰ The Victorian Government is also delivering a program to improve energy efficiency in social housing.³¹¹

Figure 2: Average number of customers accessing tailored assistance each month



Note: 2022–23 only includes data from July 2022 to March 2023

Source: Essential Services Commission

The 2023–24 Budget provided more funding to encourage Victorian households to compare energy offers using the Victorian Energy Compare website or an energy affordability scheme.³¹² Households that are having trouble paying their energy bills can also access the Energy Assistance Program. The program is designed to help these households navigate the energy market and better connect with their energy retailer.³¹³

In 2022–23, the government offered rebates to households for installing a solar battery³¹⁴ and to businesses for installing a solar panel system.³¹⁵ The 2023–24 Budget provided \$16 million for loans to eligible households to install solar battery storage systems.³¹⁶ Households can also get rebates for solar panels³¹⁷ and solar hot water systems.³¹⁸ These programs are designed to reduce the upfront cost of installing new technologies, helping to make them more affordable.

Eligible vehicles bought before 30 June 2023 could receive the Zero Emissions Vehicle Subsidy.³¹⁹ This initiative supported the *Zero emissions vehicle roadmap*, which aims for half of light vehicle sales to be zero emission vehicles by 2030.³²⁰

On 1 January 2023, the government banned embedded networks in new residential apartments.³²¹ Embedded networks are private electricity networks that serve multiple customers in a building or development. They prevent households from switching to a better electricity deal.³²² Buildings that run on 100% renewable energy can secure a limited exemption to this ban.³²³ Banning embedded networks in new apartments contributes to this priority because it allows people to choose the cheapest energy deal.

Victoria's infrastructure strategy 2021–2051 recommends the Victorian Government strengthen minimum energy efficiency standards for rented homes³²⁴ and make social housing suitable for changing local climates.³²⁵ Our gas infrastructure advice recommended the Victorian Government drive sustained expansion and uptake of energy efficiency and targeted electrification programs³²⁶ and manage equity impacts of the transition to net zero emissions.³²⁷

Protecting our energy security

Priority description from the *Victorian infrastructure plan 2021*

Victoria is implementing policies and reforms to encourage new technology, improve energy security and drive improved safety outcomes. This will help the energy system withstand shocks and disruptions and equip Victoria to take corrective action when necessary, during periods of peak energy demand.

Victorian Government progress in 2022–23

A changing power supply mix, more frequent extreme weather events and changing consumer demand preferences will place pressure on Victoria's electricity network. In some areas, ageing infrastructure adds extra pressure. This priority seeks to improve the security and safety of the energy system while encouraging new technologies to help address this challenge.

Energy security means helping the energy system withstand shocks and disruptions. It also means helping Victorians develop the capability and capacity to take corrective action when disruptions occur. This priority also focuses on ensuring energy security in periods of peak demand.

The Australian Energy Market Operator manages Victoria's transmission system security. The Victorian Government minimises the risk to energy security by working with regulators and the Australian Energy Market Operator.

The Victorian Government is undertaking several initiatives that align to this priority. The Tarneit neighbourhood battery started operating in February 2023.³²⁸ It is part of the Neighbourhood Battery Initiative. It can supply 170 homes with 3 hours of power during peak demand periods.³²⁹ The 2023–24 Budget provided \$42 million for 100 neighbourhood batteries, managed by local councils, community organisations and others.³³⁰

Legislative reforms can also support resilience. The Victorian Parliament passed the Energy Legislation Amendment (Electricity Outage Emergency Response and Other Matters) Bill in 2023.³³¹ This means the Secretary of the Department of Energy, Environment and Climate Action can direct electricity distribution businesses to assist in emergency response and recovery. The secretary can also provide relevant information such as estimated time to restore power.³³² This can help reduce the impacts of prolonged electricity outages.

When Victoria is generating a lot of electricity from rooftop solar panels, the electricity grid can exceed safe operating parameters if the demand for energy is low.³³³ Although rare,

this is known as a minimum system load emergency and can produce blackouts.³³⁴ The Victorian Government has started consultations to develop an emergency backstop mechanism for solar energy to address this risk.³³⁵

Leading our transition to a clean energy economy and supporting jobs in the new energy sector

Priority description from the *Victorian infrastructure plan 2021*

Victoria's economy will recover and grow through a range of large-scale, sustainable energy and planning projects to ensure Victoria is stronger than ever and thriving in the long term. Victoria is working with the renewable energy industry, electricity networks, and consumer groups to attract and facilitate investment in renewable energy – creating jobs, cutting emissions, and helping regional economies realise the benefits of the energy transition.

Victorian Government progress in 2022–23

This priority is about the transition to a clean energy economy. It seeks to ensure that the Victorian Government is supporting jobs and reducing emissions during this transition. The transition will require building new infrastructure. The Victorian Government will need to coordinate the actions of multiple organisations by developing new policies, reforming regulations, and funding targeted initiatives.

The share of renewable energy in Victoria's electricity generation increased from 29% in 2020–21 to 34% in 2021–22.³³⁶

The 2023–24 Budget provided \$1 billion of equity funding to establish the State Electricity Commission.³³⁷ The State Electricity Commission will use these funds to accelerate investment in renewable energy, help people lower their energy bills, and assist Victoria achieve its renewable energy targets.³³⁸ The 2023–24 Budget also funded the development of new renewable energy VET qualifications and a business case for the State Electricity Commission Centre of Training Excellence.³³⁹ The government held an energy jobs and skills forum to discuss the workforce required for the clean energy economy in June 2023.³⁴⁰

The Victorian Government announced an updated renewable energy target of 65% by 2030 and 95% by 2035.³⁴¹ These new targets are likely to require even more infrastructure. The government intends to update the legislation for these targets.³⁴² It also committed to reaching

2.6 gigawatts of renewable energy storage by 2030, with this increasing to 6.3 gigawatts by 2035.³⁴³ Government also invested in projects that use new technologies to generate and store clean energy.³⁴⁴ This includes a battery and grid-forming inverter in the Murray Renewable Energy Zone.³⁴⁵

The energy network will need new transmission infrastructure to get renewable electricity from generation sites to the people and businesses that use it.³⁴⁶ The Victorian Government consulted on legislation to establish the Victorian Transmission Investment Framework.³⁴⁷ The 2023–24 Budget provided VicGrid with \$21 million in output funding to coordinate transmission infrastructure planning and investment.³⁴⁸

Offshore wind can help Victoria transition to a clean energy economy. The Victorian Government consulted on the *Offshore wind policy directions paper*.³⁴⁹ The paper proposes a target of 2 gigawatts of offshore wind capacity by 2032, 4 gigawatts by 2035, and 9 gigawatts by 2050.³⁵⁰ The 2023–24 Budget funded the planning and design of the Victorian Renewable Energy Terminal at the Port of Hastings to support offshore wind development.³⁵¹

In October 2022, the Australian and Victorian governments agreed to jointly fund offshore wind projects, renewable energy zones, and the Victoria-New South Wales Interconnector (VNI West) KerangLink.³⁵² The Australian Government's Rewiring the Nation plan contains its commitments to these projects.³⁵³

The gas sector contributes to around 17% of Victoria's greenhouse gas emissions.³⁵⁴ Infrastructure Victoria conducted the first independent, state-wide analysis of the implications of the energy transition for Victoria's extensive gas infrastructure assets in 2020–2021. To help Victoria transition away from natural gas, the Victorian Government released its *Gas substitution roadmap* and our advice report in July.³⁵⁵ The roadmap outlines how Victoria will use energy efficiency measures and electrification to reduce carbon emissions and household energy bills.³⁵⁶ The 2023–24 Budget allocated \$5 million to implement the *Gas substitution roadmap*.³⁵⁷

Our advice on transitioning Victoria's gas infrastructure recommended the Victorian Government conduct regional strategic planning and trials for a diverse, decentralised low or zero emissions gas supply in Victoria. It also recommended scaling up biogas and biomethane production and fast-tracking the development of Victoria's green hydrogen industry. These recommendations are detailed in our advice report, *Towards 2050: gas infrastructure in a net zero emissions economy – final report*.³⁵⁸

Environment

Victoria has a rich and diverse natural environment that supports a variety of animals, plants, and ecosystems. Victoria's natural environment is also fundamental to the health and wellbeing of every Victorian. It provides clean air and water, productive soils, natural pest control, pollination, flood mitigation and carbon sequestration – and supports productive activities that underpin Victoria's liveability and economic advantage. Environmental and waste management infrastructure is an essential component of liveable communities.

The *Victorian infrastructure plan 2021* includes 4 priorities for the environment sector that aim to preserve and maintain Victoria's natural environment for future generations. The environment priorities are:

- protecting Victoria's biodiversity by 2037
- managing our parks
- taking action on climate change
- improving resource recovery and waste management.



Protecting Victoria's biodiversity by 2037

Priority description from the *Victorian infrastructure plan 2021*

Victoria is taking a modern and effective approach to protecting the state's rich biodiversity, with conservation efforts that ensure our natural environment is healthy, valued and cared for.

Victorian Government progress in 2022–23

Preserving biodiversity contributes to maintaining healthy ecosystems. This priority is about protecting and conserving biodiversity. It aims to ensure Victoria cares for and values its natural environment.

Infrastructure and the built environment can affect biodiversity. When people build or upgrade infrastructure, it can cause changes to natural habitats. For example, developing land for agriculture or other uses contributes to habitat loss and biodiversity decline.³⁵⁹ Urbanisation and land use changes can also introduce pests, invasive species, and diseases. Disturbances to natural habitat, such as road widening and clearing vegetation for powerlines, often benefits non-native species.³⁶⁰

Transport projects can also fragment animals' natural habitats and movement corridors.³⁶¹ For example, roads go through the habitats of critically endangered species, such as the mountain pygmy possum.³⁶² This threatens their ability to move around safely.³⁶³ Building infrastructure can convert natural landscapes to impervious surfaces. This can pollute and affect biodiversity in waterways and catchments.³⁶⁴

Although infrastructure can contribute to biodiversity loss by its impact on natural habitats, it can also be used to help maintain or improve biodiversity. Biodiversity infrastructure is designed for flora and fauna populations to survive in environments that humans have modified. For example, biodiversity tunnels allow animals to access their entire habitat by navigating safely across infrastructure. Biodiversity tunnels can include culverts, bridges, canopies, and glider poles.³⁶⁵

The Department of Energy, Environment and Climate Action expects that 2,200 hectares of native vegetation will be newly and permanently protected on private land in 2022–23.³⁶⁶ This is much more than in past years.³⁶⁷ However, the department expects to miss the 2022–23 targets for the hectares of weed control and revegetation in priority locations.³⁶⁸ It attributes this to flooding, which interfered with weeding and revegetation works.³⁶⁹ The department expects to exceed its 2022–23 targets for pest control although its performance is lower than the year before.³⁷⁰ Although these metrics do not give a comprehensive summary of Victoria's progress, they show some progress in elements that contribute to biodiversity protection.

The Victorian Government also implemented initiatives to help maintain and improve biodiversity. The 2023–24 Budget funded a package of wildlife welfare and conservation programs.³⁷¹ This includes creating a wildlife hospital in southwest Victoria to treat and care for native animals hurt in natural disasters and other events.³⁷² The Budget also funded maintenance of Victoria's strategic fuel break network.³⁷³ This can help protect biodiversity by reducing the risk of bushfires impacting the environment, infrastructure and communities.

The Victorian Government is also continuing grant programs that combat the risk of extinction for Victoria's faunal emblems.³⁷⁴ Victoria's faunal emblems include the Leadbeater's possum and the helmeted honeyeater.³⁷⁵ Both of these species are found only in Victoria and are listed as critically endangered under *Victoria's Flora and Fauna Guarantee Act 1998* and the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*.³⁷⁶

Victoria's infrastructure strategy 2021–2051 recommended the Victorian Government develops an interconnected open space network.³⁷⁷ Corridors of open space can connect areas of habitat for animals and insects. This helps them to survive by giving them access to a larger area for food, shelter and protection from predators.³⁷⁸ Interconnected open space networks can also offer greater opportunities for human recreation and active transport.³⁷⁹

Managing our parks

Priority description from the *Victorian infrastructure plan 2021*

Sound management of our parklands will ensure all Victorians can continue to enjoy our natural environment, while supporting growth in nature-based tourism. The government continues to invest in enhancing and improving Victoria's parks estate, including through the Victoria's Great Outdoors and Suburban Parks programs.

Victorian Government progress in 2022–23

This priority aims to improve access to parks, open spaces, and other green infrastructure. It seeks to boost nature tourism and ensure that Victorians can keep enjoying the natural environment. Upgrading local parks and green infrastructure, including delivering better parks and playgrounds, can help improve Victorian's access to open space.

In urban areas, parks allow communities to enjoy the benefits of green open spaces. Parks also produce a cooling effect to help combat heat in summer.³⁸⁰ Established suburbs have diminishing amounts of private open space and tree canopy cover, making public open space provision a challenge for metropolitan Melbourne.³⁸¹ Newer suburbs, particularly in Melbourne's north and west, can have fewer trees than established areas. *Victoria's infrastructure strategy 2021–2051* recommends the government targets 30% tree coverage in new growth areas.³⁸²

Victoria has significant natural assets. Parks Victoria, for example, manages over 3,000 land and marine parks.³⁸³ These parks total 4,120 hectares,³⁸⁴ covering 18% of Victoria's landmass and 70% of Victoria's coastline.³⁸⁵ The department expected Victoria's national, state, urban and other terrestrial parks to have had 82 million visits in 2022–23.³⁸⁶

The 2023–24 Budget allocated \$13 million to improve access to parks and open spaces for Victorians and their pets. This funding will contribute to 6 new dog parks and upgrades to 22 existing dog parks.³⁸⁷ The Budget also provided \$7 million to upgrade local parks. This included the Greensborough War Memorial Park, Doreen Playground, Merri Common Pocket Park and the Henderson Creek Wetlands Playground.³⁸⁸ The government also announced plans for new parks in Melbourne's outer suburbs.³⁸⁹ The 3 new parks, located in Clyde, Deanside and Werribee, will provide 720 hectares of green open space.³⁹⁰

In 2022–23 the Suburban Parks Program completed 20 suburban pocket parks³⁹¹ and acquired land for the Sandbelt Parklands.³⁹² When completed, the Sandbelt Parklands will connect new and existing parklands between Moorabbin and Dingley Village.³⁹³

The Victorian Government also made investments to make it easier for Victorians to access the natural environment and cultural precincts.³⁹⁴ The 2023–24 Budget provided \$11 million to upgrade visitor facilities and infrastructure at the You Yangs (Wurdi Youang) and Serendip Sanctuary.³⁹⁵ The Camping and Caravan Grants program funds better facilities in caravan parks and campgrounds.³⁹⁶ Point Leo Foreshore Park and Mallacoota Foreshore Holiday Park completed projects with funds from the program.³⁹⁷ Improving facilities can help boost nature tourism and the health and wellbeing of Victorians.

Nature tourism in Victoria will also benefit from an expansion of Werribee Open Range Zoo.³⁹⁸ The zoo completed stage one of the project in March 2023, allowing work to commence on a 21-hectare Asian elephant habitat.³⁹⁹ When completed in 2024, the Asian elephant habitat will house the herd that is currently at Melbourne Zoo.⁴⁰⁰

Other nature tourism initiatives include management reforms for parks and outdoor areas. The government began reforms for Victoria's alpine sector in October 2022.⁴⁰¹ The reforms will establish a single entity, Alpine Resorts Victoria, to manage Victoria's alpine resorts.⁴⁰² In winter, alpine resorts collectively attract one million visitors and contribute nearly \$1.1 billion to the Victorian economy.⁴⁰³ The Budget also funded reforms for better management of coasts and land under the Great Ocean Road Coast and Parks Authority.⁴⁰⁴

Taking action on climate change

Priority description from the *Victorian infrastructure plan 2021*

Victoria is committed to reaching net zero emissions by 2050 and becoming climate resilient. *Victoria's climate change strategy* sets out our priorities for climate action. Victoria has set ambitious, but achievable targets to reduce the state's greenhouse gas emissions from 2005 levels by 28–33% by 2025 and 45–50% by 2030. To help meet these targets, we have prepared emissions reduction pledges for each emissions sector for 2021–2025 – the first in a progression of five-yearly pledges required under the *Climate Change Act 2017*. We have also made ambitious commitments to reduce emissions from the Victorian Government's own operations. By 2025, Victorian Government operations will be powered by 100% renewable electricity.

Victoria's climate change strategy also sets adaptation priorities for the next five years and adaptation action plans, required by the *Climate Change Act 2017*, respond to those priorities. The plans are for seven systems vulnerable to the impacts of climate change or essential to prepare for future change and commence in 2022. These system-based plans are complemented by community-led regional adaptation strategies that will guide collective effort to reduce the impacts of climate change and maximise opportunities across Victoria's regions.

Victorian Government progress in 2022–23

This priority sets out Victoria's commitments and actions under the *Climate Change Act 2017*. It seeks to ensure that Victoria is resilient to climate change and can achieve its ambitious emission reduction targets. Around 70% of Australia's emissions can be directly or indirectly contributed to infrastructure.⁴⁰⁵

Infrastructure generates greenhouse gas emissions from the materials used in its construction, its direct operations, and the activities it enables.⁴⁰⁶ As infrastructure has a long lifespan, the infrastructure built today also needs to be resilient to more extreme weather and able to perform in a warmer and drier climate. Existing infrastructure might also need to be adapted.

Extreme weather events are already costing Victoria. For example, heatwaves are estimated to cost the Victorian economy an average of \$87 million each year.⁴⁰⁷ With no further global action to reduce emissions, climate change is estimated to cause \$150 billion in damages to Victoria by

2050. This is estimated to increase to \$1 trillion by 2100.⁴⁰⁸

To respond to climate change, Victoria was one of the first jurisdictions in the world to legislate a net-zero emissions target with the *Climate Change Act 2017*.⁴⁰⁹ In May 2023, the Victorian Government committed to reducing emissions from 2005 levels by between 75% and 80% by 2035.⁴¹⁰ It also brought forward its commitment to net zero emissions from 2050 to 2045.⁴¹¹

These targets build on Victoria's success in reducing emissions so far. Victoria exceeded its emissions reduction target of 15% to 20% from 2005 levels by 2020.⁴¹² Emissions decreased by 29.8% during this period.⁴¹³ By reducing emissions, Victoria is contributing to global efforts to reduce the severity of climate change.

Achieving action on climate change requires contributions across all infrastructure sectors. Each infrastructure sector has unique challenges and opportunities associated with reducing emissions. They also contribute differently to Victoria's total greenhouse gas emissions. For example, transport was responsible for 25% of Victoria's greenhouse gas emissions in 2020.⁴¹⁴ Road transport is responsible for the majority (89.5%) of transport related emissions.⁴¹⁵

Initiatives in the energy sector can deliver large emissions reductions over time. Victoria intends to update its renewable energy targets to 65% by 2030 and 95% by 2035.⁴¹⁶ We discuss this initiative further under [Leading our transition to a clean energy economy and supporting jobs in the new energy sector](#). [Building resilience to climate change](#) contains climate-related initiatives in the water sector.

The 2023–24 Budget contained new output funding of \$20 million for policy capability to support Victoria's climate action agenda.⁴¹⁷ It will be used to help legislate emissions targets, deliver the next climate change strategy and climate science report, and provide advice and analysis on Victoria's transition to net zero.⁴¹⁸ The 2023–24 Budget also included funds to support the adaptation and resilience of Victoria's coastal environment.⁴¹⁹ The funds will help address critical erosion and flood risks that will protect marine and coastal assets.⁴²⁰

Victoria's Resilient Coast – Adapting for 2100+ also helps protect coastal assets.⁴²¹ In 2023, the government published a framework that establishes a strategic approach to coastal hazard risk management and adaptation.⁴²² They made grants available to help organisations pilot programs that improve coastal resilience. Round 2 of the grant program closed in March 2023.⁴²³ These initiatives align to our recommendation for the government to invest in critical protection and adaptation for Victoria's coasts.⁴²⁴

In *Victoria's infrastructure strategy 2021–2051*, we identified the need to strategically review climate change consequences for infrastructure.⁴²⁵ We also recommended specifying climate scenarios and carbon value in assessing

infrastructure.⁴²⁶ Making more progress on these recommendations can help address this priority and make Victoria's infrastructure more resilient to future extreme weather events.

Other jurisdictions are making progress to decarbonise infrastructure. For example, the New South Wales Government has released a decarbonising infrastructure roadmap and requires carbon value to be included in cost benefit analysis.⁴²⁷ In March 2023, the Victorian Government requested Infrastructure Victoria's advice on opportunities to reduce the greenhouse gas emissions of future public infrastructure investments. The advice will consider how policies and guidelines can better account for the greenhouse gas emissions produced in the design, investment, construction, maintenance, and end of life of Victoria's infrastructure. Our final advice to government is due by September 2023.⁴²⁸

Improving resource recovery and waste management

Priority description from the *Victorian infrastructure plan 2021*

The Victorian Government's circular economy policy, *Recycling Victoria: a new economy*, is driving reform in recycling and waste resource recovery. Long-term planning and investment in waste management will ensure Victoria has efficient and sustainable resource recovery systems to make the most of our finite resources.

Victorian Government progress in 2022–23

This priority seeks to improve resource recovery and waste management in Victoria. It focuses on transitioning to a circular economy by long-term planning and investing in waste management. A circular economy can increase the demand for recycled materials and improve the quality of recyclable material collected.⁴²⁹ *Recycling Victoria: a new economy* outlines the government's approach to reducing waste, including by increasing recycling and extracting more value from Victoria's resources.⁴³⁰

Victoria's recycling infrastructure capacity increased by 1,480,000 tonnes in 2022–23. The government has a target to increase this by 2,000,000 tonnes in 2023–24.⁴³¹ As of April 2023, 63% of local councils collect food organics and garden organics with kerbside collection services.⁴³² However, the Victorian Government estimates only 33% of Victorian households had access to organic food and garden waste recycling services in 2022–23.⁴³³ Similarly, only 16% of Victorian households had access to separated glass

recycling services in 2022–23.⁴³⁴ The Victorian Government consulted on kerbside reform to support the rollout of the new standardised 4-stream waste and recycling system.⁴³⁵

The government released regional circular economy plans in October 2022 to support the delivery of *Recycling Victoria: a new economy*.⁴³⁶ The plans aspire to create a sustainable and circular economy,⁴³⁷ and identify regional waste and recycling priorities.⁴³⁸ Their priorities include new or upgraded recycling programs, expanding local markets for recycled materials, and education or behaviour change programs.⁴³⁹ For example, the *Gippsland Regional Circular Economy Plan* lists a priority to improve organics processing capability and capacity.⁴⁴⁰ It lists better infrastructure as an enabler that can help the region achieve that priority.⁴⁴¹

Recycling Victoria, established under the *Circular Economy (Waste Reduction and Recycling) Act 2021*, started operating on 1 July 2022.⁴⁴² It will oversee and regulate the waste and recycling sector.⁴⁴³ It will initially help councils and alpine regions with strategic procurement and contract management.⁴⁴⁴ Recycling Victoria is also developing the Victorian recycling infrastructure plan, expected in 2024.⁴⁴⁵ This will plan for long-term, strategic infrastructure for waste and recycling.⁴⁴⁶

The *Circular Economy (Waste Reduction and Recycling) Act 2021* also legislated a container deposit scheme.⁴⁴⁷ Container deposit schemes use a cash reward to encourage people to recycle used bottles, cans, and other drink containers. The Victorian Government announced in April 2023 that a container deposit scheme will begin on 1 November 2023.⁴⁴⁸ They expect the scheme to reduce litter by up to 50%.⁴⁴⁹

A ban on the sale or supply of certain single use plastics started on 1 February 2023.⁴⁵⁰ The ban applies to drinking straws, cutlery, plates, and drink-stirrers.⁴⁵¹ Single use plastics are difficult and expensive to recycle and can contaminate materials for recycling.⁴⁵² They can often be easily replaced with reusable products, helping to reduce plastic pollution.⁴⁵³

Sustainability Victoria delivered several grants and programs to help the community and organisations, such as local councils, improve recycling and reduce waste. For example, it completed round 3 of the Circular Economy Household Education Fund in March 2023.⁴⁵⁴

In *Victoria's infrastructure strategy 2021–2051*, we recommended the Victorian Government reduce waste and improve waste and recycling infrastructure planning.⁴⁵⁵ This includes consistently investing in waste avoidance through behaviour change programs, pricing, regulations and other incentives.⁴⁵⁶ In 2020, we advised the Victorian Government on the benefits and priorities for investing in recycling and resource recovery infrastructure.⁴⁵⁷

Health and human services

Victoria's health and human services systems deliver high standards of care and outcomes. But these systems are under growing pressure – from unprecedented population growth and ageing, from the rise in chronic disease, the ongoing impacts of COVID-19 and the increasingly complex needs of the Victorian community.

The *Victorian infrastructure plan 2021* includes 6 priorities for the health and human services sector:

- building a proactive system than anticipates demand
- driving system-wide reform for safer, better services
- integrating care across the health and social service system
- improving equity and access
- investing in the future
- all Victorians have stable, affordable, and appropriate housing.



Building a proactive system that anticipates demand

Priority description from the *Victorian infrastructure plan 2021*

Victoria's population is growing and ageing, altering the nature and demand on services. Anticipating future needs lets us build capacity to keep pace with change.

Victorian Government progress in 2022–23

This priority is about building capacity in the Victorian health and human services system, including the mental health system, to respond to higher demand for services from Victoria's growing and changing population.

Department of Health performance reports show the number of patients admitted from the elective surgery waiting list was below target from 2019–20 to 2021–22. The percentage of semi-urgent (Category 2) elective surgery patients admitted within 90 days was also below target since 2018–19, with only 55.5% of patients admitted within 90 days in 2021–22.⁴⁵⁸

The number of emergency patients treated within the 'clinically recommended time to treatment' has also been below government's 80% target for several years. In 2021–22, this was the lowest since measurement began in 2011–12.⁴⁵⁹ For ambulance emergency services, the proportion of emergency (Code 1) incidents responded to within 15 minutes has also been below the statewide target since 2018–19. In 2021–22, ambulances only attended to 67.5% of incidents within 15 minutes, well below the 85% target.

The number of residential drug treatment services have been below target since 2019–20. In 2021–22, the number of services delivered was 21.8% lower than the target. The number of mental health clinical inpatient separations have been meeting or close to meeting target from 2018–19 to 2020–21, however in 2021–22 the actual was 8.7% lower than target.⁴⁶⁰

In October 2022, the government announced a \$2.338 billion redevelopment of the Royal Melbourne Hospital and Royal Women's Hospital.⁴⁶¹ The initial investment will build a new hospital tower in the Arden precinct, creating more than 400 beds and treatment spaces.⁴⁶² It will increase women's health services including low risk birthing, day surgery and ambulatory services. The government intends it to catalyse activation of the Arden precinct.⁴⁶³

The government progressed or completed several new hospitals or medical facilities to expand health system capacity during the 2022–23 financial year. Monash Health's Victorian Heart Hospital opened on 23 February 2023.⁴⁶⁴ The New Palliative Care South community hub in Narre Warren opened in May 2023, as part of government's \$32 million package to strengthen community palliative care.⁴⁶⁵ The 2023–24 Budget also allocated \$320 million to the Hospital Infrastructure Delivery Fund to plan the delivery of major investments at 7 Victorian hospitals. This investment is intended to boost capacity and improve infrastructure.⁴⁶⁶

In 2022–23, the government completed several new ambulance stations including in Melton West⁴⁶⁷ and Taylors Lakes.⁴⁶⁸ The 2023–24 Budget allocated \$30 million for a new ambulance station in Armstrong Creek to improve ambulance response times and better support paramedics in the City of Greater Geelong and surrounding regions.⁴⁶⁹

Maintaining and upgrading existing facilities also supports hospital capacity. Old facilities can require more frequent and expensive emergency repairs. Many older buildings do not meet modern standards for accessibility, safety, or energy efficiency.⁴⁷⁰ The 2023–24 Budget provided an extra \$40 million to the Metropolitan Health Infrastructure Fund to improve the quality and amenity of infrastructure of some metropolitan health services.⁴⁷¹ The Victorian Government can take a more strategic approach to the statewide, whole-of-life management and renewal of hospital assets, in line with our recommendation in *Victoria's infrastructure strategy 2021–2051*.⁴⁷²

The Victorian Government also invested in public sector aged care facilities across the state, including \$162 million in the 2023–24 Budget to keep delivering the Rural and Regional Public Sector Residential Aged Care Services Revitalisation Strategy. The funds will build 3 new facilities in Cohuna, Maffra and Numurkah.⁴⁷³ The Budget also provided \$44 million to buy 8 new hospital imaging scanners. This aims to improve Victoria's clinical capacity to assess cancers, neurological diseases and cardiovascular disease.⁴⁷⁴

In *Victoria's infrastructure strategy 2021–51*, we recommend building new hospital capacity⁴⁷⁵ and upgrading and rebuilding public hospital infrastructure.⁴⁷⁶ While progress was made during the year on new public hospital capacity, there is still a need to progress the upgrade and rebuild of the Alfred and Austin hospitals. When building and upgrading hospitals, the Victorian Government can plan and deliver well-designed infrastructure that can be easily maintained, upgraded and expanded, and which meets modern standards for accessibility, energy efficiency and sustainability. This can allow facilities to be readily adapted to changing need, technology and best practice to deliver modern, safe and improved care.

Driving system-wide reform for safer, better services

Priority description from the *Victorian infrastructure plan 2021*

The challenges facing our systems mean new approaches to health and human services design, quality assurance, workforce capabilities and technology.

Victorian Government progress in 2022–23

This priority relates to new approaches to health and human services design, quality assurance, workforce capabilities and technology. It aims for safer, better services. It closely aligns with a recommendation in *Victoria's infrastructure strategy 2021–2051* to use innovation to deliver better models of health care.⁴⁷⁷

Health and human services quality and safety outcomes can reflect progress against this priority. Preliminary Department of Health data indicated 90.3% of patients were positive about their hospital stay in 2022–23, below the 95% performance target.⁴⁷⁸ It also indicated 13.3% of mental health clinical care clients were unexpectedly readmitted within 28 days, also below the target of 14%.⁴⁷⁹

On 28 January 2023, the Victorian Government announced implementation of the final recommendations of the Royal Commission into Family Violence. This means they have implemented all 227 recommendations.⁴⁸⁰ The Budget also provided \$11 million to continue trials to embed family services in universal settings such as schools, early years services and community health hubs. This aims to make services more accessible to vulnerable families.⁴⁸¹

In June 2023, the government opened a new capability hub at Victoria University to train paramedics.⁴⁸² The 2023–24 Budget granted \$10 million to establish Australia's first Centre for Paramedicine to support paramedic education and training. It will be located at the capability hub site.⁴⁸³

The 2023–24 Budget allocated \$12 million to establish an alcohol and other drug centre for Victorian workers.⁴⁸⁴ The 20-bed centre will care for up to 230 in-patients each year, provide outreach, and engage workers.⁴⁸⁵

Drug and alcohol abuse is growing faster in regional Victorian than in Melbourne. People in regional areas are also more likely to have used an illicit drug or consumed alcohol at dangerous quantities.⁴⁸⁶ To address these challenges, *Victoria's infrastructure strategy 2021–51*, recommended building regional residential alcohol and drug rehabilitation facilities.

Integrating care across the health and social service system

Priority description from the *Victorian infrastructure plan 2021*

Those who are vulnerable or with complex needs rely on multiple providers. Better service connections will strengthen early intervention, outcomes, and lower cost.

Victorian Government's progress in 2022–23

This priority seeks to improve service delivery by creating better service connections for Victorians who rely on multiple providers. It aims to enhance early intervention, leading to better outcomes at a lower cost.

Better service connections, or integrated care, is an aim of many health systems globally. Yet changes in actual practice tend to trail behind policy intentions.⁴⁸⁷ Better integrating health and social services can deliver multiple benefits, including better health outcomes, higher quality services, lower costs, and better workforce wellbeing.⁴⁸⁸ The *Statewide design, service, and infrastructure plan 2017–37* identifies integrated care as a long-term priority.⁴⁸⁹

Establishing support and safety hubs and the Orange Door network will contribute to this priority by bringing services together and making it easier for vulnerable Victorians to access care and services from multiple providers. This aligns with the need for greater integration of support services identified by the 2016 Royal Commission into Family Violence. In 2022–23, the Orange Door Network became operational statewide.⁴⁹⁰ This activity was identified in the *Family Violence Reform Rolling Action Plan 2020–2023*.⁴⁹¹

The government also kept implementing recommendations from the 2021 Royal Commission into Victoria's mental health system. More than 90% of recommendations are underway.⁴⁹² The 2023–24 Budget invested \$63 million in the Mental Health Capital Fund to deliver on the Royal Commission's recommendations. This included \$53 million for planning and development for Stage 3 of the redevelopment of the Thomas Embling Hospital and \$10 million for the Mental Health Capital Renewal Fund.⁴⁹³ The establishment of the Mental Health Capital Fund aligns to our recommendation to deliver infrastructure for a more responsive and integrated mental health system.⁴⁹⁴

The government separated the Department of Health and Human Services into 2 departments in February 2021.⁴⁹⁵ The 2 new departments will need to collaborate to deliver integrated care across the health and social service systems.

Improving equity and access

Priority description from the *Victorian infrastructure plan 2021*

Better planning and policy design will target support where it's needed most, to give people the best care, wherever they live.

Victorian Government progress in 2022–23

This priority aims to give Victorians care in the places and at the time they need it, regardless of their location, background, or circumstances. It seeks to provide greater equity in access to services through better planning and policy design.

Victoria's social infrastructure needs to grow and change with its people. Different types of health services have different demand drivers.⁴⁹⁶ For instance, more people are seeking mental health assistance. Mental illness disproportionately affects young people, people experiencing disadvantage, residents of remote areas, Aboriginal Victorians and people from certain cultural backgrounds.⁴⁹⁷

Drug and alcohol abuse is growing faster in regional areas than in Melbourne, and people in regional areas are more likely to have consumed an illicit drug or alcohol at dangerous quantities.⁴⁹⁸ Rural and regional Victorians also experienced poorer health compared with those living in Melbourne.⁴⁹⁹

The Regional Health Infrastructure Fund assists regional and rural health services to improve their services. In October 2022, the fund awarded more than \$70 million to 128 projects from 83 health services and agencies.⁵⁰⁰

The 2023–24 Budget funded the construction of a new clinical services tower at Albury Wodonga Health's Albury Hospital campus. The new tower will house new and expanded maternity, paediatrics, peri operative, intensive care, medical and surgical services. The New South Wales and Victorian governments are jointly funding the project.⁵⁰¹

The Budget also provided \$34 million to plan for the operation of community hospitals and commission the Sunbury Community Hospital. These projects will improve access to healthcare and reduce demand on acute hospitals and emergency departments.⁵⁰² In October 2022, the government announced locations for 10 more general practitioner-led priority primary care centres in Melbourne and regional Victoria. These centres will improve access to fee-free healthcare and aim to reduce demand on emergency departments.⁵⁰³

The 2023–24 Budget provided \$154 million to improve access to services for women and girls and promote best practice management of women's health. This includes funds for 20 new women's health clinics, a dedicated Aboriginal-led clinic, an additional 10,800 laparoscopies, and sexual and reproductive health hubs.⁵⁰⁴

The Budget also funded 72 beds in Victoria's mental health system to improve access to acute care for people experiencing mental illness. This included funds for a new statewide residential eating disorder treatment centre.⁵⁰⁵

The government also made progress on several existing projects. In March 2023, it released designs for the new Casey Early Parenting Centre.⁵⁰⁶ In April 2023, it announced a site for the first Frankston and Mornington Peninsula early parenting centre.⁵⁰⁷ These new centres aim to give new parents better access to early support in purpose-built facilities. In 2022–23, construction started on the new Barwon Women's and Children's Hospital⁵⁰⁸ and the government consulted the community on the Warrnambool Base Hospital redevelopment.⁵⁰⁹

To improve equity and access in health and human services, *Victoria's infrastructure strategy 2021–51* recommended building regional residential alcohol and drug rehabilitation facilities and using rural schools to provide children's specialist and allied telehealth services.

Investing in the future

Priority description from the *Victorian infrastructure plan 2021*

Development and adoption of cutting-edge research, practice and technology will maintain Victoria's world-class health and human services system in future.

Victorian Government progress in 2022–23

This priority focuses on the development and adoption of cutting-edge research, practice, and technology in Victoria. It aims to invest in research to maintain a world-class health and human services system.

Infrastructure can support world-class research and attract research investment. For example, the Victorian Government funds the Australian Institute for Infectious Diseases, which builds on Victoria's existing strengths in medical research and supports partnerships in precincts. The government unveiled the concept design for the new institute in the Melbourne Biomedical Precinct in June 2023.⁵¹⁰

In October 2022, the Victorian Government supported future leaders in cancer research by announcing \$9 million to explore new ways to detect and treat different cancers.⁵¹¹

The 2023–24 Budget allocated \$19 million to maintain strong cybersecurity measures for Victorian public health services and Ambulance Victoria.⁵¹² The government's digital healthcare investments aim to deliver better service delivery. It also helps strengthen cybersecurity protection for public health and ambulance services.⁵¹³ At a minimum, this will update technology to contribute to improving the overall resilience of the health system.

In March 2023, the government announced it will provide \$1 million for research to support evidence-based improvements and innovation in prevention of and response to family violence and sexual assault.⁵¹⁴ The Budget also funded support for detailed planning and design of a phased, multi-year delivery program in new technology systems. These will replace the integrated client and case management system and integrated reports and information system technology platforms that the Department of Families, Fairness and Housing uses.⁵¹⁵

Victoria's infrastructure strategy 2021–2051 recommended using innovation to deliver better models of health care.⁵¹⁶

All Victorians have stable, affordable, and appropriate housing

Priority description from the *Victorian infrastructure plan 2021*

Victorians have safe homes that provide emotional and physical sanctuary and have security of tenure in housing that is accessible, appropriate, affordable, and tailored to them. This includes supports to reduce housing insecurity and homelessness, to enable suitable housing for all.

Victorian Government progress in 2022–23

This priority is about affordable and appropriate housing for all Victorians. It covers all segments of housing, including public, community and private housing, and includes both homeowners and renters.

In September 2023, the Victorian Government released a major new housing policy, *Victoria's housing statement: the decade ahead 2024-2034*. As this occurred after 30 June 2023, we will consider it in next year's assessment.

Infrastructure Victoria researched housing options to better understand why people choose to live where they do. We asked over 6,000 Victorian households about the type of home they would choose in Melbourne, Geelong or Ballarat if they had to move, factoring in current house prices and their household budget – the largest survey of its kind ever conducted in Australia. *Our home choices: how more housing options can make better use of Victoria's existing infrastructure* published our findings.⁵¹⁷

Our research showed that Melbourne's existing suburbs do not offer a choice of homes at a price that many households can afford. We found that 1 in 5 households would trade house and land size to live in an established suburb in a medium density home, such as an apartment or townhouse, if it were available at a more comparable price.⁵¹⁸

The Victorian Government defines affordable housing as 'housing suitable for the needs of a range of low to moderate income households and priced so households can meet other essential living costs'.⁵¹⁹ Affordable homes seek to address the gap between private rental rates and community housing rates so people can afford a private rental or local housing close to where they work.⁵²⁰

Public and community housing infrastructure aims to meet the needs of low and moderate-income Victorians for secure, affordable and appropriate housing. The average waiting time for public rental housing for priority clients

Health and human services

increased markedly from 11.6 months in 2018–19 to 16.5 months in 2022–23. Average wait times for public housing for clients due to family violence are also worse, increasing from 10.3 months in 2018–19 to 20.2 months in 2022–23. The department reported that 2022–23 wait times were longer than the target of 10.5 months due to the sustained demand for social housing after the COVID-19 pandemic combined with less renters moving out.⁵²¹

In the March quarter 2023, only 8.8% of all new lettings across Victoria were affordable to low-income households, the lowest rate since March 2000.⁵²²

In 2022–23, the government progressed several initiatives that form part of the Big Housing Build program. In April 2023, 34 Kensington homes funded through the Affordable Housing Rental Scheme began welcoming renters.⁵²³ In May 2023, the government announced \$5 million to expand the Aboriginal Private Rental Assistance Program services into 4 more areas.⁵²⁴ In June 2023, it announced the recipients of the Social Housing Growth Funds' Mental Health Supported Housing Round. This included 32 projects expected to deliver up to 214 new homes for Victorians living with mental illness.⁵²⁵

Regional Victoria is experiencing deteriorating housing affordability. The proportion of new rentals affordable to lower income households fell to 24.1% in March 2023. This is the lowest rate since March 2000.⁵²⁶ The government announced the latest round of the Social Housing Growth Fund in late 2022. The Regional Round included 46 projects expected to create up to 683 new homes, to which the government will contribute \$219 million.⁵²⁷

Upgrading existing social housing to improve safety and accessibility also aligns with this priority. The 2023–24 Budget provided \$136 million to install air conditioners in Victoria's high-rise public housing. As many as 13,000 Victorians live there, in more than 40 high-rise towers.⁵²⁸

The priority also includes supports to reduce homelessness. In the 2023–24 Budget, the government allocated \$23 million to The Salvation Army's Magpie Nest, Hope Street First Response Youth Services, Frankston Zero, Sacred Heart Mission and The Outpost Geelong to increase access to housing and homelessness supports for people across Victoria.⁵²⁹

In February 2023, the government announced \$50 million to build more than 130 new homes for young people across Victoria to address youth homelessness.⁵³⁰ This aligns to our recommendation to fund more youth foyers in regional Victoria to support vulnerable young people.⁵³¹

Victoria's infrastructure strategy 2021–2051 makes several other recommendations about affordable and appropriate housing for Victorians including:

- rapidly renewing old public housing⁵³²
- setting targets to grow social housing⁵³³
- expanding social housing in regional centres in locations with good access⁵³⁴
- using value-capture mechanisms to deliver very low income housing⁵³⁵
- making social housing suitable for a changing climate.⁵³⁶

Infrastructure Victoria's *Our home choices* report also suggested numerous reforms for the Victorian Government to consider, which can create more appropriate housing choices in established suburbs. These include:

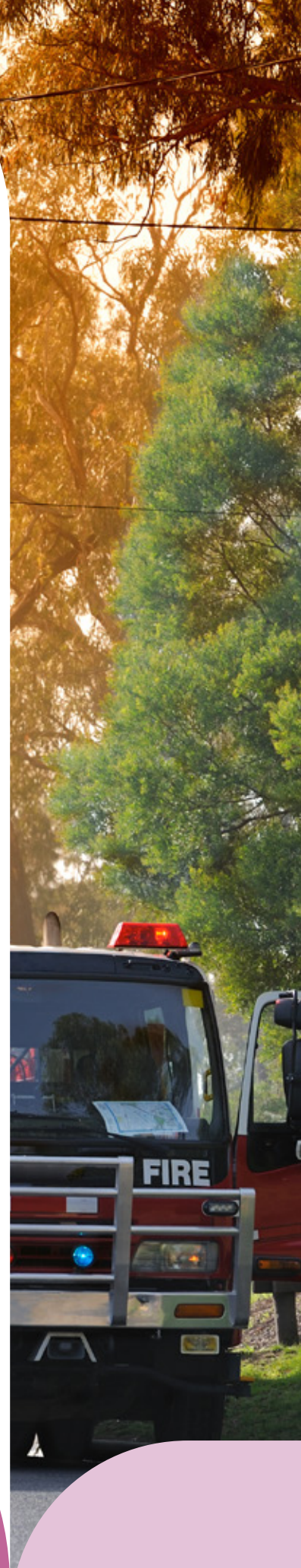
- changes to existing financial incentives that distort home choices and favour greenfield development
- planning reforms that can encourage more affordable homes in established suburbs
- reforming infrastructure contribution schemes to better reflect the costs of building infrastructure in different areas.⁵³⁷

Justice and emergency services

Justice and emergency services infrastructure serves to protect the community, hold offenders accountable, help emergency services aid Victorians, improve community resilience, and respond to danger and major disasters. It includes stations and facilities for emergency services, courts and tribunals, remand centres, prisons, and youth justice facilities. Facilities are enabled and supported by specialised equipment and information and communication technology (ICT) infrastructure including case management systems, audio-visual links, public safety systems and mobile communications to support operations.

The *Victorian infrastructure plan 2021* outlines 5 priorities for the justice and emergency services infrastructure sector. Many agencies are involved in justice and emergency services including the Community Safety Building Authority, Court Services Victoria, Emergency Management Victoria, Victoria Police, Ambulance Victoria, the State Emergency Services, Fire Rescue Victoria, the Country Fire Authority and Forest Fire Management Victoria. The state's justice and emergency services priorities are:

- keeping Victorians safe
- building the corrections and youth justice facilities we need
- new and improved court services
- deploying ICT innovations
- enhancing public safety.



Keeping Victorians safe

Priority description from the *Victorian infrastructure plan 2021*

Victoria is implementing nation-leading family violence reforms, including significant investment in Specialist Family Violence Courts to keep women and children safer.

Victorian Government progress in 2022–23

This priority aims to keep Victorians safe from experiencing family violence, primarily through delivering family violence reforms. It seeks to do this by investing in infrastructure such as specialist family violence courts to deliver a more integrated response to family violence, as recommended by the *Royal Commission into family violence*.⁵³⁸ COVID-19 and public health restrictions created new challenges, including a reported increase in family violence incidents.⁵³⁹

We used case clearance rates for family violence intervention orders as an indicator for progress. The government set the 2022–23 target higher than previous years (at 104% rather than 100%) to reflect the anticipated benefits from 2022–23 Budget decisions. In particular, \$11 million to increase capacity and manage demand on the court system after the COVID-19 pandemic.⁵⁴⁰ However, the expected outcome for 2022–23 was 92%, which was substantially below target. The department indicated this is due to a rise in family violence intervention order applications in late 2022.⁵⁴¹

Specialist family violence courts are better equipped for early engagement because they are supported by purpose-built facilities, a skilled workforce and local service integration.⁵⁴² Integrating local community organisations, legal services and Victoria Police to deliver a multidisciplinary response to family violence has supported greater collaboration.⁵⁴³ This collaboration has increased the rate of referrals to specialist services. These services can offer a safer and more cohesive experience than when people access multiple, individual support services.⁵⁴⁴

The Victorian Government previously committed to ensuring that all specialist family violence courts and Magistrates' Court of Victoria headquarter courts can function as family violence court division courts.⁵⁴⁵ Victoria now has 12 specialist family violence courts, 7 of which were announced in October 2022.⁵⁴⁶ New facilities feature improved processes and list management, remote hearing capabilities and more staff. This means they can provide a stronger, more specialised response to family violence.⁵⁴⁷

In *Victoria's infrastructure strategy 2021–2051*, we recommend courts modernise through digitisation and contemporary shared facilities in accessible buildings.⁵⁴⁸ Digitising court systems and upgrading accessibility standards can help meet demand, protect the safety of victims and support dignified access to services that help keep Victorians safe.⁵⁴⁹

Building the corrections and youth justice facilities we need

Priority description from the *Victorian infrastructure plan 2021*

Victoria is upgrading and building new corrections and youth justice facilities to meet demand, improve system effectiveness, and increase community safety.

Victorian Government progress in 2022–23

This priority aims to upgrade and build new corrections and youth facilities infrastructure. This infrastructure can better meet demand, improve correction system effectiveness and increase community safety.

Victoria's prison population increased over the last 10 years, from 5,340 in June 2013 to 6,440 in June 2023.⁵⁵⁰ This is despite the system-wide decrease in demand that took place during the COVID-19 pandemic. In June 2019, the total prison population was 8,102. Sufficient infrastructure and agile policy responses can help manage this changing demand.⁵⁵¹

The Victorian Government is investing in facilities to help ensure the prison system is safe, secure and well-equipped to meet demand. It completed construction of the Western Plains Correctional Centre, a 1,248-bed maximum security public prison, in November 2022.⁵⁵² The new facility includes infrastructure to improve staff safety and delivers programs to reduce recidivism and support prisoners to successfully reintegrate into society.⁵⁵³

The government upgraded and expanded the Dame Phyllis Frost Centre to deliver 106 new beds and other supporting infrastructure.⁵⁵⁴ This allowed the government to improve prisoner safety and decommission other unsuitable beds and accommodation in Victoria's women's prisons.⁵⁵⁵ The new supporting infrastructure includes legal and telecourt facilities, multi-purpose buildings and a reception centre.⁵⁵⁶ These facilities can help increase access to rehabilitation programs and support prisoners' transition after release.⁵⁵⁷

The government also completed construction of the Cherry Creek Youth Justice Centre. The facility houses 140 beds and a mental health and intensive intervention unit.⁵⁵⁸ This unit was recommended by experts, and is intended to improve rehabilitation outcomes for young people.⁵⁵⁹ Delivering education and rehabilitation programs, and providing safe infrastructure, helps to keep the community safe and improves overall system effectiveness.⁵⁶⁰ These initiatives might also support the current downward trend of recidivism. The number of offenders returning to corrective services within 2 years of discharge decreased by 11.8% between 2014–15 and 2020–21.⁵⁶¹

Overall, the Victorian Government keeps investing in upgrading and building new corrections and youth facilities to meet demand. However, building infrastructure is not the only way to address demand. In *Victoria's infrastructure strategy 2021–2051*, we recommend planning and consistently delivering corrections and youth justice infrastructure while managing demand with policy settings.⁵⁶² A long-term approach to planning, alongside policy changes, can help reduce long-term demand, short-term volatility and slow the increase in Victoria's prison population.⁵⁶³

New and improved court services

Priority description from the *Victorian infrastructure plan 2021*

Victoria is expanding and upgrading courts to ease demand pressures and improve our court system.

Victorian Government progress in 2022–23

This priority aims to ease demand pressures and improve court services, primarily through expanding and upgrading court buildings. Courts need to be safe, fit-for-purpose and people-centred venues.⁵⁶⁴ New court facilities should be adaptable and multijurisdictional.⁵⁶⁵ Around two-thirds of court buildings do not meet contemporary requirements.⁵⁶⁶

Changing the physical environment of buildings can better reflect modern approaches of delivering justice.⁵⁶⁷ The Koori Court, for example, usually has elders or respected persons participate and is set up differently to traditional courtrooms.⁵⁶⁸ This includes having culturally appropriate artefacts in the room and using an oval table for sentencing.⁵⁶⁹ Court programs can also help deliver justice in line with therapeutic services. For example, the assessment and referral court list aims to help people with a cognitive disability or mental illness address underlying factors that contribute to their offending.⁵⁷⁰

New court facilities will be required to meet growing demand. Some estimates forecast that another 179 courtrooms might be required by 2036.⁵⁷¹ This equates to a 70% increase in capacity at some courts.⁵⁷² Some existing court buildings also need improvements. A 2019 review found that maintaining existing court facilities at standard condition would need \$369 million within 5 years.⁵⁷³

Infrastructure Victoria identified several initiatives that align with this priority including opening of the new Bendigo Law Courts in February 2023.⁵⁷⁴ The new building includes a specialist family violence court designed to enable separation between parties and provide safe waiting areas.⁵⁷⁵ The 2023–24 Budget allocated \$13 million to support service delivery at the new Bendigo Law Courts.⁵⁷⁶ This will fund security, maintenance, information technology, interpreters and transcription services.⁵⁷⁷ The new Wodonga Koori Court also opened in July 2022.⁵⁷⁸ It enables Aboriginal people from Wodonga and nearby areas to access a Koori court without travelling to Melbourne or Shepparton.⁵⁷⁹

The 2023–24 Budget provided \$2 million in capital funding to continue therapeutic court programs.⁵⁸⁰ These programs address the drivers of offending and help participants with substance abuse. Therapeutic court programs include the drug court programs in Ballarat, Shepparton and the County Court of Victoria.⁵⁸¹ The Budget also funded continuing the transition to a new financial assistance scheme for victims of crime.⁵⁸² This implements a Victorian Law Reform Commission recommendation to establish a simpler system that minimises risks of re-traumatisation.⁵⁸³

Victoria's infrastructure strategy 2021–2051 recommends the Victorian Government modernise courts through digitisation and contemporary shared facilities.⁵⁸⁴ Digitising court systems and procedures can increase court efficiency and help meet demand.⁵⁸⁵

Deploying information and communication technology innovations

Priority description from the *Victorian infrastructure plan 2021*

Adopting new technologies enables justice and emergency services to offer Victorians the best service possible.

Victorian Government progress in 2022–23

This priority aims to adopt new technology and digital solutions to modernise and improve services. It covers justice and emergency services, which includes police, fire, ambulance, emergency management, courts, and corrections services.

Legacy systems and processes can sometimes inhibit reform and drive costs upwards.⁵⁸⁶ Good information and communication technology (ICT) systems can help disseminate timely information and better coordinate emergency responders with public services. The *Department of Justice and Community Safety corporate plan 2022–2026* identifies investing in evolving ICT capabilities as a key priority.⁵⁸⁷

In the first quarter of 2022–23, the sector was starting or delivering 40 ICT projects.⁵⁸⁸ It started 23 projects worth over \$1 million in 2022.⁵⁸⁹

In April 2023, Victoria Police began operating new roadside cameras that can detect distracted drivers.⁵⁹⁰ The new technology uses artificial intelligence to detect motorists using mobile phones or not wearing seatbelts. Successful detection can lead to motorists receiving a fine or losing drivers licence demerit points.⁵⁹¹ The government estimates the cameras will prevent 95 crashes that result in injury or death each year.⁵⁹²

The 2023–24 Budget funded a next generation computer aided dispatch system to improve call handling capacity response and faster response times for Triple Zero emergency calls.⁵⁹³ This aligns with Infrastructure Victoria's recommendation to improve technology and infrastructure for a responsive police service, and also supporting other emergency services.

Courts Victoria is installing a new courts case management system for the Magistrates Court of Victoria and Childrens' Court of Victoria. This initiative is part of the government's response to addressing family violence. The new system will support appropriate information sharing across courts and

other relevant agencies.⁵⁹⁴ The 2023–24 Budget provided another \$18 million of capital funding to finish the project. The project achieved its first milestone in October 2022 by launching the Court Management System Portal. The portal provides a single system to lodge and file case documents. However, overall, the project is reporting major delays compared to its original timeframe.⁵⁹⁵

The 2023–24 Budget also provided \$3 million so survivors of family violence can appear in court remotely when seeking intervention orders.⁵⁹⁶ The allocation will include funding for access to secure non-court locations equipped with remote witness technology and support services.⁵⁹⁷

In *Victoria's infrastructure strategy 2021–2051*, we recommend investment in technological capacity to modernise courts through digitisation and to support a more responsive police force.⁵⁹⁸ Further adoption of new technology and innovation can support alternative service delivery models that improve the effectiveness and accessibility of justice and emergency services.

Enhancing public safety

Priority description from the *Victorian infrastructure plan 2021*

Updating and developing facilities, plus better management processes, will ensure Victorians feel supported in emergencies.

Victorian Government progress in 2022–23

The priority seeks to ensure that Victorians can access assistance and feel supported in emergencies. Emergency services infrastructure assessment includes police, fire, state emergency services and lifesaving facilities, and other supporting infrastructure that helps manage emergency responses. This priority is about improving existing infrastructure, building new facilities and improving emergency management processes. The Emergency Management Commissioner, supported by Emergency Management Victoria, leads and coordinates emergency preparedness, response and recovery.⁵⁹⁹

Victoria experienced significant flooding in October 2022.⁶⁰⁰ Parts of Victorian towns and cities were evacuated, including in Shepparton, Echuca, Rochester, Melbourne.⁶⁰¹ The flooding damaged roads, infrastructure, homes, businesses and crops.⁶⁰² The Victoria State Emergency Service responded to more than 13,000 requests for assistance and conducted more than 800 rescues from floodwater during October 2022.⁶⁰³

The Victorian Government delivered flood recovery assistance during the 2022–23 financial year. It delivered temporary units to households in the Greater Shepparton region to allow homeowners to live on their properties during home repairs.⁶⁰⁴ It also provided funds for the immediate needs of flood-affected communities and to support the emergency response.⁶⁰⁵ This included for emergency road repairs and reconstructing roads, bridges and culverts.⁶⁰⁶ The 2023–24 Budget provided funding to repair Victoria State Emergency Service emergency hubs in Rochester and Heathcote⁶⁰⁷ and replace the Rochester Police Station.⁶⁰⁸

The Victorian Government also kept supporting communities affected by the 2019–20 bushfires. It announced the recipients of Bushfire Recovery Grants for Community Facilities in September 2022 and January 2023.⁶⁰⁹ These grants support community groups to build, upgrade or repair local facilities.⁶¹⁰ The government also announced funds for the Lake Tyers Emergency Relief Centre project in September 2022.⁶¹¹ The centre aims to provide a safe and secure space for Aboriginal communities during and after bushfires, and bring the community together for activities and meetings at other times.⁶¹²

The government also completed remediation works for Fiskville and Regional Victorian Emergency Management Training Centres during the 2022–23 financial year.⁶¹³ The 2023–24 Budget provided funds to redevelop local emergency services infrastructure. This includes Country Fire Authority stations in Raywood and Kinglake West and Victoria State Emergency Service facilities at Bannockburn and Kilmore.⁶¹⁴ It also funded replacing heavy-duty Victoria State Emergency Service rescue trucks.⁶¹⁵ The government announced more firefighting aircraft⁶¹⁶ and new heavy tankers⁶¹⁷ in the 2022–23 financial year. The Volunteer Emergency Services Equipment Program also funded better equipment and facilities.⁶¹⁸ The government announced the program's grants in October 2022.⁶¹⁹

Improving emergency management processes can enhance public safety. The *Safer and More Resilient Communities - Strategic Roadmap for Emergency Management in Victoria 2022–28* was published in July 2022.⁶²⁰ It includes priorities to guide the emergency management sector for the next 6 years⁶²¹ and is supported by a rolling 3-year Strategic Action Plan.⁶²² An updated *Year Two to Five Fire Services Reform Implementation Plan* was published in May 2023.⁶²³ It contains actions across 5 priority areas.⁶²⁴ The 2023–24 Budget allocated funds to reform the Emergency Services Telecommunications Authority⁶²⁵ and to keep delivering emergency management information services.⁶²⁶

In *Victoria's infrastructure strategy 2021–2051*, we recommend the Victorian Government build back better after emergencies.⁶²⁷ This involves considering policy changes and funding mechanisms so public infrastructure destroyed by emergencies is rebuilt in less vulnerable locations or to a more resilient standard.⁶²⁸ We also recommended developing more resilient regional telecommunications infrastructure so communities can stay safe during emergencies.⁶²⁹

Water

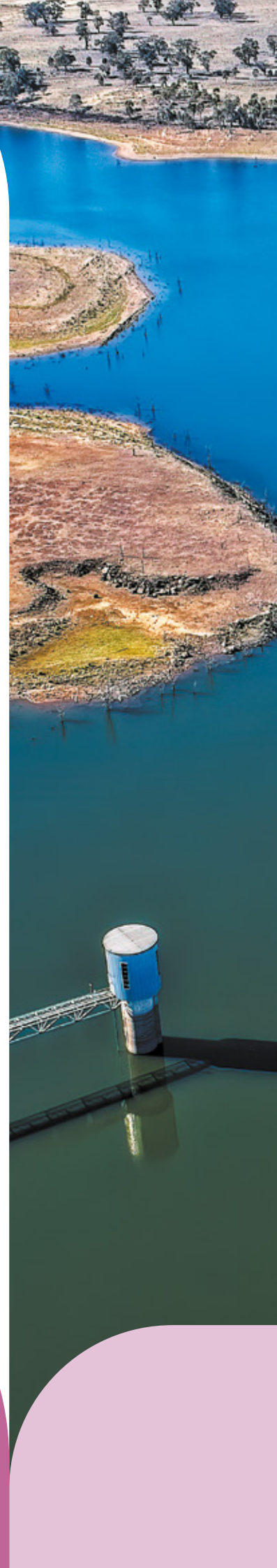
Victoria's water sector has many different public entities, including Victorian Government departments and agencies, local governments, and multiple water corporations and catchment management authorities.

The *Victorian infrastructure plan 2021* contains 3 long-term priorities for the water sector. Achieving them requires long-term water planning, such as by revising and developing sustainable water strategies and urban water strategies. The *Water Act 1989* requires the government to update the sustainable water strategies every 10 years.⁶³⁰ At the time of writing, the Victorian Government had released the *Central and Gippsland region sustainable water strategy*, but not the updated strategies for Victoria's northern and western regions.⁶³¹

The government also released *Water is life: Traditional Owner access to water roadmap* in September 2022.⁶³² It takes a 'restorative justice' approach to Traditional Owner water rights and protects existing entitlements to water.⁶³³ The Victorian Government committed that Traditional Owners will have access to more water, have more resources, and make more decisions to manage water landscapes.⁶³⁴ The roadmap includes targeted outcomes and specific government commitments over the short, medium and long term.⁶³⁵

The state's water priorities are:

- extending and using our water grid better
- building resilience to climate change
- improving the health of waterways and catchments.



Extending and using our water grid better

Priority description from the *Victorian infrastructure plan 2021*

Good water management means modernising our water grid, making sure we're using water efficiently, and securing additional water resources.

Victorian Government progress in 2022–23

This priority seeks to ensure Victorians can access water. Victoria can achieve it by using water more efficiently. The Victorian Government can also modernise the water grid, such as by upgrading water meters and replacing irrigation channels with pipelines to reduce water losses. It can also secure more water resources, particularly in places that have inefficient water networks or sparse access to water.

In January 2023, Melbourne's water storages were above 95% capacity – the highest level in more than a quarter of a century.⁶³⁶ This is because Victoria received 3 consecutive years of above average rainfall, supplemented by desalinated water.⁶³⁷ Victoria's regional storage levels are also above 95%, meaning that the government will not need to impose water restrictions for any regional city or town this summer and autumn.

But water shortages might emerge during this decade as long-term patterns of lower rainfall persists. Shortages also result from more demand for water from population growth, and a drier climate.⁶³⁸ Sustained pressure on water resources means the government must invest in more infrastructure for a more efficient water grid and to secure more water sources.

Victoria built a slightly larger water grid, increasing from 51,416 km in 2020–21 to 52,030 km in 2021–22. In the same timeframe, the water supply experienced interruptions more often.⁶³⁹ The health department made fewer notifications of below standard drinking water. It made 8 notifications 2021–22, compared with 13 the year before.⁶⁴⁰

Maintaining a reliable urban water supply is becoming riskier, more complex and more uncertain. The Victorian Government must secure more water resources as Victoria's population grows, the climate dries and seasonal variability increases.

The Victorian Government is delivering projects to modernise and use the water grid better for both urban and rural areas. In rural areas, for example, it commenced Macalister Irrigation District Modernisation Project - Phase 2 in 2020, and expects to complete it in 2024. This project

achieved its first 4 milestones during the 2022–23 financial year. This includes completing approximately 30 km of channel modernisation in the Stratford and Main Northern supply channel systems.⁶⁴¹

Water grid extensions can deliver more water resources. For example, the East Grampians Rural Pipeline Project will supply 1,700 megalitres of reticulated water each year to around 1,500 farms covering 530,000 hectares. The government planned to complete the project in 2022, but it has been delayed. In March 2023, the Department of Energy, Environment and Climate Action revised the project's scope and staging.⁶⁴²

Goulburn-Murray Water's Water Efficiency Project will deliver modernisation and rationalisation works across the Goulburn-Murray Irrigation District. During the 2022–23 financial year, the project reached a milestone by saving 8 gigalitres of water in that year. This is around half the project's estimated yearly water savings after completion, due in the 2023–24 financial year.⁶⁴³

We made recommendations for the Victorian Government to improve water infrastructure efficiency and consider all water supply sources, including recycled drinking water in *Victoria's infrastructure strategy 2021–2051* which can deliver more progress on this priority.⁶⁴⁴

Building resilience to climate change

Priority description from the *Victorian infrastructure plan 2021*

We will continue to enhance Victoria's water security by enabling access to all sources of water (including manufactured water), increasing resilience of urban, regional, and rural areas to manage the risks of climate change and droughts, as well as considering longer term options and investments to secure our water supply.

Victorian Government progress in 2022–23

This priority seeks to achieve water security, mainly by using more diverse water sources to prepare for a warmer, drier climate. The government intends the water system to be more resilient in different places, including urban, regional and rural areas.

Alternative water sources, like recycled water or desalinated water, do not depend on rainfall and so are more resilient to climate change. But they cost more than water corporations typically charge. Switching to alternative water sources is

not urgent in places with plentiful water. But where water is scarce, the Victorian Government can consider and plan to use alternative water sources.⁶⁴⁵

Government initiatives to build resilience to climate change by enhancing water security include the Integrated Water Management Program and policy,⁶⁴⁶ and funding and grants for integrated water management projects.⁶⁴⁷ Based on the 2022 update, the Integrated Water Management Program brought together over 100 organisations to collaboratively plan and deliver water-related outcomes, and improve the water system's resilience. This program saves around 1 billion litres of drinking water each year.⁶⁴⁸

Integrated Water Management Grants aim to enhance Victoria's water security by funding projects that seek to make the best use of all water sources, such as stormwater, rainwater, and recycled water.⁶⁴⁹ In the 2022–23 financial year, the government announced multiple grant recipients, including the Kilmore Recycled Water Scheme, Horsham Integrated Water Supply Connections, and Adaptive Wastewater Pilot Project in Penshurst.⁶⁵⁰

These initiatives aim to build climate change resilience. The government can keep progressing integrated water management and efforts to use more diverse water sources. This aligns with our recommendations in *Victoria's infrastructure strategy 2021–2051*.⁶⁵¹

Improving the health of waterways and catchments

Priority description from the *Victorian infrastructure plan 2021*

We're investing in infrastructure, developing preservation plans, and working with local communities to protect our rivers and catchments.

Victorian Government progress in 2022–23

Changes in land use, urbanisation, and climate change are placing more pressure on Victoria's waterways and catchments.⁶⁵² This priority seeks to create healthier waterways and catchments, including by writing preservation plans, working with local communities and investing in infrastructure.

Tracking the health of Victoria's waterways and catchments can be difficult, because agencies do not always collect or publish enough data, and change occurs over long periods of time. We looked at the area of waterway vegetation works. This increased from 7,713 hectares in 2016–17 to 9,000 hectares in 2021–22. The government released less water for the environment in 2021–22,⁶⁵³ although this might be because rainfall was high that year.

The Victorian Government first released the *Victorian waterway management strategy* in 2013. The 8-year strategy is a detailed policy framework for managing the health of Victoria's rivers, wetlands, estuaries, and floodplains. This strategy reached the end of its lifespan. The government conducted community consultation on a new Victorian waterway management strategy in July and August 2022.⁶⁵⁴

The Victorian Government is delivering 19 flagship waterway projects to improve waterway and catchment health. Based on the update in early 2023, the government has implemented the first 10 flagship projects since 2016. Projects at 9 new flagship waterway sites are underway.⁶⁵⁵

In 2022, the government released the *Central and Gippsland region sustainable water strategy*.⁶⁵⁶ The strategy sets policy directions and outlines actions for securing the region's long-term water supplies. It aims to protect and supply water for jobs, farms, ecosystems, communities and Traditional Owners.⁶⁵⁷ The 2023–24 Budget allocated \$1 million to implement the Central and Gippsland region sustainable water strategy. The government had not yet released updated sustainable water strategies for the northern and western regions by 30 June 2023.

The 2023–24 Budget also allocated \$10 million to establish a Green Links Fund. The fund will give grants to revegetate and regenerate waterways.⁶⁵⁸



Financial statements

for the year ended
30 June 2023



Contents

Financial statements	94
Comprehensive operating statement	98
Balance sheet	99
Cash flow statement	100
Statement of changes in equity	101
Notes to the financial statements	102
1. About this report	102
2. Funding of our services	103
3. Cost of delivering our services	104
4. Key assets available to support output delivery	107
5. Other assets and liabilities	110
6. Financing our operations	112
7. Risks, contingencies and valuation judgements	115
8. Other Disclosures	118

Accountable Officer's and Chief Financial Officer's declaration

The attached financial statements for Infrastructure Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards, including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2023 and financial position of Infrastructure Victoria as at 30 June 2023.

At the time of signing, we are not aware of any circumstance, which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 31 August 2023.



Tania Reaburn
Chief Financial Officer

Melbourne
31 August 2023



Jonathan Spear
Chief Executive Officer

Melbourne
31 August 2023

Independent Auditor's Report

To the Board of Infrastructure Victoria

Opinion	<p>I have audited the financial report of Infrastructure Victoria which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2023• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• accountable officer's and chief financial officer's declaration. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of Infrastructure Victoria as at 30 June 2023 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of Infrastructure Victoria in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Board's responsibilities for the financial report	<p>The Board of Infrastructure Victoria is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing Infrastructure Victoria's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Infrastructure Victoria's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Infrastructure Victoria's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Infrastructure Victoria to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2023



Janaka Kumara
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2023

	Notes	2023 \$	2022 \$
Income from transactions			
Grant income	2.1	9,922,138	9,849,369
Total income from transactions		9,922,138	9,849,369
Expenses from transactions ⁽ⁱ⁾			
Employee benefit expense	3.2.1	(6,536,110)	(5,998,293)
Depreciation and amortisation ⁽ⁱⁱ⁾	4.2	(407,892)	(404,396)
Interest expense ⁽ⁱⁱ⁾	3.1	(57,129)	(65,486)
Other operating expenses ⁽ⁱⁱ⁾	3.3	(2,974,970)	(2,842,947)
Total expenses from transactions ⁽ⁱⁱ⁾		(9,976,101)	(9,311,122)
Net result from transactions ⁽ⁱⁱ⁾		(53,963)	538,247
Other economic flows included in net result			
Net gain/(loss) from revaluation of leave liabilities		(7,801)	53,806
Total other economic flows included in net result		(7,801)	53,806
Net result ⁽ⁱⁱ⁾		(61,764)	592,053
Comprehensive result ⁽ⁱⁱ⁾		(61,764)	592,053

(i) Expenses are presented as negative figures in the comprehensive operating statement.

(ii) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

The above comprehensive operating statement should be read in conjunction with the accompanying notes.

Balance sheet

As at 30 June 2023

	Notes	2023 \$	2022 \$
Assets			
Financial assets			
Receivables	5.1	3,363,630	3,472,850
Total financial assets		3,363,630	3,472,850
Non-financial assets			
Prepayments	5.4	202,645	109,590
Vehicles held for sale		18,735	-
Property, plant and equipment ⁽ⁱ⁾	4.1	1,725,100	2,097,912
Total non-financial assets ⁽ⁱ⁾		1,946,480	2,207,502
Total assets ⁽ⁱ⁾		5,310,110	5,680,352
Liabilities			
Payables ⁽ⁱ⁾	5.2	1,076,373	1,243,221
Borrowings ⁽ⁱ⁾	6.1	1,881,379	2,244,231
Employee benefit provisions	3.2.2	1,278,791	1,051,580
Other provisions	5.5	98,667	98,667
Deferred lease incentive	5.3	4,989	10,978
Total liabilities ⁽ⁱ⁾		4,340,199	4,648,677
Net assets ⁽ⁱ⁾		969,911	1,031,675
Equity			
Accumulated surplus ⁽ⁱ⁾		969,911	1,031,675
Net worth ⁽ⁱ⁾		969,911	1,031,675

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

The above balance sheet should be read in conjunction with the accompanying notes.

Cash flow statement

For the financial year ended 30 June 2023

	Notes	2023 \$	2022 \$
Cash flows from operating activities			
Receipts			
Receipts from government		9,877,677	8,646,777
Receipts from other entities		122,520	-
Total receipts		10,000,197	8,646,777
Payments			
Payments to suppliers and employees ⁽ⁱ⁾		(9,526,400)	(8,245,253)
Interest and other finance costs paid ⁽ⁱ⁾		(57,129)	(65,486)
Total payments ⁽ⁱ⁾		(9,583,529)	(8,310,739)
Net cash flows from/(used in) operating activities ⁽ⁱ⁾	6.2	416,668	336,038
Cash flows from investing activities			
Purchases of non-financial assets		(53,815)	-
Net cash flows from/(used in) investing activities		(53,815)	-
Cash flows from financing activities			
Repayment of leases ⁽ⁱ⁾		(362,853)	(336,038)
Net cash flows from/(used in) financing activities ⁽ⁱ⁾		(362,853)	(336,038)
Net increase/(decrease) in cash and cash equivalents		-	-
Cash and cash equivalents at beginning of financial year		-	-
Cash and cash equivalents at end of year		-	-

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

The above cash flow statement should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the financial year ended 30 June 2023

	Accumulated surplus \$	Total \$
Balance at 1 July 2021 ⁽ⁱ⁾	439,622	439,622
Net result for year ⁽ⁱⁱ⁾	592,053	592,053
Balance at 30 June 2022 ⁽ⁱ⁾⁽ⁱⁱ⁾	1,031,675	1,031,675
Net result for year	(61,764)	(61,764)
Balance at 30 June 2023	969,911	969,911

(i) The 2021-22 comparative figures have been adjusted to correct a rounding error.

(ii) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Notes to the financial statements

1. About this report

Infrastructure Victoria was established by the *Infrastructure Victoria Act 2015* and commenced operations on 1 October 2015.

The principal address is:

Infrastructure Victoria
Level 33
140 William Street
Melbourne VIC 3000

A description of the nature of Infrastructure Victoria's operations and its principal services are included in the "Report of Operations" of the Annual Report which does not form part of these financial statements.

Basis of preparation

These financial statements are prepared in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and therefore, do not form part of the income and expenses of Infrastructure Victoria.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AASs) that have significant effects on the financial statements and estimates are disclosed in the notes to which they relate.

These financial statements cover Infrastructure Victoria as an individual reporting entity and include all its controlled activities.

All amounts in the financial statements have been rounded to the nearest dollar unless otherwise stated.

Compliance information

These general-purpose financial statements have been prepared on a going concern basis in accordance with the *Financial Management Act 1994* and applicable AASs, which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, and the substance of the underlying transactions or other events.

Other accounting policies

Significant and other accounting policies that summarise the recognition and measurement basis used and are relevant to an understanding of the financial statements, are provided throughout the notes to the financial statements.

2. Funding of our services

INTRODUCTION	STRUCTURE
Infrastructure Victoria is an independent advisory body, which is funded by Parliamentary appropriations for the provision of outputs. These appropriations are received by the Department of Treasury and Finance and provided to Infrastructure Victoria in the form of grants.	2.1 Income that funds the delivery of our services

2.1 Income that funds the delivery of our services

	2022 \$	2021 \$
Grants from the Department of Treasury and Finance	9,922,138	9,849,369
Total grant income	9,922,138	9,849,369

Income from grants (other than contribution by owners) is recognised when Infrastructure Victoria obtains control over the grant. Infrastructure Victoria has determined that this grant income is recognised as income of not-for-profit entities in accordance with AASB 1058, except for grants that are reciprocal in nature (i.e. equal value is given back by the recipient of the grant to the provider) and are enforceable and have sufficiently specific performance obligations, they are accounted for as revenue from contracts with customers in accordance with AASB 15.

Infrastructure Victoria do not have any grants other than grants received from the Department of Treasury and Finance (DTF). These grants from DTF are recognised under AASB 1058.

3. Cost of delivering our services

INTRODUCTION	STRUCTURE
<p>This section provides an account of the expenses incurred by Infrastructure Victoria in delivering its services.</p> <p>The funds that enable the provision of the services were disclosed in note 2.</p>	<p>3.1 Expenses incurred in the delivery of services</p> <p>3.2 Employee benefits</p> <p>3.3 Other operating expenses</p>

3.1 Expenses incurred in the delivery of services

	Notes	2023 \$	2022 \$
Employee benefit expense	3.2.1	6,536,110	5,998,293
Interest expense ⁽ⁱ⁾		57,129	65,486
Other operating expenses ⁽ⁱ⁾	3.3	2,974,970	2,842,947
Total ⁽ⁱ⁾		9,568,209	8,906,726

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

Interest expenses relate to the notional interest cost in leases recognised under AASB 16 *Leases*. For Infrastructure Victoria this relates to the accommodation lease for the William Street office facility and the leased motor vehicles.

3.2 Employee benefits

3.2.1 Employee benefits in the comprehensive operating statement

	2023 \$	2022 \$
Salaries and wages, annual leave and long service leave	5,973,659	5,532,164
Defined contribution superannuation expense	562,451	466,129
Total employee benefits expense	6,536,110	5,998,293

Employee benefits expense include all costs related to employment including salaries and wages, superannuation, leave entitlements, fringe benefits tax, redundancy payments and WorkCover premiums.

3.2.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

	2023 \$	2022 \$
Current provisions:		
Annual leave		
Unconditional and expected to settle within 12 months ⁽ⁱ⁾	348,534	320,715
Unconditional and expected to settle after 12 months ⁽ⁱ⁾	117,790	124,168
Long service leave		
Unconditional and expected to settle within 12 months ⁽ⁱ⁾	28,407	22,472
Unconditional and expected to settle after 12 months ⁽ⁱ⁾	326,793	220,771
On-costs ⁽ⁱ⁾	140,867	110,119
Total current provisions for employee benefits	962,391	798,245
Non-current provisions		
Long service leave	277,011	224,515
On-costs	39,389	28,820
Total non-current provisions for employee benefits	316,400	253,335
Total provisions for employee benefits	1,278,791	1,051,580

(i) The 2021-22 comparative figures have been adjusted to separate out on-costs.

Current provisions: The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as Infrastructure Victoria does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Unconditional long service leave (LSL) is disclosed as a current liability even where Infrastructure Victoria does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed as a component of the provision for employee benefits where the employment to which they relate has occurred.

Non-Current provisions: Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

Infrastructure Victoria does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

3.3 Other operating expenses

	2023 \$	2022 \$
Purchases of services	2,139,808	1,857,260
Supplies and services ⁽ⁱ⁾	562,789	654,460
Information technology costs	149,522	196,272
Occupancy costs ⁽ⁱ⁾	99,561	87,461
Low-value lease expenses	23,290	47,494
Total other operating expenses ⁽ⁱ⁾	2,974,970	2,842,947

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

Other operating expenses represent the day-to-day running costs incurred in delivering the services of Infrastructure Victoria.

All leases are accounted under AASB 16 *Leases* in the balance sheet, except for the following which are expensed on a straight-line basis over the lease term.

- Short-term leases – leases with a term less than 12 months; (there are none in 2022-23) or
- Low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

4. Key assets available-to support output delivery

INTRODUCTION	STRUCTURE
Infrastructure Victoria controls property, plant and equipment in fulfilling its objectives and conducting its activities. These assets represent the key resources that Infrastructure Victoria uses for the delivery of these activities.	<p>4.1 Property, plant and equipment</p> <p>4.2 Asset depreciation</p>

4.1 Property, plant and equipment

	<i>Gross carrying amount</i>		<i>Accumulated depreciation</i>		<i>Net carrying amount</i>	
	2023 \$	2022 \$	2023 \$	2022 \$	2023 \$	2022 \$
Right-of-use buildings	3,095,214	3,095,214	(1,486,297)	(1,114,723)	1,608,917	1,980,491
Leasehold improvements	128,603	304,323	(107,068)	(257,067)	21,535	47,256
Leased motor vehicles ⁽ⁱ⁾	48,199	86,176	(7,366)	(16,011)	40,833	70,165
Assets under construction	53,815	-	-	-	53,815	-
Total ⁽ⁱ⁾	3,325,831	3,485,713	(1,600,731)	(1,387,801)	1,725,100	2,097,912

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

Leasehold Improvements – Initial recognition

The cost of leasehold improvements is capitalised as an asset and depreciated over the expected term of the lease or the estimated useful life of the improvements, whichever is the shorter.

Leasehold Improvements – Subsequent measurement

In reporting periods subsequent to initial recognition, leasehold improvements are valued using the fair value less accumulated depreciation and impairment. Historical cost is used as a close proxy to the current replacement cost due to its short useful life.

Right-of-use asset acquired by lessees – Initial recognition

Infrastructure Victoria recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – Subsequent measurement

Infrastructure Victoria subsequently depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Motor vehicles (including motor vehicles under leases)

Vehicles are valued using the current replacement cost method. Infrastructure Victoria acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition use and disposal in the market is managed by experienced fleet managers in VicFleet who set relevant depreciation rates during the life of the asset to reflect the use of the vehicles.

Assets under construction

Assets under construction are measured at cost.

Impairment

Property, plant and equipment are tested for impairment whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is considered to be an impairment and is written off as an 'other economic flow', except to the extent that it can be offset to an asset revaluation surplus amount applicable to that class of asset.

The recoverable amount for most assets is measured at the higher of current replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

4.1(a) Reconciliation of movements in carrying amounts of property, plant and equipment

	Right of use buildings \$	Leasehold improvements \$	Leased motor vehicles \$	Assets under construction \$	Total \$
2023					
Carrying amount at start of year	1,980,491	47,256	70,165	-	2,097,912
Additions	-	-	-	53,815	53,815
Depreciation	(371,574)	(25,721)	(10,597)	-	(407,892)
Transfers to held for sale	-	-	(18,735)	-	(18,735)
Carrying amount at end of year	1,608,917	21,535	40,833	53,815	1,725,100
2022					
Carrying amount at start of year	2,352,065	72,977	29,068	-	2,454,110
Additions ⁽ⁱ⁾	-	-	48,198	-	48,198
Depreciation ⁽ⁱ⁾	(371,574)	(25,721)	(7,101)	-	(404,396)
Carrying amount at end of year ⁽ⁱ⁾	1,980,491	47,256	70,165	-	2,097,912

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

4.2 Asset depreciation

	2023 \$	2022 \$
Right-of-use buildings	371,574	371,574
Leasehold improvements	25,721	25,721
Leased motor vehicles ⁽ⁱ⁾	10,597	7,101
Total depreciation ⁽ⁱ⁾	407,892	404,396

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

Depreciation is calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, to its useful life. Depreciation begins when the asset is first available for use in the location and condition necessary for it to be capable of operating in the manner intended by the entity.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term.

The estimated useful lives, residual values and depreciation method are reviewed at least annually. Typical estimated useful lives applicable for the different classes are included in the table below:

Useful life of assets

Asset class	Useful life (years)
Right-of-use buildings	9
Leasehold improvements	2-5
Leased motor vehicles	2-3

5. Other assets and liabilities

INTRODUCTION	STRUCTURE
This section sets out those assets and liabilities that arose from Infrastructure Victoria's operations.	<ul style="list-style-type: none"> 5.1 Receivables 5.2 Payables 5.3 Deferred lease incentive 5.4 Prepayments 5.5 Other provisions

5.1 Receivables

	2023 \$	2022 \$
Statutory		
Amounts owing from government ⁽ⁱ⁾	3,273,374	3,351,433
GST recoverable ⁽ⁱ⁾	90,256	121,417
Total receivables	3,363,630	3,472,850
Represented by:		
Current receivables	3,047,230	3,219,514
Non-current receivables	316,400	253,336

(i) The 2021-22 comparative figures have been adjusted to move a small negative balance from GST receivables to amounts owing from government.

Statutory receivables do not arise from contracts and are not classified as financial instruments. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost using the effective interest method, less any impairment and are not classified as financial instruments.

5.2 Payables

	2023 \$	2022 \$
Contractual		
Creditors and accruals ⁽ⁱ⁾	1,049,037	1,216,203
Statutory		
Amounts payable to other government agencies	27,336	27,018
Total payables ⁽ⁱ⁾	1,076,373	1,243,221
Represented by:		
Current payables ⁽ⁱ⁾	1,076,373	1,243,221

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

Contractual payables are classified as financial instruments and measured at amortised cost. Creditors and accruals represent liabilities for goods and services provided to Infrastructure Victoria prior to the end of the financial year that are unpaid.

Statutory payables are recognised and measured similarly to contractual payables but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

5.3 Deferred lease incentive

	2023 \$	2022 \$
Current ⁽ⁱ⁾	4,989	5,989
Non-Current ⁽ⁱ⁾	-	4,989
Total deferred lease incentive	4,989	10,978

(i) The 2021-22 comparative figures have been adjusted to move a rounding issue between line items.

The lease incentive relates to Infrastructure Victoria's William Street, Melbourne, office facilities. The total lease incentive is being amortised annually over the term of the lease that expires at the end of April 2024.

5.4 Prepayments

	2023 \$	2022 \$
Information technology costs	118,289	29,585
Membership costs	60,294	80,005
Other	24,062	-
Total prepayments	202,645	109,590

Prepayments represent payments in advance for receipt of goods or services made in one accounting period covering a term extending beyond that period.

5.5 Other provisions

	2023 \$	2022 \$
Make-good provision	98,667	98,667
Total other provisions	98,667	98,667

The make-good provision is recognised in accordance with the agreement over the leased premises when Infrastructure Victoria is required to remove any leasehold improvements from the leased premises and restore the premises to its original condition at the end of the lease term. The amount recognised as a provision is the best estimate of the consideration required to settle the obligation, after considering the risks and uncertainties surrounding the restoration costs.

6. Financing our operations

INTRODUCTION

This section provides information on the sources of finance utilised for Infrastructure Victoria's operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of Infrastructure Victoria.

STRUCTURE

- 6.1 Borrowings
- 6.2 Reconciliation of the net result for the period to cash flow from operating activities
- 6.3 Commitments for expenditure

6.1 Borrowings

	2023 \$	2022 \$
Current lease liabilities ⁽ⁱ⁾	400,962	381,454
Non-current lease liabilities ⁽ⁱ⁾	1,480,417	1,862,777
Total borrowings ⁽ⁱ⁾	1,881,379	2,244,231

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

For any new contracts entered into, Infrastructure Victoria considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, Infrastructure Victoria assesses whether the contract meets three key evaluations:

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to Infrastructure Victoria and for which the supplier does not have substantive substitution rights;
- Whether Infrastructure Victoria has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and Infrastructure Victoria has the right to direct the use of the identified asset throughout the period of use; and
- Whether Infrastructure Victoria has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or Infrastructure Victoria's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Interest expenses include costs incurred in connection with the borrowing of funds or the notional interest cost in the accommodation and vehicle leases recognised under AASB 16 *Leases*. Interest expense is recognised in the period in which it is incurred.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or to reflect revised in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

Infrastructure Victoria has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

Infrastructure Victoria presents right-of-use assets as 'property, plant and equipment' (refer to note 4.1). Lease liabilities are presented as 'borrowings' in the balance sheet.

6.1 (a) Amounts recognised in the Comprehensive operating statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	2023 \$	2022 \$
Interest expense on lease liabilities ⁽ⁱ⁾	57,129	65,486
Low-value lease expenses ⁽ⁱⁱ⁾	23,290	47,494
Total amount recognised in the comprehensive operating statement ⁽ⁱ⁾⁽ⁱⁱ⁾	80,419	112,980

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

(ii) The 2021-22 comparative figure has been adjusted to correct a duplication error.

6.1 (b) Amounts recognised in the Cash flow statement

The following amounts are recognised in the Cash flow statement for the year ended 30 June 2023 relating to leases.

	2023 \$	2022 \$
Interest expense on lease liabilities ⁽ⁱ⁾	57,129	65,486
Low-value lease expenses ⁽ⁱⁱ⁾	23,290	47,494
Lease liability payments ⁽ⁱ⁾	362,853	336,038
Total cash outflow for leases ⁽ⁱ⁾⁽ⁱⁱ⁾	443,272	449,018

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

(ii) The 2021-22 comparative figure has been adjusted to correct a duplication error.

6.2 Reconciliation of the net result for the period to cash flow from operating activities

	2023 \$	2022 \$
Net result for the period ⁽ⁱ⁾	(61,764)	592,053
Non-cash movements		
Depreciation ⁽ⁱ⁾	407,892	404,396
Movements in assets and liabilities		
(Increase)/decrease in receivables	109,220	(1,383,666)
(Increase)/decrease in prepayments	(93,055)	(20,912)
(Decrease)/increase in payables ⁽ⁱ⁾	(166,847)	744,064
(Decrease)/increase in provisions	227,211	6,089
(Decrease)/increase in lease incentive	(5,989)	(5,986)
Net cash flows from/(used in) operating activities ⁽ⁱ⁾	416,668	336,038

(i) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 For more information.

6.3 Commitments for expenditure

Nominal amounts	Less than one year \$	1-5 years \$	Greater than 5 years \$	Total \$
2023				
Other commitments payable	193,522	-	-	193,522
Total commitments (inclusive of GST)	193,522	-	-	193,522
<i>Less GST recoverable</i>	(17,593)	-	-	(17,593)
Total commitments (exclusive of GST)	175,929	-	-	175,929
2022				
Other commitments payable	331,970	-	-	331,970
Total commitments (inclusive of GST)	331,970	-	-	331,970
<i>Less GST recoverable</i>	(30,179)	-	-	(30,179)
Total commitments (exclusive of GST)	301,791	-	-	301,791

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are reported above at their nominal value and inclusive of GST.

7. Risks, contingencies and valuation judgements

INTRODUCTION	STRUCTURE
Infrastructure Victoria is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied.	7.1 Financial instruments specific disclosures 7.2 Contingent assets and contingent liabilities

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements between entities that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of Infrastructure Victoria's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables do not meet the definition of financial instruments as they do not arise under contract. Infrastructure Victoria's statutory receivables are disclosed in note 5.1.

Categories of financial assets

Financial assets at amortised cost

Financial assets at amortised cost are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Infrastructure Victoria's contractual payables and lease liabilities are in this category.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the rights to receive cash flows from the asset have expired.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

Offsetting financial instruments

Financial instrument assets and liabilities are offset, and the net amount presented in the balance sheet when, and only when, Infrastructure Victoria has a legal right to offset the amounts and intend either to settle on a net basis or to realise the asset and settle the liability simultaneously.

7.1.1 Categorisation of financial instruments

	Note	Category	2023 \$	2022 \$
Financial assets				
Receivables ⁽ⁱ⁾	5.1	Financial assets at amortised cost	-	-
			-	-
Financial liabilities				
Payables ⁽ⁱⁱ⁾	5.2	Financial liabilities at amortised cost	1,049,037	1,216,203
Lease liabilities ⁽ⁱⁱ⁾	6.1	Financial liabilities at amortised cost	1,881,379	2,244,231
			2,930,416	3,460,434

(i) Receivables and payables disclosed here exclude statutory receivables (i.e. amounts owing from Victorian Government and GST recoverable) and statutory payables (i.e. amounts payable to other government agencies).

(ii) The 2021-22 comparative figures have been adjusted to correct a prior period error. Refer to note 8.5 for more information.

7.1.2 Financial risk management objectives and policies

Infrastructure Victoria's financial risk management program seeks to manage the risks arising from volatility in financial instruments.

Infrastructure Victoria's main financial risks include credit risk, liquidity risk and market risk. Infrastructure Victoria manages these financial risks in accordance with its financial risk management policy.

Credit risk

Credit risk arises from the financial assets of Infrastructure Victoria, which comprise trade and other receivables. Infrastructure Victoria's exposure to credit risk arises from the potential default of counterparties on their contractual obligations resulting in financial loss to Infrastructure Victoria. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with Infrastructure Victoria's financial assets is minimal because the main debtors are with Victorian Government departments.

Liquidity risk

Liquidity risk arises when Infrastructure Victoria is unable to meet its financial obligations as they fall due. Infrastructure Victoria operates under the Victorian Government's fair payments policy of settling financial obligations within 10 days and, in the event of a dispute, makes payments within 10 days from the date of resolution.

Infrastructure Victoria's exposure to liquidity risk is deemed insignificant based on the current assessment of risk. Maximum exposure to liquidity risk is the carrying amount of financial liabilities. Infrastructure Victoria manages its liquidity risk by maintaining an adequate level of uncommitted funds that can be used at short notice to meet its short-term obligations.

Market risk

Infrastructure Victoria has no exposure to interest rate, foreign currency or other price risks. Interest rates on Infrastructure Victoria's lease liabilities are fixed.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

There were no contingent assets based on the above definitions relating to Infrastructure Victoria as at 30 June 2023 (30 June 2022: Nil).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

There were no contingent liabilities based on the above definitions relating to Infrastructure Victoria as at 30 June 2023 (30 June 2022: Nil).

8. Other Disclosures

INTRODUCTION

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

STRUCTURE

- 8.1 Responsible persons
- 8.2 Remuneration of executives
- 8.3 Related parties
- 8.4 Remuneration of auditors
- 8.5 Correction of prior period errors
- 8.6 Changes in accounting policy
- 8.7 Australian Accounting Standards issued but not yet effective
- 8.8 Subsequent events

8.1 Responsible persons

The persons who held the positions of Minister and Accountable Officer in Infrastructure Victoria (from 1 July 2022 to 30 June 2023) were:

Position	Names
Treasurer	Tim Pallas MP
Chief Executive Officer	Jonathan Spear

The Hon. Ben Carroll MP, Hon. Danny Pearson MP, Hon. Daniel Andrews MP, and Hon. Jacinta Allan MP acted for the Treasurer in the absences of Tim Pallas MP.

Remuneration received or receivable by the Accountable Officer, in connection with the management of Infrastructure Victoria during the reporting period was in the range: \$550,000-\$559,999 (2021-22: \$510,000-\$519,999).

8.2 Remuneration of executives

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include employer contributions for members of both defined benefit and defined contribution superannuation plans.

Other long-term benefits include long service leave, other long-service benefits or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

	2023 \$	2022 \$
Remuneration of executive officers		
Short-term employee benefits	1,071,106	1,035,135
Post-employment benefits	118,289	107,381
Other long-term benefits	36,795	39,059
Termination benefits	-	78,531
Total remuneration	1,226,190	1,260,106
Total number of executives (i)	5	7
Total annualised employee equivalents (ii)	4.8	4.5

(i) The total number of executive officers includes persons who meet the definition of key management personnel of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (note 8.3).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.3 Related parties

Infrastructure Victoria is a wholly owned and controlled entity of the State of Victoria. Related parties of Infrastructure Victoria include:

- all key management personnel and their close family members;
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of State consolidated financial statements.

Significant transactions with government-related entities

Infrastructure Victoria received grants from the Department of Treasury and Finance of \$ 9.9 million in 2022-23 (\$9.8 million in 2021-22).

The Key Management Personnel (KMP) of Infrastructure Victoria includes the Portfolio Minister being Tim Pallas MP and members of the Senior Executive team, which includes:

Key management personnel	Role at Infrastructure Victoria
James Miller	Chair Board
Maria Wilton	Deputy Chair Board & Chair Audit & Risk Committee
Jonathan Spear	Chief Executive Officer
Allison Stewart	Deputy Chief Executive (26 July 2022 onwards)
Margaret Gardner	Board Member (1 July 2022 to 5 April 2023)
Ann Sherry	Board Member (1 July 2022 to 30 September 2022)
Jeremi Moule*	Board Member
John Bradley*	Board Member (1 July 2022 to 1 January 2023)
David Martine*	Board Member
Paul Younis*	Board Member (1 January 2023 onwards)

*Departmental secretaries

The compensation detailed below excludes the salaries and benefits of the Portfolio Minister. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported in the State's annual financial report.

The compensation detailed below also excludes the salaries and benefits of the departmental secretaries who are also board members of Infrastructure Victoria; these are reported in the financial report of each respective department.

Compensation of KMPs	2023 \$	2022 \$
Short-term employee benefits	930,060	902,687
Post-employment benefits	50,422	34,969
Other long-term benefits	29,002	(33,464)
Total	1,009,484	904,192

Transactions with KMPs and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Purchasing Board requirements.

Outside of normal citizen type transactions with Infrastructure Victoria, there were no related party transactions that involved KMPs and their close family members. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.4 Remuneration of auditors

	2023 \$	2022 \$
Audit fees paid or payable to the Victorian Auditor-General's Office		
Audit of the Annual Financial Statements	21,000	17,000
Total	21,000	17,000

8.5 Correction of prior period errors

In the 2021-22 financial year, two leased motor vehicles controlled by another government entity were incorrectly recognised in Infrastructure Victoria's financial statements. This error had the effect of overstating assets by \$39,086, overstating liabilities by \$38,781, overstating net results by \$306 and mis-classifying operating and financing cashflows by \$421.

Additionally, in the 2021-22 financial year, \$4,577 of interest expense relating to the leased building was incorrectly recognised in other operating expenses.

These errors have been corrected by restating each of the affected line items for the 2021-22 comparative year as shown in the tables below.

Impact of correction of error on the comprehensive operating statement

	2023 \$	2022 (restated balance) \$	Correction of leased motor vehicle error ⁽ⁱ⁾ \$	Correction of interest expense error \$	2022 (previously presented balance) \$
Income from transactions					
Grant income	9,922,138	9,849,369	-	-	9,849,369
Total income from transactions	9,922,138	9,849,369	-	-	9,849,369
Expenses from transactions					
Employee benefit expense	(6,536,110)	(5,998,293)	-	-	(5,998,293)
Depreciation and amortisation	(407,892)	(404,396)	27	-	(404,423)
Interest expense	(57,129)	(65,486)	(374)	(4,577)	(60,535)
Other operating expenses	(2,974,970)	(2,842,947)	41	4,577	(2,847,565)
Total expenses from transactions	(9,976,101)	(9,311,122)	(306)	-	(9,310,816)
Net result from transactions	(53,963)	538,247	(306)	-	538,553
Other economic flows included in net result					
Net gain/(loss) from revaluation of leave liabilities	(7,801)	53,806	-	-	53,806
Total other economic flows included in net result	(7,801)	53,806	-	-	53,806
Net result	(61,764)	592,053	(306)	-	592,359
Comprehensive result	(61,764)	592,053	(306)	-	592,359

(i) This correction contains a minor rounding error.

Impact of correction of error on the balance sheet

	2023 \$	2022 (restated balance) \$	Correction of leased motor vehicle error ⁽ⁱ⁾ \$	Correction of interest expense error \$	2022 (previously presented balance) \$
Assets					
Financial assets					
Receivables	3,363,630	3,472,850	-	-	3,472,850
Total financial assets	3,363,630	3,472,850	-	-	3,472,850
Non-financial assets					
Prepayments	202,645	109,590	-	-	109,590
Vehicles held for sale	18,735	-	-	-	-
Property, plant and equipment	1,725,100	2,097,912	(39,086)	-	2,136,998
Total non-financial assets	1,946,480	2,207,502	(39,086)	-	2,246,588
Total assets	5,310,110	5,680,352	(39,086)	-	5,719,438
Liabilities					
Payables	1,076,373	1,243,221	(89)	-	1,243,310
Borrowings	1,881,379	2,244,231	(38,692)	-	2,282,923
Employee benefit provisions	1,278,791	1,051,580	-	-	1,051,580
Other provisions	98,667	98,667	-	-	98,667
Deferred lease incentive	4,989	10,978	-	-	10,978
Total liabilities	4,340,199	4,648,677	(38,781)	-	4,687,458
Net assets	969,911	1,031,675	(305)	-	1,031,980
Equity					
Accumulated surplus	969,911	1,031,675	(305)	-	1,031,980
Net worth	969,911	1,031,675	(305)	-	1,031,980

(i) This correction contains a minor rounding error.

Impact of correction of error on the cash flow statement

	2023 \$	2022 (restated balance) \$	Correction of leased motor vehicle error ⁽ⁱ⁾ \$	Correction of interest expense error \$	2022 (previously presented balance) \$
Cash flows from operating activities					
Receipts					
Receipts from government	9,877,677	8,646,777	-	-	8,646,777
Receipts from other entities	122,520	-	-	-	-
Total receipts	10,000,197	8,646,777	-	-	8,646,777
Payments					
Payments to suppliers and employees	(9,526,400)	(8,245,253)	(47)	4,577	(8,249,783)
Interest and other finance costs paid	(57,129)	(65,486)	(374)	(4,577)	(60,535)
Total payments	(9,583,529)	(8,310,739)	(421)	-	(8,310,318)
Net cash flows from/(used in) operating activities	416,668	336,038	(421)	-	336,459
Cash flows from investing activities					
Purchases of non-financial assets	(53,815)	-	-	-	-
Net cash flows from/(used in) investing activities	(53,815)	-	-	-	-
Cash flows from financing activities					
Repayment of leases	(362,853)	(336,038)	421	-	(336,459)
Net cash flows from/(used in) financing activities	(362,853)	(336,038)	421	-	(336,459)
Net increase/(decrease) in cash and cash equivalents	-	-	-	-	-
Cash and cash equivalents at beginning of financial year	-	-	-	-	-
Cash and cash equivalents at end of year	-	-	-	-	-

(i) This correction contains a minor rounding error.

Impact of correction of error on the statement of changes in equity

	Accumulated surplus (restated balance) ⁽ⁱ⁾ \$	Correction of leased motor vehicle error ⁽ⁱⁱ⁾ \$	Correction of interest expense error \$	Accumulated surplus (previously presented balance) \$
Balance at 1 July 2021	439,622	-	-	439,621
Net result for year	592,053	(306)	-	592,359
Balance at 30 June 2022	1,031,675	(306)	-	1,031,980

(i) Includes the correction of a rounding error.

(ii) This correction contains a minor rounding error.

8.6 Changes in accounting policies

There have been no changes in accounting policies for Infrastructure Victoria during 2022-23 (2021-22: None).

8.7 Australian Accounting Standards (AASs) issued but not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2022-23 reporting period. These accounting standards have not been applied to these financial statements. Infrastructure Victoria is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current*

This Standard amends AASB 101 *Presentation of Financial Statements* to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted, however the AASB has recently issued AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date* to defer the application by one year to annual reporting periods beginning on or after 1 January 2023. Infrastructure Victoria will not early adopt the Standard. Infrastructure Victoria is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact.

- AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

This Standard amends AASB 13 *Fair Value Measurement* by providing guidance on fair value measurement of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash flows. This Standard is applicable for annual reporting periods beginning on 1 January 2024. Based on the nature of Infrastructure Victoria's non-financial assets and the remote probability that the assets will be used for an alternative purpose to their current use, this Standard is not anticipated to have a material impact.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on Infrastructure Victoria.

8.8 Subsequent events

There were no subsequent events that had the potential to significantly affect the ongoing operations and financial activities of Infrastructure Victoria.

Endnotes

- 1 Department of Treasury and Finance, *2022 Victorian Economic and Fiscal Update*, 2022, accessed 10 August 2023.
- 2 United Nations Department of Economic and Social Affairs, *World population to reach 8 billion on 15 November 2022* (website), n.d., accessed 10 August 2023.
- 3 European Commission Copernicus Climate Change Service, *Extreme heat, widespread drought typify European climate in 2022* (website), 20 April 2023, accessed 10 August 2023.
- 4 Qamer, F.M., Abbas, S., Ahmad, B. et al. *A framework for multi-sensor satellite data to evaluate crop production losses: the case study of 2022 Pakistan floods*, Scientific Reports 13, Article number 4240, 2023, <https://doi.org/10.1038/s41598-023-30347-y>, accessed 10 August 2023.
- 5 Victorian State Emergency Services, *VICSES Community Matters Summer 2022*, 2022, p.4, accessed 26 July 2023.
- 6 Victorian State Emergency Services, *VICSES Community Matters Summer 2022*, 2022, p.4, accessed 26 July 2023.
- 7 Reserve Bank of Australia, *Cash Rate Target* (website), n.d., accessed 10 August 2023.
- 8 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.3–33, accessed 10 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 9 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.36, accessed 10 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 10 Premier of Victoria, *Setting an ambitious emissions reduction target* (media release), 16 May 2023, accessed 30 June 2023.
- 11 Department of Energy, Environment and Climate Action, *Climate action targets* (website), n.d., accessed 30 June 2023.
- 12 Department of Energy, Environment and Climate Action, *Victorian renewable energy and storage targets* (website), n.d., accessed 3 July 2023.
- 13 Department of Energy, Environment and Climate Action, *Victorian renewable energy and storage targets* (website), n.d., accessed 3 July 2023.
- 14 Engage Victoria, *Victorian transmission investment framework final design* (website), n.d., accessed 3 July 2023.
- 15 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 39, accessed 27 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 16 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.28, 34, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 17 Infrastructure Victoria, *Towards 2050: gas infrastructure in a net-zero emissions economy*, 2021, pp. 16–29, accessed 17 August 2023.
- 18 Premier of Victoria, *Gas roadmap drives down energy bill and emissions* (media release), 1 July 2022, accessed 13 July 2023.
- 19 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 20 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.59, accessed 29 June 2023.
- 21 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.58, accessed 29 June 2023.
- 22 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 191, accessed 17 August 2023.
- 23 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 149, accessed 17 August 2023.
- 24 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p. 5, accessed 27 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf).
- 25 Department of Treasury and Finance, *2022 Victorian Economic and Fiscal Update*, 2022, p. 94, accessed 27 July 2023.
- 26 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 149, accessed 7 August 2023.
- 27 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 193, accessed 17 August 2023.
- 28 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p. 6, accessed 1 June 2023. (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf).
- 29 Monash Health, *Monash Health's Victorian Heart Hospital officially launches* (media release), 19 February 2023, accessed 10 June 2023.
- 30 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 66, 69, accessed 2 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 31 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 66, 67, accessed 2 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 32 Victorian Government, *The Best Start for Victoria* (website), n.d., accessed 24 July 2023.
- 33 This figure includes asset funding announced for Best Start, Best Life, Best Start, Best Life: Infrastructure and Three-Year-Old Kinder. Department of Treasury and Finance, *2022 Victorian Economic and Fiscal Update*, 2022, p. 82, accessed 10 August 2023; Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, p. 22, accessed 10 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf).
- 34 Department of Education, *Big budget investment in school and kindergarten buildings* (website), n.d., accessed 6 July 2023.
- 35 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 22 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf).
- 36 Minister for Training and Skills, *Skills plan sets vital training and jobs roadmap* (media release), 23 August 2022, accessed 3 August 2023.
- 37 The Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 81, (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf).
- 38 Chisholm Institute, *Frankston redevelopment project (stage 2)* (website), n.d., accessed 3 August 2023; Minister for Training and Skills, *World-class facilities to transform Collingwood TAFE* (media release), 20 October 2022, accessed 3 August 2023; Minister for Training and Skills and Minister for Higher Education, *Works to start on world-class Broadmeadows training centre* (media release), 16 March 2023, accessed 3 August 2023; Minister for Training and Skills, *Warmambool library and learning centre opens its doors* (media release), 21 October 2022, accessed 3 August 2023; Parliamentary Secretary for Training and Skills, *William Angliss Institute's bun day delivers on tasty treats* (media release), 5 April 2023, accessed 3 August 2023.
- 39 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.218, accessed 10 July 2023.
- 40 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 96, 99, 102, 103, accessed 16 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 41 Level Crossing Removal Project, *Level crossing removal project*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 42 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p.83, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf>).
- 43 Premier of Victoria, *Union Station opening marks major level crossing milestone* (media release) 22 May 2023, accessed 7 July 2023.
- 44 Premier of Victoria, *Cheaper regional fares now in effect* (media release), 31 March 2023, accessed 29 June 2023.
- 45 Premier of Victoria, *More VLocity trains to keep Victorians moving* (media release), 24 May 2023, accessed 29 June 2023.
- 46 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.96, 100, accessed 18 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf).
- 47 Premier of Victoria, *New public transport ticketing contract* (media release), 15 May 2023, accessed 10 July 2023.
- 48 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.134, accessed 29 June 2023.
- 49 Minister for Water, *Delivering Water Security For Our Future* (media release), 4 September 2022, accessed 27 July 2023.

- 50 Department of Environment, Land, Water and Planning, *Central and Gippsland Region Sustainable Water Strategy*, 2022, p. 8, accessed 27 July 2023.
- 51 Department of Environment, Land, Water and Planning, *Central and Gippsland Region Sustainable Water Strategy*, 2022, p. 312, 313, 332, 334, accessed 14 August 2023.
- 52 Department of Jobs, Skills, Industry and Regions, *Experience Victoria 2033: our strategic plan for a thriving visitor economy*, n.d., accessed 11 July 2023.
- 53 Department of Jobs, Skills, Industry and Regions, *Experience Victoria 2033: our strategic plan for a thriving visitor economy*, n.d., p. 9, accessed 14 August 2023.
- 54 Department of Premier and Cabinet, *The Victorian Closing the Gap Implementation Plan 2021–2023*, 2021, accessed 10 August 2023.
- 55 Minister for Water, *Water is Life – Part of Victoria’s Water Future* (media release), 29 September 2022, accessed 26 July 2023.
- 56 Premier of Victoria, *Boost for Aboriginal Housing Services* (media release), 19 May 2023, accessed 10 July 2023.
- 57 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 3, (https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202223.Budget_vic.gov.au/2022-23+State+Budget++Service+Delivery.pdf).
- 58 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p. 188, accessed 7 August 2023.
- 59 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.147, accessed 10 August 2023.
- 60 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.117, accessed 10 August 2023.
- 61 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.116, accessed 10 August 2023.
- 62 Infrastructure Victoria, *Our home choices: how more housing options can make better use of Victoria’s existing infrastructure*, 2023, p. 5, accessed 17 August 2023.
- 63 Infrastructure Victoria, *Our home choices: how more housing options can make better use of Victoria’s existing infrastructure*, 2023, p. 5, accessed 17 August 2023.
- 64 Department of Transport, *Department of Transport Strategic Plan 2022–2026*, 2022, p. 18, accessed 20 July 2023.
- 65 Australian Minister for Infrastructure, Transport, Regional Development and Local Government, *Securing Australia’s \$120 billion nation-building infrastructure pipeline* (media release), 1 May 2023, accessed 20 July 2023.
- 66 Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Infrastructure Investment Program Strategic Review* (website), accessed 20 July 2023.
- 67 Australian Government Department of Infrastructure, Transport, Regional Development and the Arts, *Australian infrastructure and transport statistics – yearbook 2022*, 2022, p.158, accessed 10 July 2023.
- 68 Australian Government Department of Infrastructure, Transport, Regional Development and the Arts, *Australian infrastructure and transport statistics – yearbook 2022*, 2022, p.158, accessed 10 July 2023.
- 69 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.218, accessed 10 July 2023.
- 70 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 96, 99, 102, 103, accessed 16 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 71 Major Road Projects Victoria, *Monash Freeway upgrade*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 72 Major Road Projects Victoria, *Western Port Highway upgrade*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 73 Major Road Projects Victoria, *South Gippsland Highway*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 74 The Commonwealth Government provided an additional \$170 million of funding. Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.96, 102, 106, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 75 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.106, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 76 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.96, 102, 104, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 77 Major Road Projects Victoria, *Point Cook Rd and Central Ave intersection upgrade*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 78 Major Road Projects Victoria, *Thompsons Road and Berwick – Cranbourne Road intersection upgrade*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 79 Major Road Projects Victoria, *Thompsons Road and Berwick – Cranbourne Road intersection upgrade*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 80 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.123, accessed 10 July 2023.
- 81 Department of Treasury and Finance, *2022 Economic and Fiscal Update*, 2022, p.107, 108, accessed 24 July 2023.
- 82 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.102, 105, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 83 Department of Treasury and Finance, *2022 Economic and Fiscal Update*, 2022, p.107, 108, accessed 24 July 2023.
- 84 Level Crossing Removal Project, *Union Station opening fact sheet*, Victoria’s Big Build website, 29 May 2023, accessed 25 July 2023.
- 85 Victoria’s Big Build, *Gap Road reopens to traffic ahead of schedule* (media release), 30 September 2022, accessed 10 July 2023.
- 86 Level Crossing Removal Project, *Hurstbridge line duplication*, Victoria’s Big Build website, n.d., accessed 10 July 2023.
- 87 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, p.25, accessed 20 July 2023.
- 88 Victoria’s Big Build, *New walking and cycling connections in Greensborough and Montmorency fact sheet* (website), 30 April 2023, accessed 16 August 2023.
- 89 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.102, 105, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 90 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.102, 105, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 91 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.102, 107, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 92 Infrastructure Victoria, *Victoria’s infrastructure strategy 2021–2051*, 2021, p.132, accessed 10 July 2023.
- 93 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, p.23, accessed 18 July 2023.
- 94 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.320, 321, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 95 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.314, 323, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 96 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.313, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 97 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, accessed 7 July 2023.
- 98 Premier of Victoria, *Delivering new stations for the west* (media release), 2 October 2022, accessed 7 July 2023.
- 99 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.12, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 100 Australian Minister for Infrastructure, Transport, Regional Development and Local Government, *Securing Australia’s \$120 billion nation-building infrastructure pipeline* (media release), 1 May 2023, accessed 10 August 2023; Minister for Transport and Infrastructure, *Victoria’s Big Build projects – National review* (media release), 17 May 2023, accessed 10 August 2023; Victoria’s Big Build, *Melbourne Airport Rail (SRL Airport)* (website), n.d., accessed 10 August 2023.
- 101 Melbourne Airport Rail, *Melbourne airport rail business case*, Victoria’s Big Build website, 21 September 2022, accessed 7 July 2023.

- 102 Premier of Victoria, *New station for Melbourne's west as part of airport rail* (media release), 21 September 2022, accessed 7 July 2023.
- 103 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.102, 106, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 104 West Gate Tunnel Project, *Biggest TBMs in the southern hemisphere complete journey on West Gate Tunnels* (media release), 8 May 2023, accessed 7 July 2023.
- 105 West Gate Tunnel Project, *FAQs*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 106 West Gate Tunnel Project, *Project overview*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 107 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.108, accessed 7 July 2023.
- 108 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.177, accessed 7 July 2023.
- 109 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.178, accessed 7 July 2023.
- 110 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.206, accessed 7 July 2023.
- 111 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.158, accessed 7 July 2023.
- 112 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.161, accessed 7 July 2023.
- 113 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.314, accessed 1 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 114 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.321, accessed 1 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 115 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.313, 320, 323, accessed 1 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 116 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.313–323, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 117 Department of Treasury and Finance, *Department of Transport output performance measures 2022–23*, 2022, accessed 29 June 2023.
- 118 Department of Transport, *Annual report 2021–2022*, 2022, p.145, accessed 29 June 2023.
- 119 Department of Transport, *Annual report 2021–2022*, 2022, p.145, accessed 29 June 2023.
- 120 Department of Transport, *Victorian Road Safety Strategy 2021–2030*, 2020, accessed 10 August 2023.
- 121 Transport Accident Commission, *Lives lost – annual*, TAC website, n.d., accessed 30 June 2023.
- 122 Transport Accident Commission, *Lives lost – annual*, TAC website, n.d., accessed 30 June 2023.
- 123 Department of Land, Environment, Water and Planning, *Victoria's climate change strategy*, 2021, p.39, accessed 6 July 2023.
- 124 Major Road Projects Victoria, *St Kilda Road bike lanes*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 125 Major Road Projects Victoria, *St Kilda Road bike lanes*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 126 Level Crossing Removal Project, *Level crossing removal project*, Victoria's Big Build website, n.d., accessed 7 July 2023.
- 127 Department of Treasury and Finance, *2022 Victorian Economic and Fiscal Update*, 2022, p.107, 109, accessed 2 August 2023; Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p.15, 83, accessed 24 July 2023.
- 128 Premier of Victoria, *Union Station opening marks major level crossing milestone* (media release) 22 May 2023, accessed 7 July 2023.
- 129 Premier of Victoria, *Union Station opening marks major level crossing milestone* (media release) 22 May 2023, accessed 7 July 2023.
- 130 Premier of Victoria, *Cheaper regional fares now in effect* (media release), 31 March 2023, accessed 29 June 2023.
- 131 Premier of Victoria, *Cheaper regional fares now in effect* (media release), 31 March 2023, accessed 29 June 2023.
- 132 Premier of Victoria, *More VLocity trains to keep Victorians moving* (media release), 24 May 2023, accessed 29 June 2023.
- 133 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, p.24, accessed 29 June 2023.
- 134 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.96, 100, accessed 18 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 135 Department of Transport and Planning, *About car parks for commuters* (website), n.d., accessed 29 June 2023.
- 136 Department of Transport and Planning, *About car parks for commuters* (website), n.d., accessed 29 June 2023.
- 137 Department of Transport and Planning, *About car parks for commuters* (website), n.d., accessed 29 June 2023.
- 138 Premier of Victoria, *Delivering more station car parks across the state* (media release), 24 October 2022, accessed 6 July 2023.
- 139 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p.182, accessed 24 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+State+Capital+Program.pdf>).
- 140 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.138, accessed 29 June 2023.
- 141 Premier of Victoria, *Moving more freight of roads to rail* (media release), 27 August 2021, accessed 18 July 2023.
- 142 Premier of Victoria, *More freight on Murray Basin trains* (media release), 24 December 2022, accessed 10 July 2023.
- 143 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.134, accessed 29 June 2023.
- 144 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.230, accessed 9 August 2023.
- 145 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.219, accessed 9 August 2023.
- 146 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.120, accessed 29 June 2023.
- 147 Premier of Victoria, *First electric buses hit the road in Sunbury* (media release), 9 October 2022, accessed 10 July 2023.
- 148 Premier of Victoria, *First electric buses hit the road in Sunbury* (media release), 9 October 2022, accessed 10 July 2023.
- 149 Premier of Victoria, *First electric buses hit the road in Sunbury* (media release), 9 October 2022, accessed 10 July 2023.
- 150 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.96, 97, accessed 18 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 151 Premier of Victoria, *First all-electric bus depot powering ahead* (media release), 15 February 2023, accessed 10 July.
- 152 Premier of Victoria, *First all-electric bus depot powering ahead* (media release), 15 February 2023, accessed 10 July.
- 153 Premier of Victoria, *Zero emissions buses in Melbourne's west* (media release), 26 May 2023, accessed 25 July 2023.
- 154 VicRoads, *E-scooters in Victoria* (website), n.d., accessed 10 July 2023.
- 155 VicRoads, *E-scooter safety and trial FAQs* (website), n.d., accessed 10 July 2023.
- 156 VicRoads, *E-scooter safety and trial FAQs* (website), n.d., accessed 10 July 2023.
- 157 VicRoads, *E-scooter safety and trial FAQs* (website), n.d., accessed 10 July 2023.
- 158 Premier of Victoria, *E-scooter trial extended across Victoria* (media release), 30 March 2023, accessed 10 July 2023.
- 159 VicRoads, *E-scooter safety and trial FAQs* (website), n.d., accessed 16 August 2023.
- 160 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.82, accessed 10 July 2023.
- 161 Metro Tunnel Project, *High capacity signalling*, Victoria's Big Build website, n.d., accessed 10 July 2023.
- 162 Metro Tunnel Project, *High capacity signalling*, Victoria's Big Build website, n.d., accessed 10 July 2023.
- 163 Metro Tunnel Project, *High capacity signalling*, Victoria's Big Build website, n.d., accessed 10 July 2023.
- 164 Premier of Victoria, *New public transport ticketing contract* (media release) 15 May 2023, accessed 10 July 2023.
- 165 Premier of Victoria, *New public transport ticketing contract* (media release), 15 May 2023, accessed 10 July 2023.
- 166 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.134, accessed 10 July 2023.
- 167 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.132, accessed 10 July 2023.
- 168 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.84, accessed 10 July 2023.
- 169 VicRoads, *Our technology* (website), Smarter Roads website, n.d., accessed 16 August 2023.
- 170 VicRoads, *Keeping you moving with smarter roads* (website), Smarter Roads website, n.d., accessed 16 August 2023.

- 171 VicRoads, *Reduced queues and bottlenecks on key south-eastern roads* (website), Smarter Roads website, 9 June 2023, accessed 16 August 2023.
- 172 VicRoads, *Traffic flow improves along Boundary/Wells Road* (website), Smarter Roads website, 19 September 2023, accessed 16 August 2023.
- 173 VicRoads, *Reduced queues and bottlenecks on key south-eastern roads* (website), Smarter Roads website, 9 June 2023, accessed 16 August 2023; VicRoads, *Traffic flow improves along Boundary/Wells Road* (website), Smarter Roads website, 19 September 2023, accessed 16 August 2023.
- 174 Department of Environment, Land, Water and Planning, *Victorian greenhouse gas emissions report 2020*, 2022, p.18, accessed 30 June 2023.
- 175 Department of Environment, Land, Water and Planning, *Victorian greenhouse gas emissions report 2020*, 2022, p.28, accessed 30 June 2023.
- 176 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.42, accessed 10 July 2023.
- 177 Australian Trade and Investment Commission, *National Visitor Survey results* (website), n.d., accessed 7 August 2023.
- 178 Development Victoria, *Major milestone for Melbourne Arts Precinct Transformation* (website), 28 April 2023, accessed 10 July 2023.
- 179 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 70 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 180 Premier of Victoria, *Commonwealth Games costs too high at over \$6 billion* (media release), 18 July 2023, accessed 11 July.
- 181 Development Victoria, *New sports facility to deliver games legacy in Miners Rest* (website), 10 May 2023, accessed 20 July 2023.
- 182 Development Victoria, *Geelong a step closer to new sports venues for games* (website), 29 March 2023, accessed 20 July 2023.
- 183 Regional Development Victoria, *Geelong City Deal* (website), n.d., accessed 27 July 2023.
- 184 Revitalising Central Geelong, *Laneway breakthroughs* (website), 21 March 2023, accessed 17 July 2023.
- 185 Development Victoria, *Geelong convention and exhibition centre* (website), n.d., accessed 17 July 2023.
- 186 Development Victoria, *Twelve Apostles Precinct Redevelopment*, Engage Victoria website, n.d., accessed 17 July 2023.
- 187 Premier of Victoria, *Queenscliff ferry terminal opens* (media release), 21 April 2023, accessed 17 July 2023.
- 188 Development Victoria, *Geelong Arts Centre* (website), 26 May 2023, accessed 10 July 2023.
- 189 Minister for Tourism, Sport and Major Events, *New master plan to strengthen Victoria's visitor economy* (media release), 13 May 2023, accessed 9 August 2023; Department of Jobs, Skills, Industry and Regions, *Experience Victoria 2033: our strategic plan for a thriving visitor economy*, n.d., accessed 11 July 2023.
- 190 Department of Jobs, Skills, Industry and Regions, *Visitor economy recovery and reform plan*, 2021, accessed 11 July 2023.
- 191 Regional Development Victoria, *Regional tourism investment fund* (website), n.d., accessed 11 July 2023.
- 192 Minister for Tourism, Sport and Major Events, *More fun in the snow for visitors to Mount Hotham* (media release), 25 August 2022, accessed 11 July 2023.
- 193 Minister for Tourism, Sport and Major Events, *More visitors to soak and stay at Mornington Peninsula* (media release), 14 October 2022, accessed 11 July 2023.
- 194 Australian Government Centre for Population, *2022 Population Statement – Capital city and rest-of-state projections, 2021–22 to 2032–33*, 2022, accessed 14 August 2023.
- 195 Sport and Recreation Victoria, *Active Victoria 2022–2026: A strategic framework for sport and active recreation in Victoria*, 2022, p. 28, accessed 14 August 2023.
- 196 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 204, accessed 14 August 2023.
- 197 Local Government Victoria, *Growing suburbs fund* (website), n.d., accessed 18 July 2023.
- 198 Sport and Recreation Victoria, *Matildas' chase for cup glory begins at their new home* (media release), 3 July, accessed 18 July 2023.
- 199 Sport and Recreation Victoria, *Community sports infrastructure stimulus program* (website), 14 August 2023, accessed 14 August 2023.
- 200 Minister Community Sport, *Truganina scores new sport precinct* (media release), 10 May 2023, accessed 17 July 2023.
- 201 Sport and Recreation Victoria, *Lighting up sports in the eastern suburbs* (media release), 7 September 2022, accessed 17 July 2023.
- 202 Local Government Victoria, *Growing suburbs fund* (website), n.d., accessed 10 July 2023.
- 203 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 71, accessed 10 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 204 Australian Bureau of Statistics, *Regional population by age and sex*, Data download *Regional population by age and sex by LGA (ASGS2021) 2001 to 2021*, 30 August 2022, accessed 17 August 2023.
- 205 SGS Economics and Planning, *Libraries work! The socio-economic value of public libraries to Victorians* (report for State Library Victoria and Public Libraries Victoria Network), 2018, p. 7, accessed 17 August 2023.
- 206 Aquatics Recreation Victoria and Life Saving Victoria, *Victorian Public Pools State of the Sector Report 2019–2020*, pp. 6–7, accessed 17 August 2023.
- 207 Infrastructure Victoria, *Social infrastructure in Melbourne's growth areas*, 2021, accessed 17 August 2023.
- 208 The Clearinghouse for Sport, *AusPlay Data Portal – overall participation: frequency of participation*, 2022, accessed 18 July 2023.
- 209 The Clearinghouse for Sport, *AusPlay Data Portal – overall participation: frequency of participation*, 2022, accessed 18 July 2023.
- 210 Sport and Recreation Victoria, *Fair access for women and girls in sport* (media release), 8 August 2022, accessed 18 July 2023.
- 211 Sport and Recreation Victoria, *Fair access for women and girls in sport* (media release), 8 August 2022, accessed 18 July 2023.
- 212 Sport and Recreation Victoria, *2022 local sports infrastructure fund guidelines*, 2022, p. 4, accessed 18 July 2023.
- 213 Minister for Community Sport, *Cash to Kick-Start Local Sports Infrastructure* (media release), 25 October 2022, accessed 18 July 2023.
- 214 Sport and Recreation Victoria, *Local sports infrastructure fund* (website), 19 May 2022, accessed 18 July 2023.
- 215 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 70, 77, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 216 Minister for Community Sport, *Country footy and netball clubs score more funding* (media release), 2 June 2023, accessed 14 August 2023.
- 217 Sport and Recreation Victoria, *World game facilities fund* (website), 10 February 2022, accessed 14 August 2023.
- 218 Minister for Tourism, Sport and Major Events, *IKON Park reborn as the home of AFLW* (media release), 15 August 2022, accessed 14 August 2023.
- 219 Minister for Tourism, Sport and Major Events, *Bulldogs home revamp underway* (media release), 16 July 2022, accessed 14 August 2023.
- 220 Parks Victoria, *Yarra Bend Park – Fairlea Reserve – netball courts and pavilion* (website), n.d., accessed 14 August 2023.
- 221 KPMG, *Rural and regional councils sustainability reform program*, Local Government Victoria, 2017, p. 28, accessed 14 August 2023.
- 222 Victorian Auditor-General's Office, *Results of 2019–20 audits: Local government*, March 2021, p. 26, accessed 14 August 2023.
- 223 Department of Treasury and Finance, *Departmental statements – Department of Jobs, Precincts and Regions output performance measures 2022–23* (website), accessed 14 August 2023.
- 224 Minister for Community Sport, *Works start on new Fawkner leisure centre* (media release), 27 April 2023, accessed 14 August 2023.
- 225 Local Government Victoria, *Living libraries infrastructure program* (website), n.d., accessed 11 July 2022.
- 226 Minister for Local Government, *Funding boost to deliver first-class libraries for Victorians* (media release), 26 September 2022, accessed 14 August 2023.
- 227 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2022, pp. 82–83, (https://s3.ap-southeast-2.amazonaws.com/Budget_files202223.Budget_vic.gov.au/2022-23+State+Budget++Service+Delivery.pdf).
- 228 Department of Jobs, Skills, Industry and Regions, *Suburban Grants: Successful Projects* (website), 15 May 2023, accessed 27 July 2023.
- 229 Regional Development Victoria, *Living local regional fund* (website), n.d., accessed 14 August 2023.
- 230 Regional Development Victoria, *Regional infrastructure fund* (website), n.d., accessed 14 August 2023.
- 231 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 3, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 232 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 244, accessed 14 August 2023.
- 233 Department of Education and Training, *Summary statistics for Victorian schools 2022* July 2022, accessed 14 August 2023.
- 234 Department of Education and Training, *Summary statistics for Victorian schools 2022* July 2022, accessed 14 August 2023.
- 235 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, p. 49, accessed 14 August 2023.
- 236 Victorian School Building Authority, *New schools* (website), May 2023, accessed 27 June 2023.

- 237 Department of Treasury and Finance, *Victorian Budget 2023–24 Budget Paper No. 3*, 2023, p.22, <https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>
- 238 Minister for Education, *New primary school a step closer in Melbourne's West* (media release), 21 October 2023, accessed 10 August 2023.
- 239 Minister for Education, *Land acquired for new school in Melbourne's outer West* (media release), 20 March 2023, accessed 10 August 2023.
- 240 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2022, p. 22, (<https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202223.Budget.vic.gov.au/2022-23+State+Budget+++Service+Delivery.pdf>).
- 241 Victorian Government, *School zones – frequently asked questions* (website), April 2023, accessed 4 July 2023.
- 242 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2022, p. 22, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202223.Budget.vic.gov.au/2022-23+State+Budget+++Service+Delivery.pdf>).
- 243 Department of Land, Water, Environment and Planning, *Plan Melbourne 2017–2050: metropolitan planning strategy*, 2017, p. 47, accessed 14 August 2023.
- 244 Department of Education, *School operations: land acquisition* (website), 24 November 22, accessed 27 June 2023.
- 245 Infrastructure Victoria, *Growing Together: The case for better integration of land use and infrastructure planning in established areas*, 2020, p. 4, accessed 14 August 2023.
- 246 Department of Education, *School operations: community use of schools – community joint use agreements* (website), 16 November 2022, accessed 7 July 2023.
- 247 Department of Education, *School operations: community use of schools – community joint use agreements* (website), 16 November 2022, accessed 7 July 2023.
- 248 Minister for Education, *Support for schools to prepare for disability inclusion* (media release), 7 September 2022, accessed 14 August 2023.
- 249 Victorian School Building Authority, *Building Quality Standards Handbook*, May 2023, pp. 24–26, accessed 14 August 2023.
- 250 Department of Education, *Victorian Government school site selection criteria guidance* (website), 24 November 2022, accessed 7 July 2023.
- 251 Victorian School Building Authority, *Kindergartens at or next door to schools* (website), 4 August 2023, accessed 14 August 2023.
- 252 Victorian School Building Authority, *Kindergartens at or next door to schools* (website), 4 August 2023, accessed 14 August 2023.
- 253 Victorian School Building Authority, *Share facilities fund* (website), 25 August 2022, accessed 14 August 2023.
- 254 Victorian School Building Authority, *Melton Secondary College* (website), 25 May 2023, accessed 7 July 2023.
- 255 Victorian School Building Authority, *Werribee Secondary College* (website), 20 February 2023, accessed 14 August 2023.
- 256 Royal Far West, *The invisible children: the state of country children's health and development in Australia*, 2017, p. 2, accessed 14 August 2023.
- 257 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 237, accessed 14 August 2023.
- 258 Department of Treasury and Finance, *Victorian infrastructure plan 2021*, 2021, p. 47, accessed 14 August 2023.
- 259 Department of Education and Training, *Department of Education and Training strategic plan 2022–26*, 2022, p. 12, accessed 2 July 2023.
- 260 Department of Education, *Digital learning in schools* (website), 9 May 2023, accessed 7 July 2023.
- 261 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2022, p. 12, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202223.Budget.vic.gov.au/2022-23+State+Budget+++Service+Delivery.pdf>).
- 262 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 235, accessed 14 August 2023.
- 263 Victorian Government, *Office of TAFE coordination and delivery* (website), 5 July 2023, accessed 9 July 2023.
- 264 Victorian Auditor General Office, *Results of 2021 Audits: Technical and Further Education Institutes*, 8 July 2022, accessed 14 August 2023.
- 265 Victorian Government, *Find my local TAFE*, accessed 8 December 2022.
- 266 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 259 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 267 Department of Treasury and Finance, *Departmental statements – Department of Education and Training output performance measures 2022–23*, 2 June 2023, accessed 9 July 2023.
- 268 Minister for Training and Skills, *Skills plan sets vital training and jobs roadmap* (media release), 23 August 2022, accessed 14 August 2023.
- 269 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 81 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 270 Department of Education and Training, *Education and training climate change adaptation action plan 2022–26*, 2022, accessed 14 August 2023.
- 271 Chisholm Institute, *Frankston redevelopment project (stage 2)* (website), n.d., accessed 3 August 2023.
- 272 Minister for Training and Skills, *World-class facilities to transform Collingwood TAFE* (media release), 20 October 2022, accessed 3 August 2023.
- 273 Minister for Training and Skills and Minister for Higher Education, *Works to start on world-class Broadmeadows training centre* (media release), 16 March 2023, accessed 3 August 2023.
- 274 Minister for Training and Skills, *Warmambool library and learning centre opens its doors* (media release), 21 October 2022, accessed 3 August 2023.
- 275 Parliamentary Secretary for Training and Skills, *William Angliss Institute's bun day delivers on tasty treats* (media release), 5 April 2023, accessed 3 August 2023.
- 276 Minister for Higher Education, *Supporting Victorian Universities* (media release), 19 May 2020, accessed 14 August 2023.
- 277 Minister for Training and Skills, *Swabs away – wearable tech gives instant COVID check* (media release), 15 August 2022, accessed 14 August 2023.
- 278 Deloitte Access Economics, *School quality in Australia: Exploring the drivers of student outcomes and the links to practice and schooling quality*, Prepared for the Australian Government Department of Education, December 2017, accessed 23 July 2023.
- 279 P Barrett, F Davies, Y Zhang and L Barrett, *The Holistic Impact of Classroom Spaces on Learning in Specific Subjects, Environment and Behaviour*, Vol 49(4), 2017, pp. 425–451, <https://doi.org/10.1177/0013916516648735>.
- 280 A Belmonte, V Bove, G D'Inverno and M Modica, *School infrastructure spending and educational outcomes: Evidence from the 2012 earthquake in Northern Italy, Economics of Education Review*, Vol 75, 2020, <https://doi.org/10.1016/j.econedurev.2019.101951>.
- 281 Department of Education, *School operations: asset management planning – school upgrades* (website), 22 May 2023, accessed 2 July 2023.
- 282 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 20, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 283 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 25, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 284 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 26, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 285 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 22, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 286 Department of Education, *School operations: school maintenance plans and rolling facilities evaluations* (website), 27 January 2023, accessed 4 July 2023.
- 287 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 11, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 288 Department of Education and Training, *Department of Education and Training strategic plan 2022–26*, August 2022, accessed 2 July 2023.
- 289 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 22, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 290 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 22, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 291 Department of Education and Training, *Summary statistics for Victorian schools 2022* July 2022, accessed 14 August 2023.

- 292 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 11, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 293 Premier of Victoria, [*Best start, best life: early childhood education that works*](#) (media release), 16 June 2022, accessed 14 August 2023.
- 294 Department of Education and Training, [*Department of Education and Training strategic plan 2022–26*](#), August 2022, p. 17, accessed 2 July 2023.
- 295 Department of Education and Training, [*Department of Education and Training strategic plan 2022–26*](#), 2022, Page 18, accessed 2 July 2023.
- 296 Victorian Government, [*Best Start Best Life: Sending your child to kinder*](#) (website), 16 August 2023, accessed 17 August 2023.
- 297 This figure includes asset funding announced for *Best Start, Best Life, Best Start, Best Life: Infrastructure and Three-Year-Old Kinder*. Department of Treasury and Finance, [*2022 Victorian Economic and Fiscal Update*](#), 2022, p. 82, accessed 10 August 2023; Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), p. 22, accessed 10 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf).
- 298 Victorian Schools Building Authority, [*Big budget investment in school and kindergarten buildings*](#) (website), 24 May 2023, accessed 6 July 2023.
- 299 Victorian Schools Building Authority, [*Big budget investment in school and kindergarten buildings*](#) (website), 24 May 2023, accessed 6 July 2023.
- 300 Victorian School Building Authority, [*Building Blocks Grants – improvement*](#) (website), 25 July 2023, accessed 9 August 2023.
- 301 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 11, accessed 14 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 302 Victorian School Building Authority, [*Building Blocks Grants – capacity building*](#) (website), 8 August 2023, accessed 9 August 2023.
- 303 Essential Services Commission, [*Victorian energy market report: June 2023*](#), 2023, p.14, accessed 3 July 2023.
- 304 Essential Services Commission, [*Payment difficulty framework implementation review 2021*](#), ESC website, n.d., accessed 24 July 2023.
- 305 Essential Services Commission, [*Victorian energy market report: March 2023*](#), 2023, p.23, accessed 3 July 2023.
- 306 Essential Services Commission, [*Victorian energy market report: March 2023*](#), 2023, p.23, accessed 3 July 2023.
- 307 Premier of Victoria, [*Helping low-income households stay comfy and save money*](#) (media release), 1 August 2021, accessed 3 July 2023.
- 308 Premier of Victoria, [*Helping low-income households stay comfy and save money*](#) (media release), 1 August 2021, accessed 3 July 2023.
- 309 Department of Energy, Environment and Climate Action, [*Victorian energy upgrades for households*](#) (website), n.d., accessed 11 July 2023.
- 310 Department of Energy, Environment and Climate Action, [*Victorian energy upgrades for households*](#) (website), n.d., accessed 11 July 2023.
- 311 Department of Families, Fairness and Housing, [*Energy efficiency in social housing*](#) (website), n.d., accessed 3 July 2023.
- 312 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 313 Department of Energy, Environment and Climate Action, [*Energy assistance program*](#) (website), n.d., accessed 3 July 2023.
- 314 Department of Climate Change, Energy, the Environment and Water, [*Solar battery rebate*](#) (website), n.d., accessed 5 July 2023.
- 315 Solar Victoria, [*Solar for business program*](#) (website), n.d., accessed 3 June 2023.
- 316 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 29, 38, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 317 Solar Victoria, [*Solar panel \(PV\) rebate*](#), Solar Victoria website, n.d., accessed 5 July 2023.
- 318 Solar Victoria, [*Hot water rebate*](#), Solar Victoria website, n.d., accessed 5 July 2023.
- 319 Solar Victoria, [*Zero emissions vehicle \(ZEV\) subsidy*](#), Solar Victoria website, n.d., accessed 3 July 2023.
- 320 Department of Energy, Environment and Climate Action, [*Zero emissions vehicles*](#) (website), n.d., accessed 3 July 2023.
- 321 Premier of Victoria, [*Ban delivers cheaper energy and more choice*](#) (media release), 25 July 2022, accessed 3 July 2023.
- 322 Premier of Victoria, [*Ban delivers cheaper energy and more choice*](#) (media release), 25 July 2022, accessed 3 July 2023.
- 323 Premier of Victoria, [*Ban delivers cheaper energy and more choice*](#) (media release), 25 July 2022, accessed 3 July 2023.
- 324 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p.50, accessed 3 July 2023.
- 325 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p.241, accessed 3 July 2023.
- 326 Infrastructure Victoria, [*Towards 2050: gas infrastructure in a net-zero emissions economy*](#), 2021, p.34, accessed 3 July 2023.
- 327 Infrastructure Victoria, [*Towards 2050: gas infrastructure in a net-zero emissions economy*](#), 2021, p.38, accessed 3 July 2023.
- 328 Premier of Victoria, [*Empowering communities with neighbourhood batteries*](#) (media release), 26 February 2023, accessed 3 July 2023.
- 329 Premier of Victoria, [*Empowering communities with neighbourhood batteries*](#) (media release), 26 February 2023, accessed 3 July 2023.
- 330 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 331 Victorian Legislation, [*Energy Legislation Amendment \(Electricity Outage Emergency Response and Other Matters\) Bill 2023*](#), Victorian Legislation website, n.d., accessed 13 July 2023.
- 332 Department of Energy, Environment and Climate Action, [*Electricity distribution network resilience review*](#) (website), n.d., accessed 3 July 2023.
- 333 Engage Victoria, [*Victoria's emergency backstop mechanism for rooftop solar*](#) (website), n.d., accessed 3 July 2023.
- 334 Engage Victoria, [*Victoria's emergency backstop mechanism for rooftop solar*](#) (website), n.d., accessed 3 July 2023.
- 335 Department of Energy, Environment and Climate Action, [*Victoria's emergency backstop mechanism for solar*](#) (website), n.d., accessed 3 July 2023.
- 336 Department of Environment, Land, Water and Planning, [*Annual report 2021–22*](#), 2022, p.50, accessed 3 July 2023.
- 337 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 338 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 339 Premier of Victoria, [*Doing what matters: bringing back the SEC*](#) (media release), 23 May 2023, accessed 3 July 2023.
- 340 Victorian Government, [*Energy jobs and skills forum*](#) (website), n.d., accessed 13 July 2023.
- 341 Department of Energy, Environment and Climate Action, [*Victorian renewable energy and storage targets*](#) (website), n.d, accessed 3 July 2023.
- 342 Department of Energy, Environment and Climate Action, [*Victorian renewable energy and storage targets*](#) (website), n.d, accessed 3 July 2023.
- 343 Department of Energy, Environment and Climate Action, [*Victorian renewable energy and storage targets*](#) (website), n.d, accessed 3 July 2023.
- 344 Premier of Victoria, [*Australia's biggest renewable energy storage targets*](#) (media release), 27 September 2022, accessed 3 July 2023.
- 345 Premier of Victoria, [*Australia's biggest renewable energy storage targets*](#) (media release), 27 September 2022, accessed 3 July 2023.
- 346 Engage Victoria, [*Victorian transmission investment framework final design*](#) (website), n.d., accessed 3 July 2023.
- 347 Engage Victoria, [*Victorian transmission investment framework final design*](#) (website), n.d., accessed 3 July 2023.
- 348 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 28, 34, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 349 Engage Victoria, [*Victoria's offshore wind policy directions paper*](#) (website), n.d., accessed 3 July 2023.
- 350 Engage Victoria, [*Victoria's offshore wind policy directions paper*](#) (website), n.d., accessed 3 July 2023.
- 351 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 96, 99, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 352 Prime Minister of Australia, [*Rewiring the nation to supercharge Victorian renewables*](#) (media release), 19 October 2022, accessed 13 July 2023.
- 353 Prime Minister of Australia, [*Rewiring the nation to supercharge Victorian renewables*](#) (media release), 19 October 2022, accessed 13 July 2023.
- 354 Department of Energy, Environment and Climate Action, [*Victoria's gas substitution roadmap*](#) (website), n.d., accessed 3 July 2023.

- 355 Premier of Victoria, [Gas roadmap drives down energy bill and emissions](#) (media release), 1 July 2022, accessed 13 July 2023.
- 356 Department of Energy, Environment and Climate Action, [Victoria's Gas Substitution Roadmap](#) (website), n.d., accessed 13 July 2023.
- 357 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 28, 33, accessed 3 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 358 Infrastructure Victoria, [Towards 2050: gas infrastructure in a net-zero emissions economy](#), 2021, pp. 16–29, accessed 17 August 2023.
- 359 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p. 200, accessed 29 June 2023.
- 360 Department of Climate Change, Energy, the Environment and Water, [Introduced and invasive species](#), 2021, accessed 30 June 2023.
- 361 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), August 2021, p. 156, accessed 29 June 2023.
- 362 Australian Broadcasting Corporation, ['Tunnel of love' below bust alpine road helping endangered pygmy possum bridge romantic divide](#), 30 November 2019, accessed 30 June 2023.
- 363 Australian Broadcasting Corporation, ['Tunnel of love' below bust alpine road helping endangered pygmy possum bridge romantic divide](#), 30 November 2019, accessed 30 June 2023.
- 364 Environmental Protection Agency, [Types of stormwater pollution](#) (website), n.d., accessed 17 July 2023.
- 365 VicRoads, [Fauna sensitive road design guidelines \[PDF 6.924 KB\]](#), 2012, p.11, accessed 30 June 2023.
- 366 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 150, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 367 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 150, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 368 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 151, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 369 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 151, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 370 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 151, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 371 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 34, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 372 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 34, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 373 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 28, 35, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 374 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 28, 34, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 375 Victorian Government, [Victoria's state emblems](#) (website), 27 March 2023, accessed 30 June 2023.
- 376 Department of Energy, Environment and Climate Action, [Faunal emblem program](#) (website), 19 April 2023, accessed 30 June 2023.
- 377 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.118, accessed 29 June 2023.
- 378 Green Adelaide, [Everything you need to know about a new biodiversity corridor in Adelaide's south](#) (website), 14 October 2022, accessed 30 June 2023.
- 379 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.118, accessed 29 June 2023.
- 380 Department of Energy, Environment and Climate Action, [Local parks](#) (website), n.d., accessed 30 June 2023.
- 381 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.118, accessed 29 June 2023.
- 382 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.211, accessed 29 June 2023.
- 383 Parks Victoria, [About us](#) (website), n.d., accessed 30 June 2023.
- 384 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 161, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 385 Parks Victoria, [About us](#) (website), n.d., accessed 30 June 2023.
- 386 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 161, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 387 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 29, 37, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 388 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 29, 36, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 389 Parks Victoria, [Three new parks for Melbourne's growing communities](#) (media release), 31 May 2023, accessed 30 June 2023.
- 390 Parks Victoria, [Three new parks for Melbourne's growing communities](#) (media release), 31 May 2023, accessed 30 June 2023.
- 391 Parliament of Victoria, [2023–24 Budget estimates questionnaire Department of Energy, Environment and Climate Action](#), 2023, p.97, accessed 31 July 2023.
- 392 Parliament of Victoria, [2023–24 Budget estimates questionnaire Department of Energy, Environment and Climate Action](#), 2023, p.22, accessed 31 July 2023.
- 393 Department of Energy, Environment and Climate Action, [Sandbelt Parklands](#) (website), n.d., accessed 31 July 2023.
- 394 Department of Energy, Environment and Climate Action, [Victoria's great outdoors](#) (website), n.d., accessed 30 June 2023.
- 395 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 39, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 396 Minister for Environment, [More upgraded campgrounds across Victoria in time for Easter](#) (media release), 6 April 2023, accessed 30 June 2023.
- 397 Minister for Environment, [More upgraded campgrounds across Victoria in time for Easter](#) (media release), 6 April 2023, accessed 30 June 2023.
- 398 Minister for Environment, [Major milestone for Werribee Open Range Zoo expansion](#) (media release), 24 March 2023, accessed 30 June 2023.
- 399 Minister for Environment, [Major milestone for Werribee Open Range Zoo expansion](#) (media release), 24 March 2023, accessed 30 June 2023.
- 400 Minister for Environment, [Major milestone for Werribee Open Range Zoo expansion](#) (media release), 24 March 2023, accessed 30 June 2023.
- 401 Department of Energy, Environment and Climate Action, [Alpine resorts](#) (website), n.d., accessed 30 June 2023.
- 402 Premier of Victoria, [New direction for Victoria's billion dollar industry](#) (media release), 22 March 2021, accessed 30 June 2023.
- 403 Minister for Energy, Environment and Climate Change, [New direction for Victoria's billion dollar industry](#) (media release), 22 March 2021, accessed 30 June 2023.
- 404 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 29, 36, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 405 The Infrastructure Sustainability Council of Australia, ClimateWorks Australia and the Australian Sustainable Built Environment Council, [Reshaping infrastructure for a net zero emissions future](#), 2020, p.4, accessed 30 June 2023.
- 406 The Infrastructure Sustainability Council of Australia, ClimateWorks Australia and the Australian Sustainable Built Environment Council, [Reshaping infrastructure for a net zero emissions future](#), 2020, p.15, accessed 30 June 2023.
- 407 Department of Energy, Environment and Climate Action, [Victoria's 2035 emissions reduction target supporting analysis](#), 2023, p.7, accessed 30 June 2023.
- 408 Department of Environment, Land, Water and Planning, [Victoria's climate change strategy: economic analysis](#), 2021, p.6, accessed 30 June 2023.
- 409 Department of Energy, Environment and Climate Action, [Victorian Government action on climate change](#) (website), n.d., accessed 30 June 2023.

- 410 Premier of Victoria, [Setting an ambitious emissions reduction target](#) (media release), 16 May 2023, accessed 30 June 2023.
- 411 Department of Energy, Environment and Climate Action, [Climate action targets](#) (website), n.d., accessed 30 June 2023.
- 412 Department of Energy, Environment and Climate Action, [Climate action targets](#) (website), n.d., accessed 30 June 2023.
- 413 Department of Environment, Land, Water and Planning, [Victorian greenhouse gas emissions report 2020](#), 2022, p.8, accessed 30 June 2023.
- 414 Department of Environment, Land, Water and Planning, [Victorian greenhouse gas emissions report 2020](#), 2022, p.18, accessed 30 June 2023.
- 415 Department of Environment, Land, Water and Planning, [Victorian greenhouse gas emissions report 2020](#), 2022, p.28, accessed 30 June 2023.
- 416 Department of Energy, Environment and Climate Action, [Victorian renewable energy and storage targets](#) (website), n.d., accessed 30 June 2023.
- 417 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 28, 31, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 418 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 31, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 419 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 29, 37, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 420 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, pp. 29, 37, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 421 Department of Energy, Environment and Climate Action, [Victoria's resilient coast – adapting for 2100+](#) (website), n.d., accessed 30 June 2023.
- 422 Department of Energy, Environment and Climate Action, [Victoria's resilient coast – adapting for 2100+ frameworks and guidelines](#), 2023, accessed 30 June 2023.
- 423 Department of Energy, Environment and Climate Action, [Victoria's resilient coast – adapting for 2100+](#) (website), n.d., accessed 30 June 2023.
- 424 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.70, accessed 29 June 2023.
- 425 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.59, accessed 29 June 2023.
- 426 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.58, accessed 29 June 2023.
- 427 New South Wales Government, [Decarbonising Infrastructure Roadmap](#), n.d., accessed 21 August 2023; New South Wales Treasury, [Technical Note to TPG23-08: Carbon value in cost-benefit analysis](#), n.d., accessed 21 August 2023.
- 428 Infrastructure Victoria, [Advice on opportunities to reduce greenhouse gas emissions of infrastructure](#) (website), accessed 17 August 2023.
- 429 Department of Environment, Land, Water and Planning, [Recycling Victoria – a new economy](#), 2020, p.24, accessed 4 July 2023.
- 430 Department of Environment, Land, Water and Planning, [Recycling Victoria – a new economy](#), 2020, p.12, accessed 4 July 2023.
- 431 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 155, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 432 Victorian Government, [Building Victoria's circular economy](#) (website), n.d., accessed 4 July 2023.
- 433 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 155, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 434 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 155, accessed 17 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 435 Engage Victoria, [Standardising recycling at home across Victoria](#) (website), n.d., accessed 7 July 2023.
- 436 Victorian Government, [Regional circular economy plans](#) (website), n.d., accessed 4 July 2023.
- 437 Victorian Government, [Regional circular economy plans](#) (website), n.d., accessed 4 July 2023.
- 438 Department of Energy, Environment and Climate Action, [Victoria's first regional plans for a thriving circular economy](#) (website), 31 October 2022, accessed 4 July 2023.
- 439 Department of Energy, Environment and Climate Action, [Victoria's first regional plans for a thriving circular economy](#) (website), 31 October 2022, accessed 4 July 2023.
- 440 Victorian Government, [Gippsland regional circular economy plan](#) (website), n.d., accessed 4 July 2023.
- 441 Victorian Government, [Gippsland regional circular economy plan](#) (website), n.d., accessed 4 July 2023.
- 442 Victorian Government, [Establishing Recycling Victoria](#) (website), n.d., accessed 4 July 2023.
- 443 Victorian Government, [Circular Economy \(Waste Reduction and Recycling Act 2021 fact sheet](#), 2022, accessed 4 July 2023.
- 444 Victorian Government, [Establishing Recycling Victoria](#) (website), n.d., accessed 4 July 2023.
- 445 Victorian Government, [Recycling infrastructure planning](#) (website), n.d., accessed 17 July 2023.
- 446 Victorian Government, [Recycling infrastructure planning](#) (website), n.d., accessed 17 July 2023.
- 447 Victorian Government, [An overview of Victoria's Circular Economy \(Waste Reduction and Recycling\) Act 2021 – fact sheet](#), 2022, accessed 4 July 2023.
- 448 Minister for Environment, [Victorian's to benefit from new container deposit scheme](#) (media release), 14 April 2023, accessed 4 July 2023.
- 449 Minister for Environment, [Victorian's to benefit from new container deposit scheme](#) (media release), 14 April 2023, accessed 4 July 2023.
- 450 Environmental Protection Agency, [Victoria's single-use plastics ban](#) (website), n.d., accessed 4 July 2023.
- 451 Environmental Protection Agency, [Victoria's single-use plastics ban](#) (website), n.d., accessed 4 July 2023.
- 452 Sustainability Victoria, [What the single-use plastics ban means for your business](#) (website), 30 June 2023, accessed 7 July 2023.
- 453 Sustainability Victoria, [What the single-use plastics ban means for your business](#) (website), 30 June 2023, accessed 7 July 2023.
- 454 Sustainability Victoria, [Circular economy household education fund – round 3](#) (website), 5 July 2023, accessed 7 July 2023.
- 455 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.99, accessed 29 June 2023.
- 456 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p.99, accessed 29 June 2023.
- 457 Infrastructure Victoria, [Advice on recycling and resource recovery infrastructure in Victoria](#), 2020, accessed 29 June 2023.
- 458 Department of Treasury and Finance, [Departmental statements – Department of Health output performance measures 2022–23](#), 2023, accessed 4 June 2023.
- 459 Department of Treasury and Finance, [Departmental statements – Department of Health output performance measures 2022–23](#), 2023, accessed 4 June 2023.
- 460 Department of Health, [Department of Health – Annual Report 2021–22](#), Sep 2022, accessed 16 May 2023.
- 461 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 4](#), 2023, p. 5, accessed 27 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202324.Budget_vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf).
- 462 Department of Treasury and Finance, [2022 Victorian Economic and Fiscal Update](#), 2022, p. 94, accessed 27 July 2023.
- 463 Department of Treasury and Finance, [2022 Victorian Economic and Fiscal Update](#), 2022, p. 94, accessed 27 July 2023.
- 464 Monash Health, [Monash Health's Victorian Heart Hospital officially launches](#) (media release), 19 February 2023, accessed 10 June 2023.
- 465 Premier of Victoria, [New South East Palliative Care Hub Now Open](#) (media release), 11 May 2023, accessed 20 June 2023.
- 466 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 3](#), 2023, p. 66, 69, accessed 2 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget++Service+Delivery.pdf>).
- 467 Minister for Ambulance Services, [Melton paramedics move into their new station](#) (media release), 6 April 2023, accessed 2 August 2023.
- 468 Minister for Ambulance Services, [New Taylors Lakes ambulance station opens its doors](#) (media release), 6 April 2023, accessed 2 August 2023.
- 469 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 4](#), 2023, p.5, accessed 1 June 2023. (https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202324.Budget_vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf).
- 470 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p. 149, accessed 15 May 2023.
- 471 Department of Treasury and Finance, [Victorian Budget 2023–24 – Budget Paper No. 4](#), 2023, p.6, accessed 1 June 2023. (https://s3.ap-southeast-2.amazonaws.com/Budgetfiles202324.Budget_vic.gov.au/2023-24+State+Budget++State+Capital+Program.pdf).
- 472 Infrastructure Victoria, [Victoria's infrastructure strategy 2021–2051](#), 2021, p. 149, accessed 15 May 2023.

- 473 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 66, 67, accessed 2 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 474 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 66–67, accessed 2 August (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).
- 475 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 191, accessed 17 August 2023.
- 476 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 149, accessed 17 August 2023.
- 477 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 86, accessed 10 May 2023.
- 478 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.211, accessed 9 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 479 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.390, accessed 9 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 480 Victorian Government, *About the Royal Commission into Family Violence* (media release), 2 February 2023, accessed 16 May 2023.
- 481 Victorian Budget 2023–24, *Supporting vulnerable children and families* (media release), 21 May 2023, accessed 15 June 2023.
- 482 Minister for Ambulance Services, *New dedicated hub to upskill paramedics delivered* (media release), 27 June 2023, accessed 9 August 2023.
- 483 Minister for Ambulance Services, *New dedicated hub to upskill paramedics delivered* (media release), 27 June 2023, accessed 9 August 2023.
- 484 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.54, 60, accessed 2 June 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 485 Victorian Labor, *Supporting workers through alcohol and other drug issues* (website), n.d., accessed 9 August 2023.
- 486 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 246, accessed 25 July 2023.
- 487 Royal Commission into Aged Care Quality and Safety, *Models of integrated care health and housing – research paper 7*, 2020, p. 3, accessed 10 June 2023.
- 488 Productivity Commission, *Shifting the dial 5-year productivity review – supporting paper no.5 integrated care*, 2017, p. 3, accessed 10 June 2023.
- 489 Department of Health and Human Services, *Statewide design, service, and infrastructure plan for Victoria's health system 2017–2037*, 2017, p. 11, accessed 20 July 2023.
- 490 The orange door, *Find a service near you*, the orange door website, n.d., accessed 2 July 2023.
- 491 Victorian Government, *The Orange Door network* (website), 13 April 2023, accessed 9 August 2023; Victorian Government, *Family violence reform rolling action plan 2020–2023*, 2020, p. 36, accessed 9 August 2023.
- 492 Minister for Mental Health, *Marking Two Years of Critical Mental Health Reform* (media release), 2 March 2023, accessed 15 June 2023.
- 493 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 4*, 2023, p. 6, accessed 1 June 2023. (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+State+Capital+Program.pdf).
- 494 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 193, accessed 17 August 2023.
- 495 Department of Health and Human Services, *About Us* (website), n.d., accessed 9 August 2023.
- 496 Infrastructure Australia, *An assessment of Australia's future infrastructure needs – The Australian infrastructure audit 2019*, 2019, p. 394, accessed 20 July 2023.
- 497 Royal Commission into Victoria's Mental Health System, *Final report: Volume 1 – A new approach to mental health and wellbeing in Victoria*, 2021, pp. 322, 467, accessed 20 July 2023.
- 498 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 246, accessed 25 July 2023.
- 499 Department of Health, *Rural and Regional Victorians* (media release), 18 April 2023, accessed 25 July 2023.
- 500 Victorian Health Building Authority, *More than \$70 million for health infrastructure upgrades for rural and regional Victoria*, 28 October 2022, accessed 9 August 2022.
- 501 Department of Treasury and Finance, *2022 Victorian Economic and Fiscal Update*, 2022, p. 90, accessed 2 August 2023.
- 502 The total funding amount includes Commonwealth Government funding under the National Health Reform Agreement (NHRA). Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 55, 65, accessed 9 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 503 Premier of Victoria, *More access to free healthcare across Victoria* (media release), 21 October 2022, accessed 18 June 2023.
- 504 The total funding amount includes Commonwealth Government funding under the National Health Reform Agreement (NHRA). Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 54–55, accessed 9 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 505 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.62, accessed 20 June 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 506 Victorian Health Building Authority, *Designs released and construction is progressing on the new Casey Early Parenting Centre* (media release), 27 March 2023, accessed 20 July 2023.
- 507 Premier of Victoria, *Site secured for new early parenting centre* (media release), 20 April 2023, accessed 25 July 2023.
- 508 Victorian Health Building Authority, *Construction starts on new children's emergency department at University Hospital Geelong*, 4 May 2023, accessed 9 August 2023.
- 509 Victorian Health Building Authority, *Warmambool Base Hospital redevelopment: Community survey summary report*, 28 October 2023, accessed 9 August 2023.
- 510 Department of Health, *Infectious disease institute a step closer* (media release), 20 June 2023, accessed 15 July 2023.
- 511 Premier of Victoria, *Funding boost supporting cancer research leaders* (media release), 31 October 2022, accessed 15 May 2023.
- 512 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.54, accessed 2 June 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 513 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.66, accessed 2 June 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 514 Minister for Prevention of Family Violence, *Family violence research grant applications now open* (media release), 9 March 2023, accessed 1 July 2023.
- 515 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.84, accessed 20 June 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 516 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p. 86, accessed 10 August 2023.
- 517 Infrastructure Victoria, *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*, 2023, accessed 17 August 2023.
- 518 Infrastructure Victoria, *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*, 2023, p. 5, accessed 17 August 2023.
- 519 Homes Victoria, *Housing explainer* (website), n.d., accessed 15 May 2023.
- 520 Department of Families, Fairness and Housing, *Department of Families, Fairness and Housing 2021 strategic plan*, 2021, p. 44, accessed 10 May 2023.
- 521 Department of Treasury and Finance, *Department of Health output performance measures* (website), 2 June 2023, accessed 17 August 2023; Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 192, accessed 17 August 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget_files202324.Budget_vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf).
- 522 Department of Families, Fairness and Housing, *Homes Victoria Rental Report - March quarter 2023*, 2023, p. 18, accessed 1 July 2023.
- 523 Minister for Housing, *Providing Affordable Housing to More Victorians* (media release), 7 June 2023, accessed 1 July 2023.
- 524 Minister for Housing, *Boost for Aboriginal housing services* (media release), 19 May 2023, accessed 10 July 2023.
- 525 Homes Victoria, *Social housing growth fund* (website), 22 June 2023, accessed 13 June 2023.
- 526 Department of Families, Fairness and Housing, *Homes Victoria Rental Report - March quarter 2023*, 2023, p. 18, accessed 1 July 2023.

- 527 Homes Victoria, *Social housing growth fund* (website), 22 June 2023, accessed 13 June 2023.
- 528 Victorian Budget 2023–24, *Strengthening our community and economy* (media release), 20 May 2023, accessed 16 June 2023.
- 529 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.45, accessed 2 June 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 530 Minister for Housing, *Increased Funding for Youth Housing Across Victoria* (media release), 13 February 2023, accessed June 10 2023.
- 531 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.247, accessed 17 August 2023.
- 532 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.147, accessed 10 August 2023.
- 533 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.190, accessed 10 August 2023.
- 534 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.248, accessed 10 August 2023.
- 535 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.117, accessed 10 August 2023.
- 536 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.249, accessed 10 August 2023.
- 537 Infrastructure Victoria, *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*, 2023, p. 5, accessed 17 August 2023.
- 538 Victorian Government, *Ending Family Violence: 10-Year Plan*, 2020, pp.50–51, accessed 19 July 2023 .
- 539 Victorian Government, *Ending Family Violence: annual report 2021* (website), 9 May 2022, accessed 25 July 2023.
- 540 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.391, accessed 10 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 541 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.373, accessed 14 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 542 Family Violence Reform Implementation Monitor, *Report of the Family Violence Reform Implementation Monitor - As at 1 November 2020*, May 2021, p.9, accessed 19 July 2023.
- 543 Family Violence Reform Implementation Monitor, *Report of the Family Violence Reform Implementation Monitor - As at 1 November 2020*, May 2021, p.9, accessed 19 July 2023.
- 544 Family Violence Reform Implementation Monitor, *Report of the Family Violence Reform Implementation Monitor - As at 1 November 2020*, May 2021, p.9, accessed 19 July 2023.
- 545 Family Violence Reform Implementation Monitor, *Report of the Family Violence Reform Implementation Monitor - as at 1 November 2019*, February 2020, p 12, accessed 25 June 2023.
- 546 Northern Integrated Family Violence Services, *Additional Specialist Family Violence Courts Gazetted* (website), 10 October 2022, accessed 25 July 2023.
- 547 Northern Integrated Family Violence Services, *Additional Specialist Family Violence Courts Gazetted* (website), 10 October 2022, accessed 25 July 2023.
- 548 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.88–146, accessed 25 July 2023.
- 549 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.88–146, accessed 25 July 2023.
- 550 Department of Justice and Community Safety, *Monthly time series prison and Community Corrections data*, May 2023, accessed 27 July 2023.
- 551 Department of Justice and Community Safety, *Monthly time series prison and Community Corrections data*, May 2023, accessed 27 July 2023.
- 552 Community Safety Building Authority, *Western Plains Correctional Centre* (website), 16 February 2023, accessed 25 July 2023.
- 553 Community Safety Building Authority, *Western Plains Correctional Centre* (website), 16 February 2023, accessed 26 July 2023.
- 554 Community Safety Building Authority, *Dame Phyllis Frost Centre* (website), 21 February 2023, accessed 26 July 2023.
- 555 Community Safety Building Authority, *Dame Phyllis Frost Centre* (website), 21 February 2023, accessed 26 July 2023.
- 556 Community Safety Building Authority, *Dame Phyllis Frost Centre* (website), 21 February 2023, accessed 26 July 2023.
- 557 Community Safety Building Authority, *Dame Phyllis Frost Centre* (website), 21 February 2023, accessed 26 July 2023.
- 558 Community Safety Building Authority, *Cherry Creek Youth Justice Centre* (website), 28 March 2023, accessed 26 July 2023.
- 559 Community Safety Building Authority, *Cherry Creek Youth Justice Centre* (website), 28 March 2023, accessed 26 July 2023.
- 560 Community Safety Building Authority, *Cherry Creek Youth Justice Centre* (website), 28 March 2023, accessed 26 July 2023.
- 561 Department of Treasury and Finance Victoria, *Department of Justice and Community Safety output performance measures 2022–23*, 2 June 2023, accessed 27 July 2023.
- 562 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.194, accessed 25 July 2023.
- 563 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.194, accessed 25 July 2023.
- 564 Court Services Victoria, *Court Services Victoria strategic plan*, 2020, p.4, accessed 25 July 2023.
- 565 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.88, accessed 21 July 2023.
- 566 Court Services Victoria, *Court Services Victoria strategic plan*, 2020, p.4, accessed 25 July 2023.
- 567 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.33, accessed 21 July 2023.
- 568 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.33, accessed 21 July 2023.
- 569 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.33, accessed 21 July 2023.
- 570 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.33, accessed 21 July 2023.
- 571 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.34, accessed 21 July 2023.
- 572 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.34, accessed 21 July 2023.
- 573 Victorian Auditor-General's Office, *Administration of Victorian courts*, 2021, p.34, accessed 21 July 2023.
- 574 Court Services Victoria, *Bendigo Law Courts official opening* (website), 2023, accessed 21 July 2023.
- 575 Court Services Victoria, *Bendigo Law Courts development* (website), 2023, accessed 21 July 2023.
- 576 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.12, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 577 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p.12, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 578 Attorney-General, *Koori Court officially opens in Wodonga* (media release), 29 July 2023, accessed 21 July 2023.
- 579 Attorney-General, *Koori Court officially opens in Wodonga* (media release), 29 July 2023, accessed 21 July 2023.
- 580 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 12, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 581 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 12, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 582 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp. 82, 83, 112, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 583 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, p. 83, accessed 21 July 2023 (<https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget.vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf>).
- 584 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.88, accessed 21 July 2023.
- 585 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, p.88, accessed 21 July 2023.
- 586 Department of Justice and Community Safety, *Department of Justice and Community Safety Corporate Plan 2022–2026*, p. 8, accessed 29 June 2023.
- 587 Department of Justice and Community Safety, *Department of Justice and Community Safety Corporate Plan 2022–2026*, p.8, accessed 29 June 2023.
- 588 Department of Premier and Cabinet, *Digital Dashboard – Project View Digital Strategy and Transformation* (website), accessed 20 July 2023.
- 589 Department of Premier and Cabinet, *Digital Dashboard – Project View Digital Strategy and Transformation* (website), accessed 20 July 2023.

- 590 Minister for Police, [*New Driver Distraction Cameras Switched On*](#) (media release), 1 April 2023, accessed 6 July 2023.
- 591 Minister for Police, [*New Driver Distraction Cameras Switched On*](#) (media release), 1 April 2023, accessed 6 July 2023.
- 592 Minister for Police, [*New Driver Distraction Cameras Switched On*](#) (media release), 1 April 2023, accessed 6 July 2023.
- 593 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 92, accessed 14 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 594 Department of Treasury and Finance, [*Victorian Infrastructure Plan 2021*](#), 2021, p.80, accessed 6 July 2023.
- 595 Victorian Government, [*Victorian Government Information Technology Dashboard*](#) (website), [*Courts Case Management System project details – Q1 2022–23 current report status*](#), accessed 19 July 2023.
- 596 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 112, accessed 14 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 597 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 112, accessed 14 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 598 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p.159, accessed 14 July 2023.
- 599 Emergency Management Victoria, [*About us*](#) (website), n.d., accessed 26 July 2023.
- 600 Victorian State Emergency Services, [*VICSES Community Matters Summer 2022*](#), 2022, p.4, accessed 26 July 2023.
- 601 Victorian State Emergency Services, [*VICSES Community Matters Summer 2022*](#), 2022, p.4, accessed 26 July 2023.
- 602 Victorian State Emergency Services, [*VICSES Community Matters Summer 2022*](#), 2022, p.4, accessed 26 July 2023.
- 603 Victoria State Emergency Services, [*VICSES Community Matters Summer 2022*](#), 2022, p.7, accessed 26 July 2023.
- 604 Minister for Emergency Services, [*Helping flood-affected Shepparton residents return home*](#) (media release), 6 April 2023, accessed 26 July 2023.
- 605 Department of Treasury and Finance, [*2022 Victorian Economic and Fiscal Update*](#), 2022, p.78, accessed 26 July 2023.
- 606 Department of Treasury and Finance, [*2022 Victorian Economic and Fiscal Update*](#), 2022, p.78, accessed 26 July 2023.
- 607 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 7, 10, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 608 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 10, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 609 Victorian Government, [*Bushfire recovery grants for community facilities*](#) (website), n.d., accessed 26 July 2023.
- 610 Victorian Government, [*Bushfire recovery grants for community facilities*](#) (website), n.d., accessed 26 July 2023.
- 611 Minister for Emergency Services, [*First relief centre for Aboriginal community in Gippsland*](#) (media release), 8 September 2022, accessed 26 July 2023.
- 612 Minister for Emergency Services, [*First relief centre for Aboriginal community in Gippsland*](#) (media release), 8 September 2022, accessed 26 July 2023.
- 613 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 96, accessed 27 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 614 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 82, 91, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 615 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, p. 91, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 616 Minister for Emergency Services, [*Victoria's firefighting fleet ready for the fire season*](#) (media release), 14 December 2022, accessed 26 July 2023.
- 617 Acting Minister for Emergency Services, [*More heavy tankers for our hardworking volunteers*](#) (media release), 12 January 2023, accessed 26 July 2023.
- 618 Minister for Emergency Services, [*Funding boost for volunteer emergency services*](#) (media release), 28 October 2022, accessed 26 July 2023.
- 619 Minister for Emergency Services, [*Funding boost for volunteer emergency services*](#) (media release), 28 October 2022, accessed 26 July 2023.
- 620 Emergency Management Victoria, [*Safer and More Resilient Communities: Strategic Roadmap for Emergency Management in Victoria 2022–28*](#), 2022, accessed 26 July 2023.
- 621 Emergency Management Victoria, [*Safer and More Resilient Communities: Strategic Roadmap for Emergency Management in Victoria 2022–28*](#), 2022, p.4, accessed 26 July 2023.
- 622 Emergency Management Victoria, [*Strategic Action Plan \(SAP\) 2022–25*](#), 2022, accessed 31 July 2023.
- 623 Emergency Management Victoria, [*Year Two to Five Fire Service Reform Implementation Plan*](#), 2023, accessed 26 July 2023.
- 624 Emergency Management Victoria, [*Year Two to Five Fire Service Reform Implementation Plan*](#), 2023, accessed 26 July 2023.
- 625 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 82, 84, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 626 Department of Treasury and Finance, [*Victorian Budget 2023–24 – Budget Paper No. 3*](#), 2023, pp. 82, 84, accessed 26 July 2023 (https://s3.ap-southeast-2.amazonaws.com/Budget/files202324.Budget_vic.gov.au/2023-24+State+Budget+++Service+Delivery.pdf).
- 627 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p.72, accessed 26 July 2023.
- 628 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p.72, accessed 26 July 2023.
- 629 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p. 234, accessed 17 August 2023.
- 630 [*The Water Act 1989*](#), Section 22I Review of Sustainable Water Strategy.
- 631 The Northern Region Sustainable Water Strategy was published in 2009 (source: Department of Sustainability and Environment, [*Northern Region Sustainable Water Strategy*](#), 2009, accessed 1 August 2023). The Western Region Sustainable Water Strategy was published in 2011 with a 5-yearly assessment report published in 2018(source: Department of Sustainability and the Environment, [*Western Region Sustainable Water Strategy*](#), 2011, accessed 1 August 2023).
- 632 Minister for Water, [*Water is Life – Part of Victoria's Water Future*](#) (media release), 29 September 2022, accessed 26 July 2023.
- 633 Department of Environment, Land, Water and Planning, [*Water is life: Traditional Owner access to water roadmap*](#), 2022, p. 18, accessed 1 August 2023.
- 634 Department of Environment, Land, Water and Planning, [*Water is life: Traditional Owner access to water roadmap*](#), 2022, p. 18, accessed 1 August 2023.
- 635 Department of Environment, Land, Water and Planning, [*Water is life: Traditional Owner access to water roadmap*](#), 2022, p. 10, accessed 1 August 2023.
- 636 Department of Energy, Environment and Climate Action, [*Victorian Annual Water Outlook*](#), February 2023, p. 9, accessed 4 May 2023.
- 637 Department of Energy, Environment and Climate Action, [*Victorian Annual Water Outlook*](#), February 2023, p. 9, accessed 4 May 2023.
- 638 Infrastructure Victoria, [*Drought, fire and floods. How is the Victorian water sector planning for a changing climate*](#), September 2022, accessed 4 May 2023; Department of Energy, Environment and Climate Action, [*Victoria's water grid*](#) (website), n.d., accessed 2 August 2023.
- 639 Essential Services Commission, [*Water performance report 2021–22 – data summary*](#), February 2023, accessed 4 May 2023.
- 640 Department of Health, [*Annual report on drinking water quality in Victoria 2021–22*](#), February 2023, p. 5, accessed 4 May 2023.
- 641 Department of Energy, Environment and Climate Action, [*Macalister Irrigation District modernisation project – Phase 2*](#), October 2022, accessed 5 May 2023.
- 642 GWMWater, [*East Grampians Rural Pipeline e-Newsletter*](#), June 2023, accessed 12 July 2023.
- 643 Water Efficiency Project, [*Water Efficiency Project*](#), accessed 15 June 2023.
- 644 Infrastructure Victoria, [*Victoria's infrastructure strategy 2021–2051*](#), 2021, p. 60–63, accessed 8 May 2023.
- 645 Department of Environment, Land, Water and Planning, [*Central and Gippsland region sustainable water strategy Final Strategy*](#), 2022, accessed 11 May 2023.
- 646 Department of Environment, Land, Water and Planning, [*Integrated water management progress report*](#), March 2022, accessed 11 May 2023.

- 647 Department of Environment, Land, Water and Planning, *Integrated water management progress report*, March 2022, p. 13, accessed 11 May 2023; Department of Energy, Environment and Climate Action, *Integrated water management grants*, September 2022, accessed 25 May 2023.
- 648 Department of Environment, Land, Water and Planning, *Integrated water management progress report*, March 2022, p. 2, accessed 11 May 2023.
- 649 Department of Energy, Environment and Climate Action, *Integrated Water Management grants* (website), accessed 27 July 2023.
- 650 Minister for Water, *Finding New Ways To Save Water Across Victoria* (media release), 29 September 2022, accessed 27 July 2023.
- 651 Infrastructure Victoria, *Victoria's infrastructure strategy 2021–2051*, 2021, pp. 60–62, accessed 16 May 2023.
- 652 Infrastructure Victoria, *Annual report 2020–21*, 2021, p. 105, accessed 16 May 2023.
- 653 Department of Treasury and Finance, *Department of Energy, Environment and Climate Action output performance measures*, 2023, accessed 17 May 2023.
- 654 Department of Energy, Environment and Climate Action, *Victorian Waterway Management Strategy*, 2023, accessed 1 June 2023; Department of Energy, Environment and Climate Action, *Your waterways. your say*, Engage Victoria website, accessed 17 August 2023.
- 655 Department of Energy, Environment and Climate Action, *Flagship waterways* (website), 2023, accessed 1 June 2023.
- 656 Minister for Water, *Delivering Water Security For Our Future* (media release), 4 September 2022, accessed 27 July 2023.
- 657 Department of Environment, Land, Water and Planning, *Central and Gippsland Region Sustainable Water Strategy*, 2022, p. 8, accessed 27 July 2023.
- 658 Department of Treasury and Finance, *Victorian Budget 2023–24 – Budget Paper No. 3*, 2023, pp.28,32, accessed 10 August 2023 (<https://s3.ap-southeast-2.amazonaws.com/budgetfiles202324.budget.vic.gov.au/2023-24+State+Budget+-+Service+Delivery.pdf>).



This publication may be of assistance to you, but Infrastructure Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence that may arise from you relying on any information in this publication. You should seek appropriately qualified advice before making any decisions regarding your particular project.

Infrastructure Victoria October 2023

© Copyright Infrastructure Victoria 2023



Except for any logos, emblems, trademarks, figures and photography, this document is made available under the terms of the Creative Commons Attribution 3.0 Australia licence. It is a condition of this Creative Commons Attribution 3.0 licence that you must give credit to the original author, who is Infrastructure Victoria.

This document is available in PDF and accessible Word format at www.infrastructurevictoria.com.au

