

INFRASTRUCTURE
VICTORIA



October 2024

Annual report 2023–2024

Financial year 2023–2024



About us

Infrastructure Victoria is an independent advisory body with 3 functions:

- preparing a 30-year infrastructure strategy for Victoria, which we review and update every 3 to 5 years
- advising the government on specific infrastructure matters
- publishing research on infrastructure-related issues.

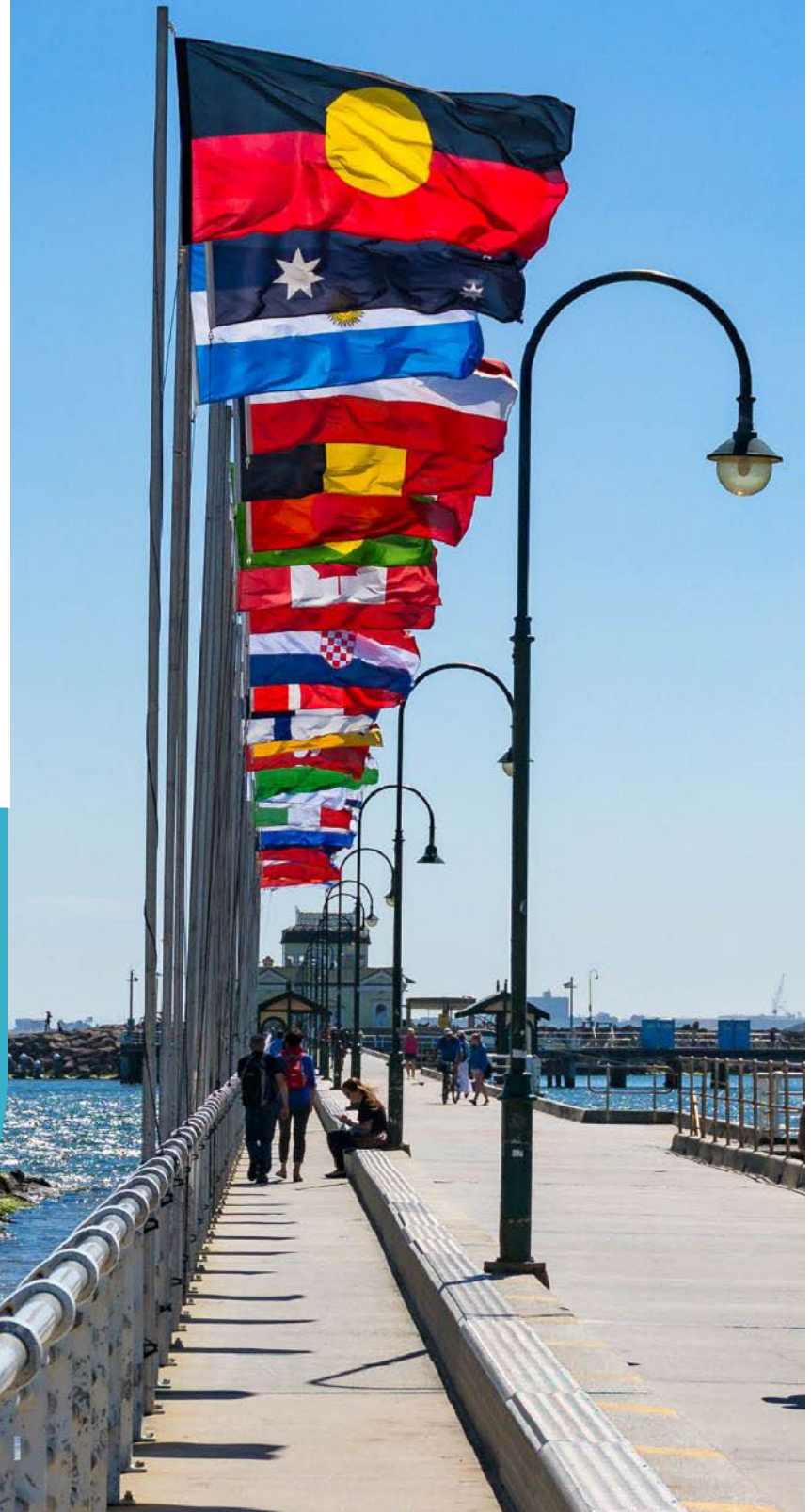
Infrastructure Victoria also helps government departments and agencies develop sectoral infrastructure plans.

Infrastructure Victoria aims to take a long-term, evidence-based view of infrastructure planning, and we inform community discussion about infrastructure provision.

Infrastructure Victoria does not directly oversee or fund infrastructure projects.

Acknowledgement

Infrastructure Victoria acknowledges the Traditional Owners of Country in Victoria and pays respect to their Elders past and present, as well as Elders of other First Peoples' communities. We recognise that Victoria's infrastructure is built on land that has been managed by Aboriginal people for millennia.





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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 2024.

Jim Miller

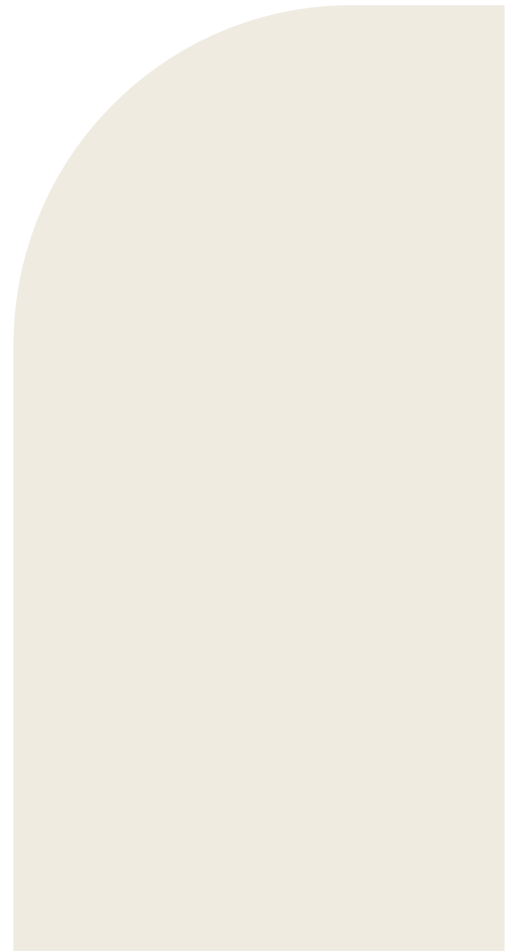
Chair, Infrastructure Victoria

19 September 2024





Report of operations



Chair and CEO's report

Infrastructure Victoria's research, recommendations and advice are trusted. They inform policy discussions and decision-making on the infrastructure issues that matter to Victorians.

Population growth, climate change, digitisation and other emerging challenges and opportunities continue to shape the environment in which we operate.

In the last financial year, we worked on the infrastructure issues that have the greatest impact on our economy, the environment and how Victorians live. We produced practical, evidence-based, independent advice that resonated with stakeholders and the broader community.

Our work better prepares Victoria for future risks and challenges. Our research on adapting infrastructure to climate change found action to better prepare Victoria's infrastructure for more frequent and extreme weather can keep Victorians safer, limit disruption and reduce the costs of disaster recovery.

We provided independent advice to government on *Opportunities to reduce greenhouse gas emissions* of future public infrastructure investments. Up to 70% of Australia's annual greenhouse emissions relate to the lifecycle of infrastructure. Decarbonisation can lead to better productivity, reduce costs and help the state achieve its emissions reduction targets.

We worked with other infrastructure bodies and industry partners to progress reforms and align approaches to decarbonisation across jurisdictions. Our advice includes practical, step-by-step actions Victoria can take to reduce the emissions impact of future infrastructure.

Victoria has workforce, supply chain and fiscal constraints. Our research and advice are influencing change in a pragmatic way in the current environment. The research, evidence and analysis we produce focuses on better use of the state's existing infrastructure and reducing the costs and impacts of infrastructure builds.

Our research and advice are also helping to guide government decisions about the future shape of our cities. Our research report, *Choosing Victoria's future: 5 urban development scenarios*, found more compact cities deliver better outcomes for people, the economy and the environment.

More compact cities also make better use of Victoria's existing infrastructure. They can lower the cost of providing infrastructure and reduce the need for new builds. They also have stronger economies and cause less environmental harm, including producing fewer greenhouse gas emissions overall.

Moderate-income households are currently forced to the city fringes. To support more compact cities, with more housing options close to existing infrastructure, we recommended government set targets for the number, type and size of new homes in each area, in collaboration with local governments.

Infrastructure Victoria's research achieved 2 national industry awards for advancing significant infrastructure issues.

It was pleasing to see the Victorian Government release draft housing targets for each local government area in June 2024. We should measure progress against the targets by closely monitoring new housing supply and publishing detailed statistics at least every year, including by home type and characteristics.

Our recommendations in *Choosing Victoria's future* take a holistic approach and build on this advice. Changes to zoning and streamlining of planning approvals in areas near transport and services will also be important. We will continue to engage with government and key stakeholders on our recommendations.

We were thrilled both *Choosing Victoria's future* and *Our home choices* research reports achieved national recognition for advancing significant infrastructure issues this year.

Our home choices report was awarded the Planning Institute of Australia National Award for Planning Research 2024. *Choosing Victoria's future* won the advisory excellence category at the Infrastructure Partnerships Australia 2024 national awards.

Throughout the year we also saw significant media and stakeholder interest in our research findings and recommendations. Our work was referenced in hundreds of industry and research publications and nearly 2,000 news stories.

We also saw huge interest in our buses research, *Fast, frequent, fair: how buses can better connect Melbourne*. The report identifies significant opportunities to reform Melbourne's underused bus network. Our 10 recommendations to government include immediately increasing the frequency of bus services, particularly for poorly serviced growth areas. It also proposes the government plan a network of bus rapid transit corridors across the city.

Many of the recommendations we make can be implemented in the short term but will have long term impact. We will continue to focus on this approach as we update Victoria's 30-year infrastructure strategy during the next 18 months.

We listen to the community and stakeholders to inform our research and advice. To date, we have sought feedback from nearly 20,000 Victorians to inform the update of the strategy. Our focus is on the issues that make a difference to the lives of Victorians now and into the future. This approach aligns with what we heard from our youth forum and other engagement activities we held last year.

Our update of Victoria's 30-year infrastructure strategy will be guided by the objectives summarised in our engagement report. A draft strategy will be released in early 2025 for consultation with stakeholders and the community. The final strategy will be tabled in Parliament in late 2025.

Drawing on our engagement feedback, we are tightly focusing our strategy recommendations on large, statewide issues that need action in the next 5 years. We are also developing longer-term options that government needs to consider.

For the first time, *Victoria's 2025–2055 infrastructure strategy* will include a specific goal to achieve Aboriginal self-determination and equity. In 2024, we will also develop our first reconciliation action plan. The plan will build a strong foundation to further engage with Victoria's First Peoples. It will hold us to account and detail our commitments to action.

The past year has also seen significant implementation of our 5 year corporate plan. One of our major achievements was an innovative new website to significantly improve access and engagement with our work.

Launched in early 2024, the design of our new site was informed by extensive user research and testing. It is easy to navigate, fast to load, and provides much better search results to connect Victorians to the content they want.

We have also increased our engagement with a broader range of stakeholders through our popular webinar program. We have seen more people join the conversation this year on topics ranging from climate change to public transport opportunities and the home choices of Victorians.

We are committed to being a fantastic place to work with a positive culture that nurtures success and wellbeing. We are delighted the annual People Matter survey again showed we are one of the top performing organisations in the public sector.

On a governance note, we want to thank outgoing board members; our inaugural deputy board chair Maria Wilton AM and inaugural member David Martine PSM. Their long and dedicated commitment, together with their vast experience and sage advice, played an extremely important role in the establishment of Infrastructure Victoria and shaping the organisation to date.

We welcome our new board members: deputy chair, Christine O'Reilly, independent board member Lucia Cade and Chris Barrett who replaced David Martine as Secretary of the Department of Treasury and Finance. We look forward to the perspectives and input our new board members will bring to the organisation.

The last year has highlighted the importance of Infrastructure Victoria's unique model and independence to the benefit of Victorians. We look forward to building on our achievements to continue supporting better outcomes for the state.

Jim Miller
Chair, Infrastructure Victoria

Jonathan Spear
Chief Executive Officer, 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 3 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.

Regions and sectors

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 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 *Infrastructure Victoria Act 2015* 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.

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.



Our plan and our people

Infrastructure Victoria's corporate plan focuses 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 5-year corporate plan defines our aspirations, 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.

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.

Our achievements

In 2023–2024, we made significant progress in delivering on our corporate plan. This is our first full year of assessment of our progress against the current 5-year plan.

Our aspirations	Our progress
<p>Deliver research, advice and strategy recommendations that enable better use of Victoria's infrastructure and support productivity growth.</p>	<ul style="list-style-type: none"> Published Choosing Victoria's future research which examines 5 scenarios for urban growth. Recommendations to government to help create more compact and better connected cities also have a strong focus on better use of Victoria's existing infrastructure to improve productivity.
<p>Support Victoria's navigation of emerging changes and disruption. Guide better infrastructure planning and decisions under uncertain conditions through research, advice and strategy recommendations.</p>	<ul style="list-style-type: none"> Provided advice on how government can encourage more compact urban forms.
<p>Improve social equity through access. Examine people's different needs, the disparities between people and places, and the interventions that can make access to infrastructure fairer.</p>	<ul style="list-style-type: none"> Published research on significant opportunities to reform Melbourne's bus network, particularly for people in under serviced growth areas. The report makes several recommendations with a strong focus on improving equity including reduce bus fares and improve service frequency.
<p>Identify and address priorities to adapt Victorian infrastructure to climate change. Investigate new opportunities to reduce infrastructure related emissions.</p>	<ul style="list-style-type: none"> Published Weathering the storm research. The report makes 7 recommendations to help government to better assess and prepare infrastructure for the impacts of climate change. Provided advice to the government on Opportunities to reduce greenhouse gas emissions for future infrastructure investments. The published advice outlines 10 recommendations to guide Victoria's decarbonisation efforts.
<p>Improve access and the usability and presentation of our research, advice and strategy work. Adopt a digital-first approach.</p>	<ul style="list-style-type: none"> Completed the redevelopment of our website guided by significant user research and testing. Refreshed our report and presentation templates to improve the communication of our work.
<p>Support our people to be productive, collaborative and healthy in a hybrid work environment. Improve our information management.</p>	<ul style="list-style-type: none"> Undertook a digital capability uplift project, moving the organisation's intranet and document library to a new SharePoint site. Led an information management transformation to align with industry best practice. Annual People Matter survey results outperform comparator and broader public sector.

Our people

Infrastructure Victoria aspires to be a fantastic place to work. During 2023–2024, we consolidated our strong results in creating a positive workplace culture that produces excellent, evidence-based work.

Through the annual People matter survey, the Victorian Public Sector Commission measures the sector's performance 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 survey was conducted in May and June this year 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:

Infrastructure Victoria staff survey result

Indicator	Our 2024 result	Comparator result	Our 2023 result
Workforce engagement	92%	70%	90%
Response rate	93%	69%	88%
Employee satisfaction	97%	73%	100%
Employee inclusion	95%	83%	91%

Source: Victorian Public Sector Commission

Infrastructure Victoria also achieved a 100% positive rating across multiple survey questions with many improving on our results from 2023:

- people in my workgroup are honest and transparent in their dealings (up from 97%)
- senior leaders demonstrate honesty and integrity (unchanged)
- my organisation is committed to earning a high level or public trust (unchanged)
- I understand how my job helps my organisation achieve its goals (up from 94%)
- my organisation encourages respectful workplace behaviours (unchanged)
- my organisation places a high priority on the learning and development of staff (unchanged).

In the past year, we focused heavily on optimising our work systems and processes to better support our people in doing their jobs.

We undertook a significant digital capability uplift project, moving the organisation's document library and intranet to a new SharePoint site. This information management transformation aligns with industry best practice and has improved staff collaboration and productivity.

We also held our first-ever staff volunteering program, partnering with not-for-profit groups, Foodbank Australia and Ceres Community Farm. The volunteer sessions provided our support to important social causes and were also a huge success in bringing different Infrastructure Victoria teams together to connect outside of the office.

Our year by numbers

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

Our work helped shape recommendations and policy options in 6 major research and advice reports we produced throughout the year:

- *Choosing Victoria's future: 5 urban development scenarios*
- *Fast, frequent, fair: how buses can better connect Melbourne*
- *Opportunities to reduce greenhouse gas emissions of infrastructure*
- *Advice on how the Victorian Government can achieve more compact urban forms (Cabinet-in-confidence)*
- *Weathering the storm: adapting Victoria's infrastructure to climate change*
- *Strategy objectives engagement report: Victoria's 30-year infrastructure strategy*

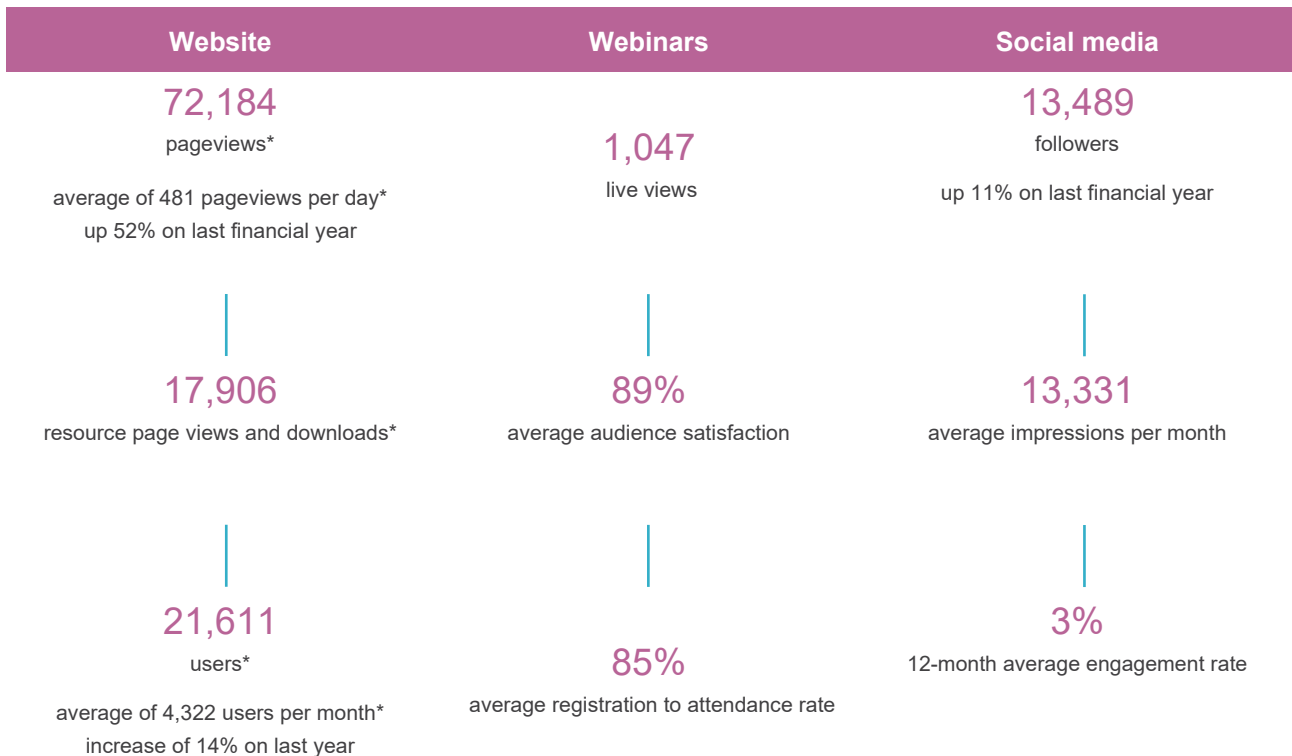
We also published 12 supporting analysis and technical reports. These documents are accessible

on our website, together with the relevant Infrastructure Victoria primary report.

An important part of Infrastructure Victoria's role is informing public discussion about major infrastructure priorities, challenges and opportunities for Victoria. Our recommendations and advice attracted nearly 22,000 visitors to our new website in the first 5 months after its launch.

Our published work and interviews by our spokespersons generated nearly 2,000 news stories throughout the financial year. Our spokespersons also undertook hundreds of speaking engagements, presentations, panel discussions, workshops and other engagement activities, with key stakeholders and community forums.

Below is a snapshot of Infrastructure Victoria's digital and engagement activity for the financial year ended 30 June 2024:



*Note: Website data for 5-month period following launch of new website in late January 2024.

Our new website

A goal of our 5-year corporate plan is to improve how people engage with our work. We committed to exploring the needs of our major audiences, improving usability and presentation, adopting a digital-first approach, and redeveloping our website so people could better access our information.

Infrastructure Victoria's old website was developed 8 years ago and was no longer fit for purpose. The site architecture was not intuitive for external users. It was slow and hard to navigate. We also lacked key insights on our users, their preferences and how to improve their experience.

We embarked upon a 12-month website transformation project with an end-to-end focus on user testing. We shared the results with our staff at critical design points to gather insights and ensure support for the strategic direction.

The ambitious project objectives included:

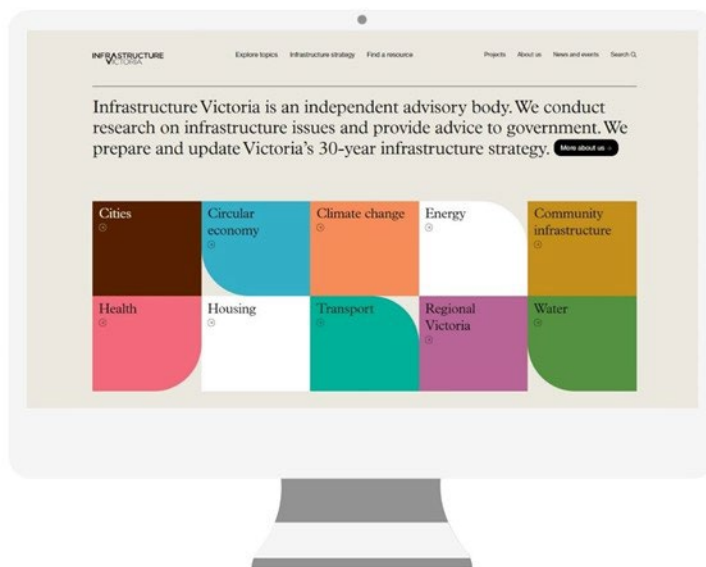
- design and deliver a best-practice, user-centric website
- support Infrastructure Victoria's external reputation as an innovative and authoritative source of independent infrastructure research
- improve optimisation across mobile, tablet and desktop
- ensure the website is fully accessible, by meeting or exceeding Level AA accessibility requirements
- make our research easier to find and easier for users to read
- determine a set of meaningful key performance indicators for digital engagement and a strategy for continuous improvement
- adopt an appropriate content management system that enables easy in-house editing and is technically supported and secure.

We conducted extensive research to understand what people want and need when visiting our site. This research told us visitors wanted to find information on specific topics and industry sectors all in one place.

We developed the 'Explore topics' area which brings together our most recent research resources and key strategy recommendations.

Our research also found that visitors needed more help navigating our 300 plus reports. So, we developed a resource library where you can filter by resource type, topic, or publication date.

Figure 1: Our new website is easy to navigate, fast to load, and designed to connect Victorians to more relevant content.



Source: www.infrastructurevictoria.com.au

Additionally, our web content was historically very complex and largely written to a postgraduate reading level. We needed to look at all our content through the eyes of our users.

A separate project was established to redevelop all content on the website. Content was categorised against 10 user-tested topics. It was also rewritten in plain language to a lower secondary school reading level to meet web content accessibility guidelines (WCAG 2.0).

In January 2024, we proudly launched our new website that meets organisational needs now and into the future. The new site is a home for current, credible and independent information about Victoria's infrastructure.

Our new website has significantly improved performance, searchability and accessibility. It now WCAG 2.0 compliant. It is also better optimised across mobile devices. Most importantly, our research is easier to find and use (via our topics pages or Find a Resource library).

Site performance has improved from an average page load of more than 4 seconds to returning search results in less than 3 milliseconds. The new site given us unprecedented insight into what users are searching for and whether they are successfully locating resources. This data provides opportunities for continuous improvement.

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.

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.

Community and stakeholder feedback, along with technical assessments and further evidence, will inform Victoria's draft 30-year infrastructure strategy. We are currently developing the draft strategy, and Victorians will have an opportunity to provide feedback on the draft in early 2025.

The draft strategy objectives engagement report

The Strategy objectives engagement report summarises what we heard in the first phase of engagement and was released in September 2023. This report explains how we engaged with the community to shape objectives for *Victoria's infrastructure strategy 2025–2055*.

We worked with community members, First Peoples, regional Victorians, young people and sector stakeholders to understand their priorities for the update of Victoria's 30-year infrastructure strategy.

People told us they want us to focus on:

- climate change
- water
- transport

- doing more with less
- better social equity.

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

- Victoria has a high productive and circular economy
- Aboriginal people have self-determination and equal outcomes to other Victorians
- Victorians are healthy and safe
- Victoria is resilient to climate change and other future risks
- Victorians have good access to housing, jobs, services and opportunities
- Victoria has a thriving natural environment.

Figure 2: Victoria's 2025–2055 30-year strategy objectives



Source: Infrastructure Victoria, *Strategy objectives engagement report*

Choosing Victoria's future: 5 urban development scenarios

With Victoria's population expected to reach around 11 million people by 2056, how our cities grow will significantly impact the state's economy, our environment and the quality of life for Victorians.

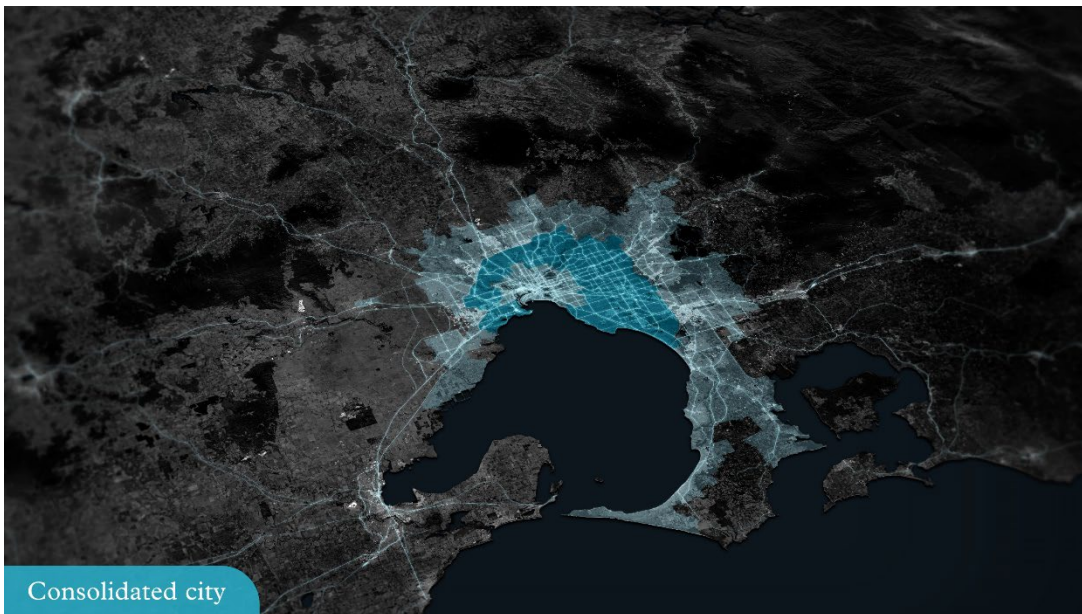
Our research, *Choosing Victoria's future: 5 urban development scenarios*, explores different growth patterns for Melbourne and our major regional cities. It looks at how different city shapes impact where people live and work, and the jobs and services they can access.

We also consider land use for housing, travel patterns, the environment and changes to infrastructure needs.

We explore 5 scenarios for how Victoria's major cities might develop over 30 years:

- a dispersed city with more detached homes in Melbourne's growth areas
- a consolidated city with more medium-density homes in Melbourne's inner and middle areas
- a compact city with more high-density homes in Melbourne's inner areas
- a network of cities with more homes in regional centres
- a distributed state with more homes in regional towns and rural areas.

Figure 3: Consolidated city urban growth scenario



Source: Infrastructure Victoria, *Choosing Victoria's future*

Every scenario has its pros and cons. But the evidence shows that Victoria's cities need to be more compact and better connected to give more people access to jobs, services and infrastructure.

Overall, more compact cities offer Victorians a better quality of life and more choice.

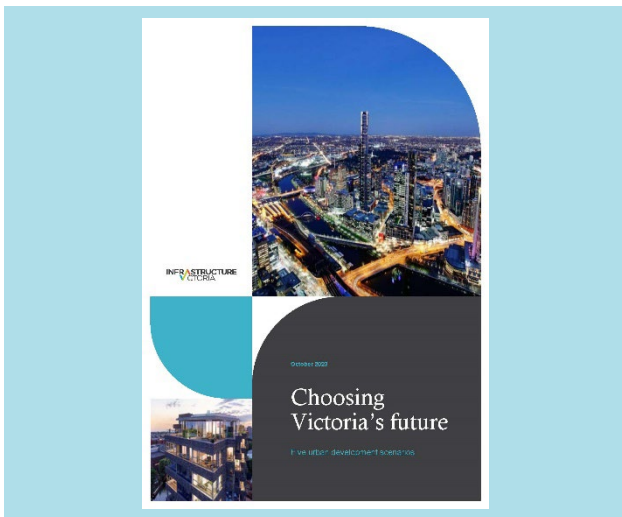
More compact cities offer businesses better opportunities to hire great staff and connect with customers and markets. Victorians would be up to \$43 billion better off by 2056 with more compact cities, instead of spreading growth statewide.

More compact cities mean more land for agriculture and wildlife habitat. A sprawling, dispersed city

consumes an extra 30,000 hectares of land compared to a compact city. This is over 12,000 times the size of the Melbourne Cricket Ground.

People living in dispersed cities would spend 70% more time sitting in traffic to get to work and access services. Over 25% more people would use public transport in a more compact city than a dispersed city.

In a dispersed city, the government will need to spend about \$41 billion more on infrastructure by 2056, compared to a compact city. This equals a government cost of \$59,000 extra for each new home built, compared to a compact city.



Our report makes 5 recommendations to the Victorian Government to help shape more compact and connected cities:

- Use a new plan for Victoria to reinforce growth in established areas. This plan should set boundaries for urban growth in regional cities. It should also include housing targets for established areas of Victorian cities. Use these

targets in land use framework plans, regional growth plans, and the Victorian Planning Provisions.

- Develop and publish long-term plans for infrastructure sectors to meet the policies and targets set by a new plan for Victoria. Use these integrated land use and infrastructure plans to decide infrastructure project funding.
- Reform infrastructure contributions, remove taxes and subsidies that fuel sprawl, and change planning rules to create more compact cities in Victoria.
- Plan for and deliver infrastructure that supports more people and jobs located in established parts of major regional centres. This includes local transport, energy, water and digital infrastructure.
- Plan for efficient and resilient electricity distribution infrastructure, simulate development and use of zero or low carbon materials for building construction and operation methods. These must reduce greenhouse gas emissions.

Fast, frequent, fair: how buses can better connect Melbourne

Our research, *Fast, frequent, fair: how buses can better connect Melbourne*, identifies significant opportunities to reform Melbourne's bus network.

The report builds on previous research conducted over 2 years into the challenges and opportunities for Melbourne's bus network. It includes one of the largest ever studies of community attitudes to buses.

More than a third (34%) of Melburnians have never caught the bus, even though 8 out of 10 (82%) live within 400 metres of a bus stop. Average wait times for buses are about 40 minutes during a typical weekday and 50 minutes on Sundays

Faster and more frequent bus services, longer operating hours, and routes which better connect to train stations and activity centres can give more people access to good public transport, reduce traffic congestion, and cut Victoria's transport emissions.

Buses can play a much larger role in moving people around Melbourne. The metropolitan bus network currently carries the lowest number of passengers of all forms of public transport, despite buses offering over 5 times more scheduled service kilometres than the city's tram or train networks.

Melbourne's buses cost over \$800 million to operate each year. They make up 30% of funding for metropolitan public transport operations and account for about 25% of overall public transport patronage.

Growth area residents are least likely to consider catching the bus, even when this is the only public transport option available. Our modelling shows comprehensive bus reform can lead to an extra 164,000 bus boardings and remove up to 63,000 vehicles from the city's roads every day.



Our report makes 10 recommendations to the Victorian Government to prioritise actions and investment within 5 years:

- 1 Increase the frequency of bus services, beginning with outer and growth area suburbs.
- 2 Optimise the bus network through fast and direct bus routes.
- 3 Extend operating hours to match passenger demand and improve timetable integration.
- 4 Strengthen the role of community transport.
- 5 Speed up buses through on-road priority and smarter technology.

Opportunities to reduce greenhouse gas emissions of infrastructure: advice to government

Up to 70% of Australia's annual greenhouse gas emissions relate to the lifecycle of infrastructure through operational, enabled, and embodied emissions.

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.

Our advice explains how the Victorian Government can update policies, guidelines and procedures to make carbon emissions count in infrastructure decision-making. This includes planning, design, construction, maintenance and the end-of-life of Victoria's infrastructure.

Government policies and practices can promote no or low build solutions, better consider options to get more use from existing infrastructure and prioritise low carbon design solutions and materials.

Reducing carbon across infrastructure can help governments save money and deliver projects more efficiently. Valuing emissions in business cases ensures that climate change impacts are considered alongside other project costs and benefits.

With its multibillion dollar pipeline of new builds and asset maintenance, the Victorian Government has a significant opportunity to shape demand for zero or low carbon solutions across the infrastructure sector.

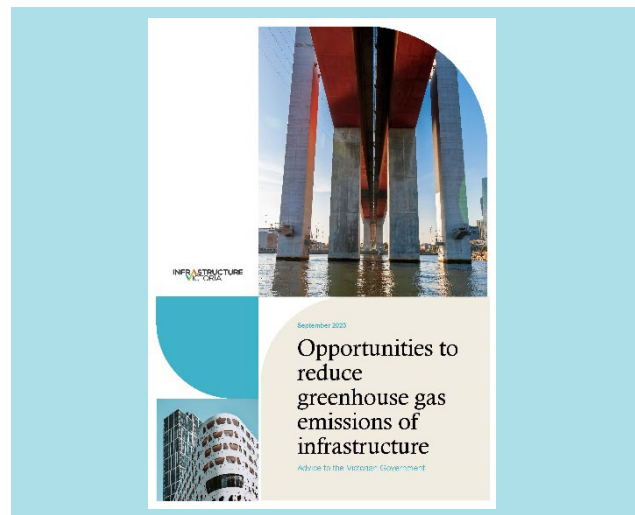
Action to limit or eliminate infrastructure-related emissions, also known as decarbonising infrastructure, is complex. Government and industry

- 6 Plan and deliver bus rapid transit across Melbourne.
- 7 Improve the bus stop and interchange experience.
- 8 Substantially reduce bus fares relative to other models.
- 9 Update the Principal Public Transport Network to align it with existing and future mass transit bus routes to be delivered through Victoria's bus plan.
- 10 Provide funding certainty for growth area buses.

stakeholders are looking for leadership, consistency and guidance on how to proceed.

We received 14 submissions from peak bodies, industry groups, private companies and others. Submissions are published on our website.

Our advice report identifies 3 principles and makes 10 recommendations, each with clear actions.



The 3 overarching principles to guide decarbonisation efforts in Victoria are:

- Prioritise non-build or low build solutions. Aim to get better use from existing infrastructure or modify it to meet changing needs before considering a new build. Use construction techniques like offsite or modular construction wherever possible in new builds.
- Align approaches with other governments and industry best practices.

- Clarify the scale and pace of infrastructure emissions reduction to give confidence to industry.

Our 10 recommendations create the foundation for decarbonising infrastructure:

- 1 Adopt a carbon management standard like PAS 2080:2023 Carbon management in buildings and infrastructure to measure and manage carbon emissions and modify as needed to embed in Victoria.
- 2 Implement the same carbon measurement approach as New South Wales and deliver training across the Victorian Government.
- 3 Initially adopt a carbon value of at least \$123 per tonne and then update to reflect values required to achieve Victorian emissions reduction targets.
- 4 Update business case guidelines and templates to integrate emissions reduction.
- 5 Measure carbon in infrastructure cost benefit analysis and make decisions that reduce emissions.
- 6 Update procurement frameworks and guidance to embed carbon reduction in tenders.
- 7 Update standard form contracts to include carbon reporting, abatement requirements and further reduction opportunities.
- 8 Establish carbon management prequalification requirements for government contracts.
- 9 Support industry to develop zero or low emissions solutions by testing alternative materials and adopting performance-based standards.
- 10 Update assurance processes to include carbon emissions.

Weathering the storm: adapting Victoria's infrastructure to climate change

Our research finds that action to better prepare Victoria's infrastructure for more frequent and extreme weather can keep Victorians safer, limit disruption and reduce the costs of disaster recovery.

Victoria's infrastructure was not built for our changing climate. This means infrastructure is exposed to greater damage from storms, bushfires and floods. But governments will not be able to do everything, everywhere, all at once to adapt it.

Our report, *Weathering the storm: adapting Victoria's infrastructure to climate change*, can help governments decide how and where to invest in adapting infrastructure. It shows how to assess the risks from extreme weather and compare different solutions to better protect infrastructure assets.

Extreme weather damage already costs Victoria about \$2.7 billion a year. Without action to better protect infrastructure, costs will grow.





Our research shows how to assess risks and adaptation solutions for Victorian infrastructure. It uses 3 hypothetical examples to test the assessment method: flooding and bushfire risks for roads and extreme wind for electricity distribution.

Our 7 recommendations can help the Victorian Government to better assess and prepare infrastructure for the impacts of climate change:

1 Boost priority and oversight for infrastructure adaptation

- Make public infrastructure resilience a priority in Victoria's climate change strategy.
- Develop an adaptation action plan for Victoria's energy system.
- Include all infrastructure types in future adaptation action plans.
- Specify the responsible agency for each adaptation action.
- Regularly publish a progress and evaluation report on adaptation actions.

2 Coordinate and standardise climate projections

- Establish an agreed set of climate projections for use in government infrastructure planning and management, especially projections of extreme weather events.

- Keep improving local level data that infrastructure managers can use for site-specific analysis.
 - Deliver training and ongoing support for infrastructure managers to apply the data to climate risk assessments.
- 3** Use asset management systems to improve resilience
- Release climate change guidance on assessing climate vulnerability and risk, designing for resilience, and adopting preventative maintenance.
 - Support agencies to develop the processes, tools, and expertise to embed climate considerations in asset management practice.
- 4** Integrate climate risk into government risk management
- Develop detailed guidance to accompany the Victorian Government risk management framework on how to assess climate-related risks to infrastructure and integrate them into decision-making.
- 5** Align climate and financial risks to infrastructure
- Include climate adaptation in the government's long-term financial management objectives for infrastructure.
 - Require departments and agencies with infrastructure holdings to prepare climate-related financial risk disclosures.
- 6** Update business case and investment guidance
- Update existing business case guidelines, technical guidelines, and templates to include the risks and impacts of climate change.
- 7** Build confidence that good adaptation solutions will receive funding
- Attach funding to the 2026 updates of the system-wide adaptation action plans to encourage government agencies to evaluate and prioritise assets for adaptation and incorporate adaptation into business cases.

Compact cities: advice on how the Victorian government can achieve more compact urban forms

Infrastructure Victoria was asked to provide advice on what actions the Victorian Government can take to achieve more compact cities. This advice is intended to inform Cabinet decisions and confidentiality protocols apply.

No further details can be provided by Infrastructure Victoria and enquiries are a matter for the Victorian Government. The advice was delivered in late March 2024.

How our work informs and engages

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.

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 9 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.

During 2023–24, the Victorian Government committed funding which will deliver on many of the recommendations of our 30-year infrastructure strategy over the coming years. These are detailed in our full year assessment of the government's delivery of its 5-year infrastructure plan.

These highlights show how our work has informed government policy and decision-making during the year:

- Government announced draft housing targets to guide local governments on where future homes should be built across Victoria. The targets were released for consultation in June 2024.
- The \$1 billion Regional Housing Fund aims to deliver more than 1,300 new homes. Programs include the rapid renewal of public housing.
- The Housing Statement committed to retiring and redeveloping all of Melbourne's 44 high-rise public housing estates by 2051.
- Introduction of energy efficiency requirements with all new homes now required to meet a minimum 7.0 star NatHERS rating.
- New gas connections for new dwellings, apartment buildings, and residential subdivisions requiring planning permits are being phased out.
- Announcement of the redevelopment of the Royal Melbourne Hospital's campus in Parkville.

- \$275 million to expand the capacity of the Austin Hospital's emergency department and build a new paediatric emergency department zone.
- \$118 million for works across the Alfred Hospital campus to maintain operating theatres, intensive care and in-patient units.
- Government is also building new public hospital capacity in Melbourne's outer northern and western suburbs through a range of initiatives.
- Draft Transport Accessibility Strategy published to help prioritise accessibility upgrades, with the final strategy expected in 2024.
- \$641 million to upgrade the Melton train line. This includes building extra stabling and upgrading stations to deliver better train services and increase train capacity.

Engagement

We have sought feedback from over 18,500 Victorians to inform the 2025 update of the state's 30-year strategy including more than:

- 6,000 people for *Our home choices: how more housing options can make better use of Victoria's existing infrastructure*
- 4,000 people for *Towards 2050: gas infrastructure in a net zero emissions economy*
- 4,000 people for *Fast frequent fair: how buses can better connect Melbourne*
- 4,000 people for our Access to social infrastructure project

More than 500 people also participated in the 30-year strategy objectives engagement program. Engagement activities included a survey, call for ideas, submissions, sector and regional stakeholder workshops, and a Young People's Forum.

Our website, electronic newsletters, webinars and social media platforms, together with mainstream media coverage, continue to draw people to our work. These efforts give everyone an opportunity to be informed and engage with infrastructure planning and research in Victoria.

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.

Policy submissions

Infrastructure Victoria draws on its sound evidence-base and recommendations to contribute to complex policy reform. During the past year, we made submissions to 4 parliamentary public inquiries and provided a further 4 submissions on Victorian and Australian Government proposed policy changes:

- Submission to the Victorian Legislative Assembly Environment and Planning Committee, Inquiry into securing Victoria's food supply.
- Submission to the Victorian Legislative Council, Environment and Planning Committee, Inquiry into climate resilience.
- Submission to Australian Parliament, Senate Economics References Committee, Inquiry into residential electrification.
- Submission to Australian Parliament, House of Representatives Standing Committee on Climate Change, Energy, Environment and Water, Inquiry into the transition to electric vehicles.
- Submission on draft *Victoria's bushfire management strategy* to Victorian Government Department of Energy, Environment and Climate Action.
- Submission on draft grant opportunity guidelines for the Peri-urban Mobile Program, an initiative supporting mobile network operator shared use and co-investment in infrastructure. Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
- Submission on draft National Road Transport Technology Strategy and 2024–27 National Connected and Automated Vehicle (CAV) Action Plan. Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
- Submission on National Adaptation Plan Issues Paper. Australian Government Department of Climate Change, Energy, Environment and Water.

References and citations

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 [Independent Review of the Australian Climate Service](#) (commissioned by the Australian Government Minister for Climate Change) cited *Weathering the storm* in its final report.
- Grattan Institute cited *Choosing Victoria's future* in its [It all adds up: reforming points-tested visas](#) report.
- Victorian Auditor-General's Office cited *Victoria's infrastructure strategy 2021–2051* in its audit of [Planning social housing](#).
- Municipal Association of Victoria cited *Opportunities to reduce greenhouse gas emissions of infrastructure* in its [submission to the draft National Urban Policy](#).
- National Housing Supply and Affordability Council cited *Our home choices* in their [State of the housing system 2024](#) report.
- NSW Productivity Commission cited *Choosing Victoria's future* in its report titled [What we gain by building more homes in the right places](#).
- South Australian Department of Infrastructure and Transport cited *Victoria's infrastructure strategy 2021–2051* in its [Freight and Supply Chain Strategy](#).
- Committee for Melbourne cited *Our home choices* in its [Benchmarking Melbourne 2024](#) report:
- Housing Industry Association cited *Our home choices* in their [submission to the Victorian Parliamentary inquiry into the Victorian rental and housing market](#).
- Grattan Institute cited *Infrastructure provision in different development settings* in their [submission to the same inquiry](#).
- Environment Victoria cited *Opportunities to reduce Victoria's greenhouse gas emissions of infrastructure* in their [submission to the Australian Government's consultation on Vehicle Efficiency Standards](#).
- Wellington Regional Transport Committee cited *Choosing Victoria's future* in its [submission to the New Zealand Ministry of Transport's Draft Government Policy Statement on Land Transport 2024–25](#).

- Centre for Independent Studies cited *Our home choices* in its [policy paper on housing affordability and supply restrictions](#).
- Port of Melbourne cited our *Advice on securing Victoria's ports capacity* in their commissioned draft report from Deloitte Access Economics on [Port capacity enhancement program cost benefit analysis](#).
- Clearwater (a capacity building program for the Victorian water sector) referenced our *What makes a locality attractive?* report in their [factsheet on greening of public open space](#).
- The Committee for Melbourne cited *Our home choices* and *Fast, frequent, fair* in its [2024–25 State Budget submission](#).
- Environment Victoria cited *Towards 2050: gas infrastructure in a net zero emissions economy* in a website article titled "[Green gas' myths debunked: why hydrogen and bio-methane can't save the gas network](#)".
- Infrastructure Partnerships Australia cited *The road ahead* and *Good move: fixing transport congestion* in its [Completing road reform report](#).
- Municipal Association of Victoria cited *Infrastructure provision in different development settings*, *Five year focus*, *Our home choices*, and *Victoria's 30-year infrastructure strategy* in its [Shaping metropolitan Melbourne](#) discussion paper.
- The Commissioner for the Environment cited *Advice on recycling and resource recovery infrastructure* in its [Victorian state of the environment report 2023](#).
- Marinus Link cited *Victoria's infrastructure strategy 2021–2051* in its submission to the Tasmanian Parliament's Joint Select Committee on Energy Matters in Tasmania.
- Australian Academy of Technological Sciences and Engineering (ATSE) cited *Towards 2050: gas infrastructure in a net-zero emissions economy* in their [submission to the Australian Government Department of Industry, Science and Resources Future gas strategy consultation](#).
- The Victorian Department of Energy, Environment and Climate Action cited *Towards 2050: gas infrastructure in a net-zero emissions economy* in their [Gas substitution roadmap update](#).
- The Victorian Department of Transport and Planning cited *Our home choices* in its [Modernising car and bicycle parking requirements discussion paper for councils](#) (as published in the City of Booroondara's council papers).
- Australian Energy Producers cited *Towards 2050: gas infrastructure in a net-zero emissions economy* in their factsheet [Key factors that influence east coast gas prices](#).
- The Strata Community Association (Vic) cited *Policy evidence for more housing options in Victoria* in its [submission to the Legislative Council's Rental and Housing Affordability Crisis Inquiry](#).
- KPMG cited our *Automated and zero emissions vehicles infrastructure advice* in their report on decarbonising transport: [The impact of EV uptake on our networks](#).
- Institute for Energy Economics and Financial Analysis cited *Towards 2050: gas infrastructure in a net zero emissions economy* in its report ['Renewable gas' campaigns leave Victorian gas distribution networks and consumers at risk](#).
- Grattan Institute cited *Infrastructure delivery in different development settings* and *What are the impacts of living in social housing?* in its [submission to the Senate Standing Committee on Community Affairs inquiry into the worsening rental crisis in Australia](#).
- Infrastructure SA cited *Infrastructure delivery in different development settings* in their [Infrastructure and land development cost comparison technical note: greater Adelaide regional plan discussion paper](#).
- NSW Productivity Commission cited *Infrastructure delivery in different development settings* in their [Building more homes where infrastructure costs less: comparing the marginal costs of servicing growth in different areas of Sydney](#) report.
- Committee for Melbourne cited *Get on board* and the [Bus reform community research](#) in their [report Course correction: reforming Melbourne's buses](#).
- Queensland Department of State Development, Infrastructure, Local Government and Planning cited *Our home choices* in their draft [Shaping SEQ: south east Queensland regional plan 2023 update](#).
- Australasian College of Road Safety cited *The post-pandemic commute: the effects of more working from home in Victoria* in its submission to the Legislative Assembly inquiry into the impact of road safety behaviours on vulnerable road users.
- The Interface Councils cited *Infrastructure delivery in different development settings* in a report commissioned from SGS Economics and Planning: [Melbourne's growth management opportunity](#).

- The City of Greater Bendigo cited *Infrastructure delivery in different development settings* in their draft *Managed growth strategy*.
- Macedon Ranges Shire Council cited *Victoria's infrastructure strategy 2021–2051* in its *Priority projects* report.
- Yarriambiack Shire Council cited *Victoria's infrastructure strategy 2021–2051* in its draft *Sport and active recreation strategy*.
- The City of Whittlesea cited *Victoria's infrastructure strategy 2021–2051* in its *Draft integrated transport plan 2024*.
- Banyule City Council referred to a recommendation from *Victoria's infrastructure strategy 2021–2051* in its advocacy document *Creating safe and accessible cycling corridors in Banyule*.
- Melton City Council cited *Victoria's infrastructure strategy 2021–2051* in its state Budget submission and its federal budget submission.
- Banyule City Council cited *Victoria's infrastructure strategy 2021–2051* in its advocacy for Victorian Government funding for cycle path investments.
- The City of Booroondara cited *Victoria's infrastructure strategy 2021–2051* in its *Economic development strategy context* report.
- Hobson's Bay City Council cited *Advice on securing Victoria's ports capacity* in their *Economic development strategy 2023–28*.
- The City of Greater Geelong and Wyndham City Council cited *Victoria's 30-year infrastructure strategy* and the *Advice on securing Victoria's ports capacity* in their *Avalon corridor strategy*.
- YIMBY Melbourne cited *Our home choices* in their *Melbourne's missing middle: building a living, affordable and sustainable city for all* report.
- The City of Melton cited *Victoria's infrastructure strategy 2021–2051* in its *City of Melton state budget submission 2023–24: strong growth, real opportunity*.
- The Latrobe Valley Authority cited the *Gippsland industry profile* in the *Gippsland 2035: Latrobe Valley and Gippsland transition plan*.

Academic citations:

- *Addressing regional disadvantage Goulburn fact sheet* was cited by Carol Reid, Fran Smullen, Shannon K. Bennetts, Lisa H. Amir & Catherine Chamberlain (2023) 'Trauma-informed primary healthcare for parents: multidisciplinary experiences in rural service implementation', *Australian Social Work*.
- *Value capture: options challenges and opportunities* was cited in Edward SW Ti, 'Compensation and taxing land regulations', *The Adelaide Law Review*, Vol 44 no.1, Sep 2023, pp.135-162.
- *Advice on automated and zero emissions vehicles: evidence base report* was cited in A. Chougule, V. Chamola, A. Sam, F. R. Yu and B. Sikdar, "A Comprehensive Review on 'Limitations of autonomous driving and its impact on accidents and collisions', in *IEEE Open Journal of Vehicular Technology*, doi: 10.1109/OJVT.2023.3335180.
- *The road ahead, Five-year focus and Advice on automated and zero emissions vehicles* were cited by Vanessa Johnston in her book chapter 'An environmental take on Australia's traffic congestion 'crisis': using road pricing to achieve sustainable transport' in *Environmental fiscal challenges for cities and transport*.
- *Good move and Victoria's infrastructure strategy 2021–2051* was cited in Munir T, Dia H, Shafiei S, Ghaderi H, 'Comparative evaluation of road pricing schemes: a simulation approach' (Australian perspective), *Sustainability*. 2023; 15(23):16366.
- *Learning from the past: a history of infrastructure planning in Victoria* was cited in Keys E, De Gruyter C and Pemberton S. 'Packed like sardines: urban consolidation and transport planning practice', *Australasian transport research forum 2023 proceedings*, 29 Nov–1 Dec 2023,
- *Model calibration and validation report* (for MABM, 2017) was cited in Tiwari S, Nassir N, Lavieri PS. 'Testing request prioritization strategies to improve the quality of a shared autonomous vehicles service: a Melbourne case study', *Australasian transport research forum 2023 proceedings*, 29 Nov–1 Dec 2023.
- *Victoria's infrastructure strategy 2021–2051* was cited by Gu N, Soltani S, London K, Pablo Z, Davis A. 'Stakeholders' perceptions of digital collaboration in delivering a mixed-use housing development project: a case study in Australia', *Buildings*, 2023; 13(9):2229.
- *Victoria's infrastructure strategy 2021–2051*, and associated technical papers, was cited in their conference paper by LE, H; Gurry, F; Byrne, M; Wood, N & Lennox, J, 'The development and application of a land use, transport and economy interaction model', *Australasian Transport Research Forum (ATRF)*, 42nd, 2021, Brisbane, Queensland, Australia.

- *Victoria's infrastructure strategy 2021–2051* was cited in: Annette Kroen, Chris De Gruyter, Robin Goodman & Steve Pemberton (2023) 'Developer-led bus services in greenfield areas – characteristics and opportunities', *Urban Policy and Research*, 41:3, 314-329.
- The 2016 30-year infrastructure strategy was cited by Liam Davies in his PhD thesis entitled: 'From crisis to crisis: understanding changes to Victorian rental housing policy from the global financial crisis to COVID-19'.
- Our *Advice on securing Victoria's ports capacity* was cited in: Majoral, G., Reyes, A., & Saurí, S. (2023). 'Lessons from reality on automated container terminals: what can be expected from future technological developments?' *Transportation Research Record*, 0(0).
- Our *Advice on automated and zero emissions vehicles* was cited by Dr C Hargroves, Dr S Dwyer, and B James in their paper presented at the 36th International Electric Vehicle Symposium and Exhibition (EVS36), 'Strategic integration of electrified fleets for mutually optimised systems: an Australian analysis.'

Five-year financial summary

Five-year financial summary	2023–2024	2022–2023	2021–2022 ^b	2020–2021	2019–2020
Total income from transactions	9,331,733	9,922,138	9,849,369	9,934,765	10,056,029
Total expenses from transactions	9,440,000	9,976,101	9,310,816	9,466,675	10,128,246
Net result from transactions	-108,267	-53,963	538,553	468,090	-72,217
Other economic flows included in net result ^a	327,141	-7,801	53,806	79,099	-16,178
Net result for the period	218,874	-61,764	592,359	547,189	-88,395
Net cashflows from operations	378,147	416,668	336,459	312,288	296,608
Total assets	4,585,807	5,310,110	5,719,438	4,631,972	4,345,948
Total liabilities	3,397,022	4,340,199	4,687,457	4,192,391	4,453,516

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.

2023–2024 financial review

Infrastructure Victoria is funded through annual appropriations and does not receive revenue outside of the government allocation. In 2023–24 Infrastructure Victoria's appropriation was reduced by \$0.6m as part of the financial year 2023–24 Budget commitment to implement significant savings.

In financial year 2023–24 Infrastructure Victoria's total expenditure was \$9.4 million, higher than its annual appropriation by \$108,267. The primary driver of this overspend was a \$83,460 back payment for insurance coverage provided through the Department of Treasury and Finance between financial years 2020–21 and 2023–24.

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 2023–24.

Financial position – balance sheet

Total assets of Infrastructure Victoria decreased from \$5.3 million last year to \$4.6 million this year. This was mainly due to commencement of a new lease for the Infrastructure Victoria office at 140 William Street, Melbourne.

The incentives in the new lease combined with a reduced lease term assumption reduced the associated right-of-use asset valuation and subsequently reduced total assets.

The decrease in total liabilities from \$4.3 million to \$3.3 million, was due to the corresponding decrease in lease liability for the Infrastructure Victoria office combined with a reduction in commitments and accruals because of the reduced appropriation.

Cash flows

The net cash flows from operations decreased slightly to \$0.378 million this year compared to the previous year's \$0.417 million. This movement is mainly due to reduced contractual payments.

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 is Founding Partner at Invalorem. He 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.



Christine O'Reilly
Deputy Chair

Christine O'Reilly is an independent non-executive director with over 30 years of experience in the financial and infrastructure sectors, with deep financial and public policy expertise and experience in large-scale capital projects, transformational strategy and core leadership.

Christine was the Chief Executive Officer of the GasNet Australia Group and Co-Head of Unlisted Infrastructure Investments at Colonial First State Global Asset Management. This followed an early career in investment banking and audit.

Christine is currently a non-executive director of BHP, The Australia and New Zealand Banking Group and Stockland. Her previous non-executive board appointments include CSL, Transurban, Medibank and Energy Australia.



Rebecca Casson

Dr Rebecca Casson 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 and an advisory board member of the Victorian Skills Authority.

Rebecca is an experienced non-executive director and was previously president of Incolink, chairperson of the Victorian Government's Sick Pay Guarantee Ministerial Advisory Committee, CEO of Master Builders Victoria and CEO of the Committee for Geelong.

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



Lucia Cade

Lucia Cade is an experienced non-executive director with professional engineering and commercial experience across private, listed and government sectors. She has worked across Australia and New Zealand and collaborated internationally.

Lucia has expertise across a broad portfolio including utilities, manufacturing, waste recycling, energy research and infrastructure investment. She is currently chair of Paintback and Methodist Ladies College. She is also a director of Engineers Australia, Urban Utilities and Future Fuels CRC.

Lucia is a Fellow of the Australian Institute of Company Directors and holds both a Bachelor and Masters of Engineering from Monash University. She was honoured as the Distinguished Alumnus for the Faculty of Engineering at Monash University in 2018 and was named Civil Engineer of the Year by the Department of Civil Engineering the following year.



Jeremi Moule

Jeremi Moule 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.



Paul Younis

Paul Younis became Secretary, Department of Transport and Planning in January 2023.

He was previously Secretary of the Department of Transport until Victoria's transport, planning and land use functions were brought together.

In 2019, Paul led the integration of the transport portfolio and oversaw the delivery of a record \$90 billion of new transport infrastructure across Victoria.

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



Chris Barrett

Chris Barrett commenced as Secretary of the Department of Treasury and Finance in December 2023. He leads the department in its role of providing economic, financial and resource management policy advice to the Victorian Government.

Chris joined the department as Deputy Secretary of the economic division in January 2021. He was responsible for the provision of high-level economic and policy advice to government on productivity, taxation and regulation, along with social, environmental and economic development issues.

Chris' career includes over 2 decades in public service in Melbourne, Canberra and internationally.



Jonathan Spear
Chief Executive Officer

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

Jonathan leads the organisation’s work on Victoria’s 30-year infrastructure strategy, research program and provision of independent advice to the Victorian Government.

Before joining Infrastructure Victoria in 2015, Jonathan held senior executive 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 a director of the Melbourne Forum.



Allison Stewart
Deputy Chief Executive

Dr Allison Stewart was Infrastructure Victoria’s Deputy CEO throughout 2023–2024. She left the organisation for a new role in early August 2024.

Allison has more than 20 years working on mega-projects in industry, government, consulting, and academia.

Allison was an executive at the Suburban Rail Loop Authority prior to joining Infrastructure Victoria. 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.



Llewellyn Reynders

Director Research and Policy

Llewellyn Reynders co-leads Infrastructure Victoria's Research and Policy team, specialising in research areas such as urban productivity, social equity and the impact of climate change on infrastructure.

Llewellyn joined Infrastructure Victoria in 2019 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*. The state's second integrated, cross-sectoral infrastructure strategy was tabled in the Victorian Parliament in August 2021.

Llewellyn was previously policy manager at the Victorian Council of Social Service, where he advocated for reducing poverty in Victoria. He has held leadership and policy roles in other government and not-for-profit organisations. He has a Master of Social Policy from the University of Melbourne, and a Bachelor of Economics and Bachelor of Science from the Australian National University.



Eloise Modun

Director Research and Policy

Eloise Modun co-leads Infrastructure Victoria's research and policy team, specialising in infrastructure planning and investment prioritisation, economic modelling, analysis and policy development.

Eloise joined Infrastructure Victoria in May 2024. She has more than 15 years' prior experience across multiple infrastructure sectors as an engineer, economist, consultant and senior leader with AECOM and Deloitte.

Eloise holds a Bachelor of Commerce (Economics) and Bachelor of Engineering (Civil) (Hons) from Monash University and a Certificate IV in Business Administration.



Victoria Thaine

Director, Corporate & People and Culture

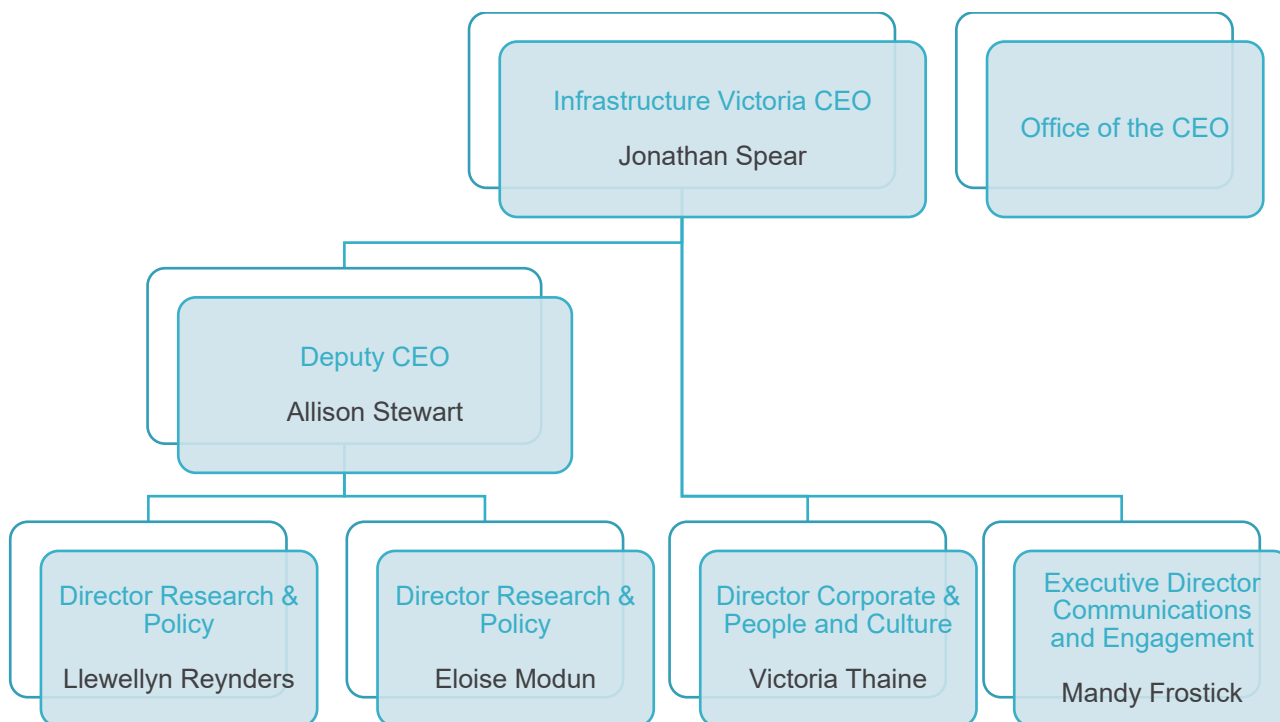
Victoria Thaine is Infrastructure Victoria's Director Corporate & People and Culture, leading the delivery of operational functions including procurement, budgeting and governance. She is also responsible for designing and implementing key organisational culture initiatives.

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. She is currently completing a Master of Social and Organisational Leadership.

Organisational structure

Infrastructure Victoria is managed within 3 groups: Communications 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, on 13 July 2023 and 11 September 2023 it was agreed Paul Younis would not take part in decision making on out-of-session items relating to Infrastructure Victoria's *Advice on opportunities to reduce greenhouse gas emissions of Victorian Government infrastructure*.

To avoid any actual or perceived conflict of interest, Paul Younis took part in discussions but not decision making on Infrastructure Victoria's *Choosing Victoria's future* research at a meeting of the board on 27 July 2023.

To avoid any actual or perceived conflict of interest, Paul Younis took part in discussions but not decision making on Infrastructure Victoria's *Fast, frequent, fair* buses research at a meeting of the board on 21 September 2023. To avoid any actual or perceived conflict of interest, it was agreed that Paul Younis would also take part in discussions but not decision making on Infrastructure Victoria's *Weathering the storm* research at the same meeting.

To avoid any actual or perceived conflict of interest, Jeremi Moule, Paul Younis and David Martine were not provided with papers outlining Infrastructure Victoria's annual assessment of the Victorian Government's progress in meeting Victoria's infrastructure needs at a meeting of the board on 21 September 2023. Paul Younis and David Martine attended the meeting but excused themselves from the discussion and decision making.

To avoid any actual or perceived conflict of interest, Christine O'Reilly and Chris Barrett took part in discussions but not decision making on Infrastructure Victoria's *Advice on achieving more compact urban forms* at a meeting of the board on 8 March 2024.

Audit and risk committee

The audit and risk committee comprises the following members:

- Rebecca Casson – Chair
- Chris Barrett – Member
- Trish Donohue – Independent member (July 2023 – April 2024)
- Natalie MacDonald – Independent member (appointed May 2024)

Trish Donohue has worked in the investment, finance and superannuation sectors for over 30 years. Trish is an associate of the Institute of Actuaries Australia and a graduate of the Australian Institute of Company Directors.

Natalie MacDonald is an experienced executive and board member with a background in strategy development and implementation, change management and large-scale service delivery. She also has deep experience in the delivery of government funded housing and civic infrastructure. She retired from her role as CEO of the Country Fire Authority on 31 July 2024 and continues to serve as Deputy Chair of Development Victoria and as a board member on several other entities.

The main responsibilities of the audit committee are:

- 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
 - 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 3 times in 2023-2024.

Occupational health and safety

Infrastructure Victoria maintains a policy on Occupational health and safety. There were no reportable health and safety incidents in 2023–2024.

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. Our selection processes ensure applicants are assessed and evaluated fairly based on key selection criteria and other accountabilities, without discrimination.

We are proud of the diversity of our staff including demographics, backgrounds, skills and capabilities.

Infrastructure Victoria maintains 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 2024, and of the previous reporting period ending 30 June 2023.

	June 2024						June 2023					
	Ongoing		Fixed term /casual		Total		Ongoing		Fixed term /casual		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Gender												
Male	12	12	6	5.2	18	17.2	13	13	2	2	15	15
Female	22	19.1	4	2.9	26	22	24	21.4	3	1.59	27	22.99
Self- described	0	0	0	0	0	0	0	0	0	0	0	0
Age												
Under 25	0	0	2	1.4	2	1.4	1	1	0	0	1	1
25-34	8	7.4	5	3.9	13	11.3	10	9.7	4	2.99	14	12.69
35-44	15	13.8	2	1.8	17	15.6	14	13	1	0.6	15	13.6
45-54	7	6.5	0	0	7	6.5	8	7.5	0	0	8	7.5
55-64	4	3.4	1	1	5	4.4	4	3.2	0	0	4	3.2
65+	0	0	0	0	0	0	0	0	0	0	0	0
VPSG2	0	0	3	1.7	3	1.7	0	0	1	0.39	1	0.39
VPSG3	4	4	1	1	5	5	4	4	1	0.59	5	4.59
VPSG4	5	4.2	0	0	5	4.2	5	4.7	1	1	6	5.7
VPSG5	5	4.9	3	3	8	7.9	8	7.7	1	1	9	8.7
VPSG6	15	13.4	3	2.4	18	15.8	15	13.2	1	0.6	16	13.8
STS	0	0	0	0	0	0	0	0	0	0	0	0
SES3	0	0	0	0	0	0	0	0	0	0	0	0
SES2	2	1.8	0	0	2	1.8	2	1.8	0	0	2	1.8
SES1	3	2.8	0	0	3	2.8	3	3	0	0	3	3
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total	34	31.1	10	8.1	44	39.2	37	34.4	5	3.58	42	37.98

Demographic data

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

Salary band	Executives – June 2024		Executives – June 2023	
	Headcount	FTE	Headcount	FTE
<\$199,999	0	0.00	0	0.00
\$200,000 – \$219,999	0	0.00	2	2.00
\$220,000 – \$239,999	3	2.80	1	1.00
\$240,000 – \$259,999	0	0.00	0	0.00
\$260,000 – \$279,999	0	0.00	2	2.00
>\$280,000	2	1.80	0	0.00

Executive officer data

An executive officer 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 executive officer classification levels.

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

	June 2024								June 2023							
	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	1.00	0	0.00	0	0.00	0	0.00	0	1.00	0	0.00	0	0.00
SES-2	2	1.80	0	0.00	0	0.00	2	1.80	2	2.00	0	0.00	0	0.00	2	2.00
SES-1	2	1.80	1	1.00	0	0.00	3	2.80	1	1.00	2	2.00	0	0.00	3	3.00
Total	4	3.60	1	2.00	0	0.00	5	4.60	3	3.00	2	3.00	0	0.00	5	5.00

The number of executives in the report of operations is based on the number of executive positions occupied at the end of the financial year.

Note 8.2 in the financial statements lists the total number of executive officers and the total remuneration paid to executive officers during 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 2023–24 financial year.

These disclosures are reconciled in the table below:

Reconciliation of executive numbers	2023-24	2022-23
Executives (as per Note 8.3)	5	5
Accountable Officer	1	1
Separations	1	0
Total executive number 30 June	6	6

Other disclosures

Local Jobs First

The *Local Jobs First Act 2003* and associated Local Jobs First policy ensures that local small to medium enterprises are given opportunities to compete for both large and small government contracts.

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. The Major Projects Skills Guarantee policy 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 2023–2024 reporting period.

Government advertising expenditure

In 2023–2024, Infrastructure Victoria did not undertake any government advertising campaigns.

Consultancy expenditure

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

In 2023–24, Infrastructure Victoria undertook 15 consultancy engagements where total fees payable exceeded \$10,000. The total expenditure incurred during 2023–24 for these consultancies was \$1,089,833 (excluding GST). Details of individual consultancies are provided in the following table.

Details of consultancies under \$10,000

In 2023–24, Infrastructure Victoria engaged 14 consultancies where the total fees payable to each firm was less than \$10,000. The total expenditure incurred during 2023–2024 in relation to these consultancies was \$14,268 (excluding GST).

Consultant	Contract Description	Start Date	End Date	Total approved contract fee (ex. GST)	Expenditure 2023–24 (ex. GST)	Future Expenditure (ex. GST)
AECOM Australia	Transport modelling	May-24	Jun-25	\$234,430	\$97,553	\$136,877
Arterra Interactive	Urban development scenarios – visualisations	Jun-23	Aug-23	\$77,312	\$45,206	\$0
Arup Australia	Social infrastructure accessibility mapping	Dec-23	Jun-24	\$58,070	\$58,070	\$0
Arup Australia	Digital technology and infrastructure productivity	Feb-24	Jul-24	\$99,345	\$99,345	\$0
Centre for International Economics	Urban development scenarios – impact assessment	Jan-23	Oct-23	\$250,000	\$58,250	\$0

Consultant	Contract Description	Start Date	End Date	Total approved contract fee (ex. GST)	Expenditure 2023–24 (ex. GST)	Future Expenditure (ex. GST)
Centre for International Economics	Social infrastructure school demand forecasting	Mar-24	Jun-24	\$51,982	\$51,982	\$0
HLB Mann Judd	Internal audit	May-23	May-25	\$70,000	\$15,232	\$35,000
Jacobs Group	Victoria's energy transition	Feb-24	Jul-24	\$241,957	\$193,565	\$48,391
Meri Communication	Website redevelopment - content strategy	Oct-23	Jan-24	\$54,450	\$51,975	\$0
Quantum Market Research	Social infrastructure consumer survey	Jan-24	Jun-24	\$130,857	\$130,857	\$0
SEC Newgate	Stakeholder engagement assessment	Jun-24	Nov-24	\$54,765	\$27,383	\$27,383
Today Strategic Design	Website redevelopment - user experience design	May-23	Aug-23	\$80,318	\$40,159	\$0
Today Strategic Design	Website redevelopment - build, refine and deploy	Sep-23	Jan-24	\$203,658	\$188,944	\$0
Today Strategic Design	Website support and maintenance	Jan-24	Jan-25	\$33,389	\$13,912	\$19,477
WSP Australia Limited	Better buses transport modelling	Jan-23	Jul-23	\$254,000	\$17,400	\$0

Information and communication technology expenditure

The Department of Government Services provided information and communication technology services to Infrastructure Victoria, on a fee for service basis, under the terms of a memorandum of understanding for the period 1 July 2023 to 30 June 2024.

In 2023–2024, business-enabling information and communication technology, finance and human resources services were provided through a shared services arrangement with the Department of Treasury and Finance for a fee of \$277,943.

Freedom of Information

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

In 2023–2024 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 Freedom of Information Act 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

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 Disclosures 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 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 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 is committed to strengthening the rights of people with a disability. We strive to create and maintain an accessible and inclusive environment for all people with a disability who have contact with Infrastructure Victoria, whether as employees, stakeholders or members of the public.

Environmental impacts

During 2023–2024, Infrastructure Victoria took further action to progress our environmental and circular economy commitment.

We committed to the internal design and online publishing of all reports (including this annual report), unless printed copies need to be tabled in Parliament or to meet stakeholder or community needs. These actions were introduced during the past 18 months and have eliminated report print wastage.

Infrastructure Victoria proactively engages building management at the office premises to progress sustainable building initiatives. We minimise the use of electricity by using motion sensitive lighting and efficient appliances. We operate 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. 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. The framework establishes requirements for Victorian Government departments and agencies when they procure goods, services and construction.

Additional Information

Infrastructure Victoria's published reports and information are available online at www.infrastructurevictoria.com.au, our internet site.

Any relevant information relating 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 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.

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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.

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<i>Carers Recognition Act 2012</i>	42
<i>Disability Act 2006</i>	42
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Assessment of progress in meeting Victoria's infrastructure needs

The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria to conduct an annual assessment of the Victorian Government's priorities and progress in meeting the needs identified in Victoria's 30-year infrastructure strategy.

Legislative requirement to assess government progress

The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria to prepare an updated 30-year infrastructure strategy every 3 to 5 years. The most recent strategy, *Victoria's infrastructure strategy 2021–2051*¹, was tabled in the Victorian Parliament in August 2021. It contains 94 recommendations for the Victorian Government to confront long-term challenges, manage urban change, harness infrastructure for productivity and growth, and develop regional Victoria.

The Victorian Government is required to respond to the recommendations and prepare a 5-year infrastructure plan. In December 2021 the government published the *Victorian infrastructure plan 2021*². The plan is the government's 5-year statewide infrastructure plan to deliver the economic, social and environmental outcomes for Victoria. It contains 35 sector priorities and lists 103 projects and 43 reforms that were underway at the time of release.

The plan divides government actions into 8 infrastructure sectors:

- culture, sport and community
- education and training
- energy
- environment
- health and human services
- justice and emergency services
- transport
- water.

The *Infrastructure Victoria Act 2015* also requires Infrastructure Victoria to conduct an annual assessment of the Victorian Government's priorities and progress in meeting the infrastructure needs identified in the strategy. This assessment is published in Infrastructure Victoria's annual report each year. This report details our assessment for the 2023–24 financial year.

Approach to assessing progress

To complete the assessment, we:

- structured the assessment around the infrastructure needs and priorities set out in the *Victorian infrastructure plan 2021*
- aligned the strategy's 94 recommendations with the *Victorian infrastructure plan 2021*'s infrastructure needs and priorities
- reviewed publicly available information on initiatives and commitments that the Victorian Government announced, completed or progressed, and previous government actions since the release of the *Victorian infrastructure plan 2021*
- identified opportunities for the Victorian Government to progress existing needs.

We reviewed multiple sources to assess the government's progress towards meeting the priorities in the 2023-24 financial year:

- actions identified in the *Victorian Infrastructure Plan 2021*
- Victorian budget papers including the 2024–25 Budget for new initiatives announced
- annual reports from departments and agencies
- government websites and media releases.

We also met with all 10 Victorian Government departments and select agencies in July 2024. We asked representatives to review and confirm the initiatives we had already identified and to suggest additional initiatives for inclusion.

On specific occasions we have included Australian Government initiatives that eliminated or reduced the need for action by the Victorian Government on the strategy recommendations.

Our assessment refers to the Victorian Government's response to the strategy recommendations, as originally published in the *Victorian Infrastructure Plan 2021*. More information on the Victorian Government's response to each recommendation and infrastructure sector priorities can be found in the plan.

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

<p>Need – Victorian Infrastructure Plan 2021</p>	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
<p>Recommendation 1 – <i>Victoria's Infrastructure Strategy 2021–2051</i></p>	<p>Accelerate consumer purchases of zero emissions vehicles</p> <p>In the next two years, publish a statewide electric vehicle charging network strategy, and produce charging infrastructure design standards and payment principles. Over the next five years, monitor and review the effectiveness of financial incentives in encouraging early zero emission vehicle purchases. Commit to no longer registering new petrol and diesel vehicles in Victoria by 2035 at the latest, through increasingly stringent vehicle registration emissions standards.</p>
<p>Government position</p>	<p>Partially supported</p>
<p>Related priority <i>Victorian Infrastructure Plan 2021</i></p>	<p>Leading our transition to a clean energy economy and supporting jobs in the new energy sector</p>
<p>Actions in financial year 2023–2024</p>	<ul style="list-style-type: none"> • Australian states and territories agreed to minimum operating standards for government-supported public electric vehicle charging infrastructure, starting from 1 January 2024.³ • In December 2023, the Australian Government announced tougher noxious pollution limits for petrol and diesel cars from December 2025.⁴ • The Australian Government announced a New Vehicle Efficiency Standard to bring cleaner cars to Australia and reduce transport emissions. The standard comes into effect from 1 January 2025.⁵
<p>Previous progress</p>	<ul style="list-style-type: none"> • The zero emissions vehicles subsidy closed to new applicants on 30 June 2023. It supported Victorians to purchase nearly 10,000 zero emission vehicles.⁶ • Released the <i>Zero Emissions Vehicle Roadmap</i> in 2021, which remains in effect until 2030.⁷ It was supported by a \$100 million package of initiatives, including a 50% light zero emissions vehicles sales target by 2030.⁸ • The Australian Government released <i>The National Electric Vehicle Strategy</i> in April 2023. It will develop nationally consistent principles for zero emission vehicle incentives and state/territory charging networks.⁹ • The Australian Government announced more funding for the Driving the Nation Fund in 2022. This includes \$39.3 million to help deliver 117 electric vehicle chargers on key highway routes across Australia.¹⁰
<p>Opportunities for further progress</p>	<p>The need to accelerate consumer purchases of zero emissions vehicles continues to exist.</p>

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
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Recommendation 2 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Transition government fleet and freight vehicles to zero emissions technologies</p> <p>Within the next five years, require all new government fleet vehicles to be zero emissions vehicles where available. Incentivise uptake of zero emissions freight vehicles through reviewing restrictions on zero emissions freight movements on freight routes.</p>
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Leading our transition to a clean energy economy and supporting jobs in the new energy sector
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Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Organised the Freight Industry Decarbonisation Summit in October 2023. The summit brought together over 80 leaders from the freight sector to discuss decarbonisation challenges, understand the role of government in the transition journey and recognise the significant decarbonisation efforts needed to reach net zero by 2045.¹¹ • \$20 million over 4 years to improve air quality in Melbourne’s inner west under the Clear Air for the Western Suburbs program. This includes grants for transport operators to modernise the truck fleet travelling through the inner west of Melbourne.¹²
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Previous progress	<ul style="list-style-type: none"> • Government’s <i>Zero Emissions Vehicle Roadmap</i> was released in 2021 and remains in effect until 2030. The roadmap included a zero emission public transport bus trial.¹³ It also requires all new public transport bus purchases to be zero emissions from 2025.¹⁴ • In October 2021, Victoria, along with other Australian states and territories, signed the 2021 United Nations Climate Conference (COP26) transport declaration. By signing, Victoria committed to convert the government’s car and van fleets to zero emissions by 2035.¹⁵
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Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.
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Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
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Recommendation 3 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Augment electricity transmission for renewable energy and resilience</p> <p>Support augmentation of critical electricity transmission infrastructure by 2027–28 to accommodate new renewable energy generation and improve network resilience and reliability through interconnection with other states.</p>
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Government position	Supported
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Protecting our energy security
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Actions in financial year 2023–2024	<ul style="list-style-type: none"> Continued early works for the Victoria-New South Wales Interconnector (VNI West), led by the Australian Energy Market Operator (AEMO).¹⁶ Continued working with the Australian Government and the Tasmanian Government to build the Marinus Link interconnector, a second undersea electricity connection between Tasmania and Victoria.¹⁷ Continued coordinating the development of transmission infrastructure for offshore wind energy generation in Gippsland and the declared Southern Ocean area.¹⁸
Previous progress	<ul style="list-style-type: none"> Signed an agreement with the Australian Government to jointly fund VNI West in 2022.¹⁹ Signed an agreement with the Australian and Tasmanian Government on the Marinus Link interconnector in 2022.²⁰
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> Confront long-term challenges Navigate the energy transition
Recommendation 4 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Identify and coordinate Renewable Energy Zones</p> <p>In the next year, identify Renewable Energy Zones, especially in the state's north-west, and continue to coordinate their development over the next 10 years.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Leading our transition to a clean energy economy and supporting jobs in the new energy sector
Actions in financial year 2023–2024	<ul style="list-style-type: none"> Consulted community on renewable energy planning survey and mapping, to develop the draft <i>Victorian Transmission Plan guidelines</i>.²¹ Consulted community on the draft <i>Renewable Energy Zones Community Benefits Plan</i>.²²
Previous progress	<ul style="list-style-type: none"> Continued developing the <i>Victorian Transmission Investment Framework</i> in 2023.²³ \$480 million from the Renewable Energy Zone fund was invested in 12 projects to strengthen and modernise Victoria's electricity grid.²⁴ In June 2023 the Victorian Government announced it would identify priority areas for renewable energy zone development by 2024 and publish the <i>draft Victorian Transmission Plan</i> for consultation by late 2024.²⁵ Established VicGrid in 2021 to coordinate the planning and development of Victoria's Renewable Energy Zones and transmission infrastructure to support the transition to renewable energy.²⁶
Opportunities for further progress	The opportunity to identify and coordinate Renewable Energy Zones continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
Recommendation 5 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Require 7-star energy-rated new homes by 2022, and increase afterwards Require all new homes to achieve a minimum 7.0-star NatHERS rating (or equivalent) by 2022, increasing towards 8.0 stars (or equivalent) by 2025, either through the National Construction Code or Victorian regulations.
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Ensuring efficient and affordable energy services
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • From 1 May 2024, all new homes require a minimum 7.0 star Nationwide House Energy Rating Scheme (NatHERS) rating.²⁷ • In July 2023, the Victorian and all other Australian, state and territory energy and climate change ministers agreed to update the Trajectory for Low Energy Buildings by the end of 2024. The update intends to support the delivery of a low energy, net zero emissions residential and commercial building sector by 2050.²⁸
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	Progress has been made on this need and no further opportunity has been identified.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
Recommendation 6 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Mandate a home energy disclosure scheme In the next five years, develop an energy efficiency disclosure scheme for home sales, to overcome information barriers and encourage energy efficiency improvements to existing homes.
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Ensuring efficient and affordable energy services
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Continued developing the <i>Home Energy Ratings Disclosure Framework – Version 1</i> in collaboration with the Australian state and territory governments.²⁹ The framework sets out a national approach to assess the energy performance rating and certificate to households at the point of sale or lease.
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	The opportunity to mandate a home energy disclosure scheme continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
Recommendation 7 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Strengthen minimum energy efficiency standards for rented homes</p> <p>In the next three years, increase minimum energy efficiency standards to reduce energy use and costs in rented homes. During the next 15 years, keep updating these standards to reflect new cost effective measures, and improve renters’ ability to make home energy efficiency improvements.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Ensuring efficient and affordable energy services
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Released the <i>Gas Substitution Roadmap update</i> in December 2023 which includes a commitment to new energy efficiency standards for rental homes.³⁰ Public consultation on these standards was completed in June 2024.³¹ • Continued to provide incentives for Victorians to purchase energy efficient products and services for their homes under the Victorian Energy Upgrades for Households program, which has been operating since 2009.³²
Previous progress	<ul style="list-style-type: none"> • Provided rebates to install energy efficient air conditioners and cap old gas heaters in rental properties, community housing organisations and owner-occupied households in 2021.³³
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
Recommendation 8 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Make Victorian Government buildings more energy efficient</p> <p>Generate energy savings in existing owned and leased Victorian Government buildings through energy efficiency upgrades. Set and report against energy efficiency targets for the next five years to support delivery of energy efficiency outcomes, then review with a view to set a longer term energy efficiency target.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Ensuring efficient and affordable energy services
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • All new public buildings that have not reached design stage from 28 July 2023 are required to be all-electric.³⁴ • Continued improving energy efficiency in public hospitals, aged care facilities and ambulance stations through the \$40 million Energy Efficiency and Solar program. Since August 2023, energy efficiency projects at 4 regional health services and the Victorian Aboriginal Community Controlled Health Organisation (VACCHO) have started.³⁵ • All government departments reported on their building greenhouse gas emissions and sustainability measures in their 2022–23 annual reports.³⁶

- In April 2024, the government released the National Australian Built Environment Rating System (NABERS) ratings for Victoria’s public hospitals. Hospital buildings achieved an average 4.1 star NABERS for energy, which represents high performance. Hospital buildings achieved an average 3.9 star NABERS for water, which represents market standard.³⁷

Previous progress

- The *Whole of Victorian Government emissions reduction pledge* was published in May 2021. It requires all new government office buildings and tenancy fit-outs to have a minimum 5-star energy efficiency rating, increasing to a 6-star rating from 2025. Government is also required to preference leases for higher-rated buildings and buildings with a Green Lease Schedule.³⁸
- The Greener Government Buildings program continued to support energy efficiency improvements of existing government buildings. Since 2009 it has facilitated energy efficiency and renewable energy upgrades across 35 projects, achieving annual savings of \$27 million and abating over 132,000 tonnes of greenhouse gas emissions per year.³⁹

Opportunities for further progress

Progress has been made on this need. The opportunity to make Victorian Government buildings more energy efficient continues to exist.

Need – Victorian Infrastructure Plan 2021

- **Confront long-term challenges**
- **Navigate the energy transition**

Recommendation 9 – *Victoria’s Infrastructure Strategy 2021–2051*

Encourage demand management pricing to reduce peaks and optimise distributed energy

In the next 10 years, optimise use of existing electricity infrastructure by encouraging demand management pricing.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Ensuring efficient and affordable energy services

Actions in financial year 2023–2024

- In March 2024, the Victorian and all other Australian, state and territory energy and climate change Ministers committed to undertaking reforms through a *National Consumer Energy Resources Roadmap*. The roadmap includes network reforms that will allow consumers to export more solar power to the grid.⁴⁰

Previous progress

- Introduced new time of use network tariffs from 1 July 2021.⁴¹ The tariffs allow consumers to get better value from their distributed energy resources, including electric vehicles, and optimises integration of distributed energy resources into the electricity grid.

Opportunities for further progress

The opportunity to encourage demand management pricing and optimise distributed energy continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Navigate the energy transition
Recommendation 10 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Confirm gas policies and pathways to reach net zero emissions and allow new gas-free homes</p> <p>Within a year, respond to Infrastructure Victoria’s <i>Advice on gas infrastructure</i>, including by considering the trajectory to transition natural gas to reach net zero emissions by 2050. This allows gas network planning changes after 2025. Adjust policies so they do not encourage or embed future residential natural gas use.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Leading our transition to a clean energy economy and supporting jobs in the new energy sector
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • The <i>Gas Substitution Roadmap update</i> was released in December 2023. The roadmap encourages sustainable alternatives to fossil gas and improves access to an affordable, secure, reliable and safe energy supply. It commits to investigating options to progressively electrify all residential and most commercial buildings.⁴² • From 1 January 2024, the Victorian Government no longer requires new gas connections for new dwellings, apartment buildings, and residential subdivisions requiring planning permits.⁴³ • Amended the <i>Building Regulations 2018</i> in November 2023 to remove the requirement for a gas-boosted solar water heater.⁴⁴ • Consulted community on Victoria’s Renewable Gas Consultation Paper in 2023.⁴⁵
Previous progress	<ul style="list-style-type: none"> • The first <i>Gas Substitution Roadmap</i> was released in July 2022.⁴⁶ It removed incentives for residential gas appliances from the Victorian Energy Upgrades scheme and added new incentives for those switching to efficient electric appliances.
Opportunities for further progress	The opportunity for gas policies and pathways to reach net emissions continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Respond to a changing climate
Recommendation 11 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Specify climate scenarios and carbon value in assessing infrastructure</p> <p>In the next year, update and expand practical instructions for government agencies on integrating climate-related risks into infrastructure assessments. This should include high, medium and low future climate change scenarios, transitional risks and valuing emission reductions.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Taking action on climate change
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Approval of practical guidance for government agencies by the Infrastructure Transport and Ministers’ Meeting to approve the policy on application of the

	<p>National Carbon Values for transport infrastructure proposals considered by the Commonwealth, state and territory jurisdictions.⁴⁷</p> <ul style="list-style-type: none"> • The Infrastructure and Transport Ministers' Meeting approved the <i>Embodied Carbon Measurement for Infrastructure: Technical Guidance</i> for measuring embodied emissions in infrastructure.⁴⁸ • <i>Transport Infrastructure Decarbonisation Strategy</i> released by the Victorian Infrastructure Delivery Authority in 2024.⁴⁹ • \$15.7 million to continue delivering the Governments climate action agenda.⁵⁰ • \$18.1 million announced in 2024-25 Budget to continue delivering the Victorian Government's climate action agenda.⁵¹
Previous progress	<ul style="list-style-type: none"> • \$27.6 million in 2022-23 to deliver the Governments climate action agenda.⁵² • Released <i>Victoria's Climate Change Strategy</i> in 2021.⁵³ • Released <i>Victorian Greenhouse Gas Emissions Report</i> in 2021.⁵⁴ • Victoria's Future Climate Tool was released in 2021. It provides public access to future climate information to help inform decision-making.⁵⁵ • Released <i>Climate science report</i> in 2019.⁵⁶
Opportunities for further progress	<p>The opportunity to specify climate scenarios and integrate carbon value in assessing infrastructure continues to exist. The continued annual release of Victoria's greenhouse gas emissions report is encouraged.⁵⁷ Infrastructure Victoria's advice, <i>Opportunities to reduce greenhouse gas emissions of infrastructure</i>, explains how the Victorian Government can update policies, guidelines and procedures for integrating carbon valuation and measurement in infrastructure assessment.⁵⁸</p>
Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Respond to a changing climate
Recommendation 12 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Strategically review climate consequences for infrastructure</p> <p>Strategically review the climate change consequences for Victoria's infrastructure needs and priorities, beginning in November 2021 after delivering the adaptation plans under the <i>Climate Change Act 2017</i>.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Taking action on climate change
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • \$15.7 million for climate action that will contribute to Victoria's 2045 target of net zero greenhouse gas emissions and building the State's resilience to climate change.⁵⁹ • Continued reviewing the <i>Climate Change Strategy</i>.⁶⁰
Previous progress	<ul style="list-style-type: none"> • 7 system-based <i>Adaptation Action Plans</i> and 6 <i>Regional Adaptation Strategies</i> were released in 2021 to guide Victorian Government adaptation efforts.⁶¹
Opportunities for further progress	<p>Infrastructure Victoria's <i>Weathering the storm: adapting Victoria's infrastructure to climate change</i> report assesses the risks of climate change events and provides recommendations to assist the Victorian Government to better assess and prepare infrastructure for the impacts of climate change.⁶²</p>

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Respond to a changing climate
Recommendation 13 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Consider all water supply sources</p> <p>Consider all water sources for supply augmentation, including identifying and addressing barriers to purified recycled drinking water within the next 10 years. When planning for future water supply, investigate all options including, but not limited to recycled water, seawater desalination, stormwater harvesting and better use of the water grid.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Extending and using our water grid better
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Continued building the Western Irrigation Network project.⁶³
Previous progress	<ul style="list-style-type: none"> • The <i>Central and Gippsland Region Sustainable Water Strategy 2022</i> introduced a new Water Grid Plan readiness framework to plan and progress urban water planning investment, ahead of finalising the first <i>Water Grid Plan</i>.⁶⁴
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long-term challenges • Respond to a changing climate
Recommendation 14 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Progress integrated water cycle management</p> <p>Within five years, accelerate progress toward an integrated model of water cycle management, starting by clarifying policy settings to allow the better use of stormwater and recycled water.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Extending and using our water grid better
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Continued building the Western Irrigation Network.⁶⁵ • Continued implementing the <i>Central and Gippsland Region Sustainable Water Strategy 2022</i>. This includes actions to improve use of stormwater and recycled water.⁶⁶ • <i>Metropolitan Melbourne Catchment Scale Integrated Water Management Action Plans</i> released in April 2024.⁶⁷ • Continued building the Dingley Recycled Water Scheme.⁶⁸ • Continued developing a new <i>draft Victorian Waterway Management Strategy</i>.⁶⁹ • \$95.7 million over 4 years announced in the 2024-25 Budget to diversify Victoria’s water supplies and improve water use efficiency.⁷⁰

Previous progress No publicly available initiatives identified.

Opportunities for further progress Progress has been made on this need. The Victorian Government can continue delivering the integrated water cycle management infrastructure projects underway.

Need – Victorian Infrastructure Plan 2021

- Confront long-term challenges
- Respond to a changing climate

Recommendation 15 – *Victoria’s Infrastructure Strategy 2021–2051* **Improve decision-making for urban water investment**
In the next five years, clearly allocate the roles and responsibilities for urban water systems and major supply augmentation planning.

Government position Supported in principle

Related priority *Victorian Infrastructure Plan 2021* Extending and using our water grid better

Actions in financial year 2023–2024

- The 5 Metropolitan Melbourne Integrated Water Forums released the *Metropolitan Melbourne Catchment Scale Integrated Water Management Action Plans* in April 2024. The forums were established by Government in 2018.⁷¹
- Continued delivering the Victorian Water and Climate research program to better understand and inform response to changes in climate and water resources.⁷²

Previous progress

- Established the Managing Directors Accord. All metropolitan water corporations are members. The water corporations released the *Urban Water and System Strategy: Water for Life* in April 2023. The strategy is a shared plan to protect Melbourne’s water supplies for the next 50 years.⁷³
- Released the *Central and Gippsland Region Sustainable Water Strategy 2022* which provides clearer strategic direction for decision-making in urban water investment.⁷⁴

Opportunities for further progress Progress has been made on this need. The Victorian Government can publish the *Water Grid Plan*, to provide options for future, regionally significant urban water supplies.⁷⁵

Need – Victorian Infrastructure Plan 2021

- Confront long-term challenges
- Respond to a changing climate

Recommendation 16 – *Victoria’s Infrastructure Strategy 2021–2051* **Strengthen agricultural water security by modernising irrigation**
In the next 30 years, contribute funding toward planning and delivery of water infrastructure and irrigation modernisation projects across Victoria.

Government position Supported

Related priority *Victorian Infrastructure Plan 2021* Extending and using our water grid better

Actions in financial year 2023–2024	<ul style="list-style-type: none"> Completed the Goulburn-Murray Water: Water Efficiency Project in October 2023.⁷⁶ Continued with the East Grampians Rural Pipeline Project.⁷⁷ Continued with the Macalister Irrigation District Modernisation Project – Phase 2.⁷⁸ Continued with the Lower Murray Water: Sunraysia Water Efficiency Project.⁷⁹ Launched the WaterSmart program in September 2023 to help businesses and organisations install data loggers to monitor water use data to detect leaks and minimise water waste.⁸⁰ Continued with the Victoria Connections Package, which includes a new recycled water pipeline and upgrades to existing channels to deliver water savings and help support the agricultural industry during drought conditions.⁸¹ The <i>Central and Gippsland Region Sustainable Water Strategy 2022</i> is being implemented, which includes actions to modernise irrigation.⁸² \$59.8 million over 4 years announced in 2024-25 Budget to promote water efficiency in rural and regional irrigation communities and for water corporations to deliver significant rural, regional and peri-urban water infrastructure projects.⁸³
Previous progress	<ul style="list-style-type: none"> Completed the Mitiamo and District Reticulated Water Supply Project in July 2021.⁸⁴
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> Confront long-term challenges Respond to a changing climate
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Recommendation 17 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Upgrade Victoria's emergency water network</p> <p>In the next year, assess the condition, capacity and security of Victoria's emergency water supply point network, and upgrade or replace inadequate supply points. Clarify ongoing responsibility for monitoring, maintenance and funding to secure a resilient network.</p>
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Government position	Supported
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Extending and using our water grid better
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Actions in financial year 2023–2024	<ul style="list-style-type: none"> Continued with Victoria's Emergency Water Supply Point Network, which will construct, upgrade or repair emergency water supply points. As at July 2024, 22 sites have been installed or upgraded.⁸⁵
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Previous progress	<ul style="list-style-type: none"> Released the <i>Water Cycle Adaptation Action Plan</i> in February 2022, which assessed Victoria's emergency water supply point network.⁸⁶
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Opportunities for further progress	Progress has been made on this need and no further opportunity has been identified.
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Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Embed resilience
Recommendation 18 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Invest in protection and adaptation for Victoria's coasts</p> <p>In the next year, develop clear guidance on coastal adaptation planning, including thresholds, triggers, and planning guidelines to support local area decision-making. Invest in coastal protection upgrades and maintenance, including beach and dune protection and rehabilitation, and storm surge protection, over the next eight years.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Protecting Victoria's biodiversity by 2037
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • \$200,000 for Coastcare Victoria Community Grant program.⁸⁷ • Completed the Port Phillip Bay Coastal hazard assessment report.⁸⁸ • Released <i>Victoria's Resilient Coast – Adapting for 2100+</i> in 2023. It provides a framework, guidelines to enable place-based, best practice and long-term coastal hazard risk management and adaptation. It builds on the directions set in the <i>Marine and Coastal Policy 2020</i>.⁸⁹ • Continued delivering \$7 million VicCoasts program to build a safe, healthier and more resilient marine and coastal environment for the community.⁹⁰ • \$1 million funded by Victoria's Resilient Coast Grants to support coastal land managers to adapt to coastal hazards and protect local coastal values.⁹¹ • \$1 million funded by the Coastal Public Access and Risk Grants to improve safety and coastal access at beaches along Victoria's coast.⁹²
Previous progress	<ul style="list-style-type: none"> • \$16.9 million funding for the <i>Marine and coastal strategy</i>.⁹³ • \$350,000 invested in the CoastCare Community Grants program to support marine and coastal volunteers, while improving resilience to climate change.⁹⁴
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue to invest in further protection of Victoria's coasts and develop guidance to increase resilience.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Confront long term challenges • Embed resilience
Recommendation 19 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Build back better after emergencies</p> <p>In the next year, consider policy changes and funding mechanisms so high priority public infrastructure destroyed by emergencies is built to a more resilient standard or in less vulnerable locations.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Taking action on climate change
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • \$3.5 million to repair flood-impacted VicSES Emergency Hubs at Rochester and Heathcote.⁹⁵

- \$431.5 million to reduce impacts of major bushfires and other emergencies on people, property and the environment.⁹⁶
- \$5 million for climate action for bushfire preparation and resilience. Grants were awarded to communities affected by natural disasters.⁹⁷
- \$466.4 million for the Business and Community Sport Flood Recovery Grants program.⁹⁸
- \$52 million for the Flood Recovery Small Business Relief program.⁹⁹
- \$35.1 million for the Council Flood Support fund.¹⁰⁰
- \$44.7 million for a range of business recovery support services.¹⁰¹
- \$35.1 million for Council Flood Support fund.¹⁰²
- \$33.8 million for health system including emergency health infrastructure works.¹⁰³
- Announced \$123.5 million over 2 years in 2024-25 Budget for relief and immediate recovery initiatives from the Victorian bushfires and storms that started in February 2024.¹⁰⁴
- Announced \$20 million over 2 years in 2024-25 Budget for critical bushfire and emergency asset maintenance and replacement.¹⁰⁵
- Announced \$5 million in 2024-25 Budget for bushfire risk reduction on the road network.¹⁰⁶

Previous progress

- Provided Bushfire Recovery Grants for Community Facilities between July 2021 and January 2023 to support local organisations in fire-affected communities.¹⁰⁷

Opportunities for further progress

Infrastructure Victoria's *Weathering the storm: adapting Victoria's infrastructure to climate change* report provides guidance on assessing how to build more resilient infrastructure and the need to continue to build back better and smarter after emergencies.¹⁰⁸

Need – Victorian Infrastructure Plan 2021

- **Confront long term challenges**
- **Embed resilience**

Recommendation 20 – *Victoria's Infrastructure Strategy 2021–2051*

Improve critical infrastructure information flows and embed resilience
Over the next five years, expand information sharing capabilities and embed resilience across and between critical infrastructure sectors and jurisdictions. Among mechanisms to achieve this, consider expanding the Victorian legislated definition of critical infrastructure beyond energy, water, and transport.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Enhancing public safety

Actions in financial year 2023–2024

- \$8.3 million to continue providing critical emergency management information services including the VicEmergency platform.¹⁰⁹

Previous progress

- The Australian Government's Cyber Infrastructure and Security Centre released the *Critical Infrastructure Resilience Strategy* in February 2023. The strategy is a framework for industry and governments to mature the security and resilience of critical infrastructure, and to anticipate, prevent, prepare for, respond to and recover from all-hazards.¹¹⁰

Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.
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Need – Victorian Infrastructure Plan 2021	• Embrace technology and innovation
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Recommendation 21 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Prepare for increasingly automated vehicle fleets</p> <p>In the next year, begin updating transport regulations to allow automated vehicle operation on the road network. In the next 10 years, upgrade roads and communications infrastructure to help facilitate increasingly connected and automated vehicles, particularly for corporate and government fleets. Develop policy, business case and land use planning guidance to maximise the benefits of automated vehicles and mitigate their risks.</p>
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Smarter transport solutions
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Actions in financial year 2023–2024	No publicly available information has been identified.
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Previous progress	<ul style="list-style-type: none"> • In December 2022, the Victorian Government delivered the first automated on-road heavy freight vehicle trial in Australia on the M1 motorway in partnership with private industry.¹¹¹
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Opportunities for further progress	The need to prepare for increasingly automated vehicle fleets continues to exist
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Need – Victorian Infrastructure Plan 2021	• Embrace technology and innovation
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Recommendation 22 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Facilitate integration of public transport with new mobility services</p> <p>In the next five years, develop open access ticketing platforms to facilitate integration of public transport modes with new mobility services, incorporating better data sharing and collection. Remove public transport contract barriers to allow integration of existing and emerging transport modes and services.</p>
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Smarter transport solutions
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Actions in financial year 2023–2024	<ul style="list-style-type: none"> • The new public transport ticketing contract commenced in December 2023. The contract is intended to see the system evolve with modern improvements, including new payment methods.¹¹²
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Previous progress	No publicly available initiatives identified.
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Opportunities for further progress The opportunity to integrate public transport ticketing with new mobility services continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Embrace technology and innovation**

Recommendation 23 – *Victoria's Infrastructure Strategy 2021–2051* **Incorporate personal mobility devices in regulation**
In the next two years, incorporate nationally consistent rules for personal mobility devices in Victorian legislation, update existing active transport design standards to better accommodate new devices and develop a statewide regulatory framework for shared mobility schemes.

Government position Partly supported

Related priority *Victorian Infrastructure Plan 2021* Smarter transport solutions

Actions in financial year 2023–2024 • Continued drafting permanent regulations for using electric scooters in Victoria.¹¹³
• Extended the e-scooter trial to run until 4 October 2024.¹¹⁴

Previous progress • Updated the *Urban Design Guidelines* in June 2023. The guidelines ensure the movement network accommodates the diversity of transport modes and supports activities, including active transport.¹¹⁵

Opportunities for further progress Progress has been made on this need. The opportunity to incorporate other personal mobility devices in regulation continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Embrace technology and innovation**

Recommendation 24 – *Victoria's Infrastructure Strategy 2021–2051* **Introduce new road network demand management technology**
In the next five years, progressively introduce new road network demand management technologies across the state and integrate management systems for different road-based transport modes. Combine them with a road infrastructure upgrade program to optimise the benefits of technologies, such as by providing extra clearways and introducing dedicated lanes for bus routes.

Government position Supported

Related priority *Victorian Infrastructure Plan 2021* Smarter transport solutions

Actions in financial year 2023–2024 • Commenced phase 2 of the Smarter Roads Program in mid-2023. The program optimises traffic lights along every major road in Melbourne.¹¹⁶

Previous progress • Continued the Smarter Roads program. \$340 million committed in 2022 to improve and manage traffic flows on arterial roads.¹¹⁷ Since 2021 more than 1,000 new traffic monitoring cameras were installed as well as hundreds of

wireless travel time sensors, vehicle detectors, real-time travel signs, and more than 100 dynamic pedestrian crossings.¹¹⁸ The first phase of the program delivered a more efficient network and better responses to incidents.¹¹⁹

Opportunities for further progress

Infrastructure Victoria's *Fast, frequent and fair* report recommends that the Victorian Government can achieve further road space efficiency by speeding up buses through on-road priority and smarter technology such as traffic signal improvements and queue jumps.¹²⁰

Need – Victorian Infrastructure Plan 2021

- **Manage urban change**
- **Embrace technology and innovation**

Recommendation 25 – *Victoria's Infrastructure Strategy 2021–2051*

Use innovation to deliver better models of health care

Within two years, help slow the growth in demand for hospital infrastructure by developing a comprehensive statewide health innovation strategy, supported by funding over five years to promote and progressively implement better models of health care.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Investing in the future

Actions in financial year 2023–2024

- Released *Victorian virtual care strategy* in September 2023.¹²¹
- Released *Planned surgery reform blueprint* in October 2023.¹²² The blueprint is intended to ensure timely and equitable access to planned surgery for all Victorians.
- Continued to deliver Hospital in the Home.¹²³
- Continued to deliver Better at Home, which helps deliver more healthcare within patient's own homes.¹²⁴
- Completed the Virtual GP pilot in June 2024.¹²⁵
- Continued the Victorian Virtual Emergency Department.¹²⁶
- Released the *Virtual care operational framework* in July 2023 to support public health services deliver virtual care.¹²⁷
- Started the Diabetes Connect pilot program which includes remote monitoring and virtual check-ins to manage care.¹²⁸
- \$146.3 million over 3 years announced in the 2024–25 Budget to deliver more timely emergency care. This includes an initiative to improve patient flow and reduce pressure on emergency departments.¹²⁹

Previous progress

- Established 29 Priority primary care centres across Victoria.¹³⁰ The centres provide GP-led urgent care as an alternative to attending a hospital emergency department.¹³¹
- Released *Victoria's Digital Health Roadmap* in August 2021.¹³²
- \$21.5 million in funding to reduce elective surgery waiting lists.¹³³

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue using innovation to deliver better models of health care.

**Need – Victorian
Infrastructure Plan 2021**

• Embrace technology and innovation

Recommendation 26 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Modernise courts through digitisation and contemporary shared facilities

In the next year, begin increasing court efficiency and help meet demand by digitising suitable court systems and procedures. Invest in new contemporary, adaptable, multi-jurisdictional court facilities during the next 10 years.

Government position

Supported

Related priority *Victorian
Infrastructure Plan 2021*

New and improved court services

Actions in financial year
2023–2024

- \$25.7 million to implement a new case management system for the Magistrates’ Court and Children’s Court. It enables more efficient management of court operations.¹³⁴
- Continued building the new Wyndham Law Courts.¹³⁵
- Continued operating specialist family violence courts at 13 Magistrates’ Court locations in Victoria.¹³⁶
- Commissioned research into experiences of online courts and tribunals.¹³⁷
- \$87.4 million over 4 years announced in 2024-25 Budget to continue delivering multijurisdictional court services including Drug Court and the Court Integrated Services Program.¹³⁸

Previous progress

- Bendigo Law Courts opened in February 2023.¹³⁹

Opportunities for further
progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

**Need – Victorian
Infrastructure Plan 2021**

• Embrace technology and innovation

Recommendation 27 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Improve technology and infrastructure for a responsive police service

In the next 10 years, invest in technological capacity to better support a responsive police service, and deliver infrastructure to enable a contemporary hub-and-spoke policing model, co-located with health and human services where appropriate.

Government position

Supported

Related priority *Victorian
Infrastructure Plan 2021*

Deploying ICT innovations

Actions in financial year
2023–2024

- Released the *Strategy for Digitally Transforming Victoria Police 2023-2028*. It identifies how Victoria Police will invest in critical digital technologies, infrastructure and skills to support a responsive police force.¹⁴⁰

Previous progress

No publicly available initiatives identified.

Opportunities for further
progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

**Need – Victorian
Infrastructure Plan 2021**

• Build a circular economy for waste and recycling

Recommendation 28 –
*Victoria's Infrastructure
Strategy 2021–2051*

Facilitate improved recycling infrastructure for priority materials

In the next year, focus efforts to increase and upgrade waste processing infrastructure on six priority materials. Facilitate increased recovery and reprocessing capacity and capability for paper and card, plastics, and organics by 2025. Revisit funding mechanisms and align recycling infrastructure with land use settings.

Government position

Supported

Related priority *Victorian
Infrastructure Plan 2021*

Improving resource recovery and waste management

Actions in financial year
2023–2024

- Victoria's Container Deposit Scheme opened in November 2023. The scheme provides 10 cent refunds when people return eligible drink containers to refund points.¹⁴¹
- Victoria's Waste to Energy Scheme commenced in June 2023 with the introduction of regulations in 2023. Consulted on proposed regulation changes in February 2024.¹⁴²
- Victoria made submissions to the Australian Government's Recycling Modernisation Fund, Plastics Technology Stream in late 2023. The stream supports advanced and innovative technologies targeting hard-to-recycle plastics in waste streams.¹⁴³
- Continued to monitor progress against the circular economy policy targets in *Victoria's Plan for a circular economy*.¹⁴⁴

Previous progress

No publicly available initiatives identified.

Opportunities for further
progress

Progress has been made on this need. The Victorian Government can continue to facilitate improved recycling infrastructure for priority materials including, paper, cardboard, plastics, metals, aggregates, masonry and soils.¹⁴⁵

**Need – Victorian
Infrastructure Plan 2021**

• Build a circular economy for waste and recycling

Recommendation 29 –
*Victoria's Infrastructure
Strategy 2021–2051*

Strengthen end markets for recycled materials

Continue to deliver market development for recycled materials by updating standards and specifications to be performance-based rather than material based, and explicitly require the Victorian public sector to use recycled products where feasible. In the next five years, support research, development and demonstrations to build confidence and demand for recycled products.

Government position

Supported

Related priority *Victorian
Infrastructure Plan 2021*

Improving resource recovery and waste management

Actions in financial year 2023–2024	<ul style="list-style-type: none"> Released the <i>Circular Economy Market Report</i> in May 2024. The report highlights opportunities along with actions and market strategies to improve circularity in the management of materials.¹⁴⁶ Victoria made submissions to the Australian Government’s Recycling Modernisation Fund Plastics Technology Stream in late 2023.¹⁴⁷ \$16.5 million for Reform to Perform, resources sector support to achieve net zero Big Build.¹⁴⁸ <i>Recycling Victoria: A new economy plan</i> supports the development of markets for recycled materials to 2030.¹⁴⁹ Continued projects funded by the Circular Economy Markets Fund: Materials – Stream 1: Research, development and demonstration continues. The Fund identifies new and innovative uses for recycled materials. It was previously known as the Recycled Markets Acceleration Package.¹⁵⁰ Local governments completed projects funded under the Victorian Government’s 4-year Circular Economy Councils Fund.¹⁵¹
Previous progress	<ul style="list-style-type: none"> In February 2020 introduced the Circular Economy Business Innovation Centre to empower Victorian businesses and organisations to embrace circular economy options and phase out waste.¹⁵²
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue establishing viable end markets for recycled materials such as soft plastics, organics, paper and cardboard, rubber and e-waste.

Need – Victorian Infrastructure Plan 2021 • **Build a circular economy for waste and recycling**

Recommendation 30 – Victoria’s Infrastructure Strategy 2021–2051 **Address barriers to recycling and reducing waste**
 In the next year, reduce recyclable material contamination by supporting greater consistency in kerbside and commercial collection and separation of glass, paper, cardboard and organic materials. In the next year, design and implement behaviour change programs to reduce contamination, and consistently maintain further behaviour change programs in the next 30 years.

Government position Supported in principle

Related priority Victorian Infrastructure Plan 2021 Improving resource recovery and waste

Actions in financial year 2023–2024

- Consulted community on reforms to kerbside recycling legislative regulations and standards.¹⁵³
- Continued roll out of the Small Acts, Big Impact Campaign. It is a statewide behaviour change program to support households minimise waste and improve recycling behaviour aligned with rollout of Victoria’s new 4-stream system.¹⁵⁴
- Started Victoria’s Container Deposit Scheme in November 2023.¹⁵⁵ It encourages recycling behaviour change by providing a 10 cent refund per container when people return eligible drink containers to refund points.¹⁵⁶
- Released the *Circular economy risk, consequence and contingency plan* in May 2024. This supports Victoria’s transition to a stronger and more resilient circular economy that can withstand future shocks and stressors.¹⁵⁷

- Recycling bins for glass were introduced in July 2023 to the City of Merri-Bek.¹⁵⁸
- Continued to monitor progress against the targets set in the circular economy policy, *Recycling Victoria: A new economy*.¹⁵⁹
- Updated and published the Recycling Victoria Waste Projection Model and actuals dataset on the Recycling Victoria Data Hub. They provide waste generation estimates to 2053 in Victoria which can inform investment, planning and market needs for government and industry.¹⁶⁰

Previous progress • Phased out food, beverage and other single use plastic items in Victoria from 1 February 2023.¹⁶¹

Opportunities for further progress Progress has been made on this need. The Victorian Government can continue addressing barriers to recycling and reducing the volume of waste entering the system in the first place.

Need – Victorian Infrastructure Plan 2021

- **Build a circular economy for waste and recycling**

Recommendation 31 – *Victoria's Infrastructure Strategy 2021–2051*

Minimise waste and improve residual waste infrastructure planning

In the next two years, improve infrastructure planning for managing residual waste, and further clarify the role of waste-to-energy facilities. Over the next 30 years, consistently invest in waste avoidance through behaviour change programs, pricing, regulation and other incentives.

Government position Supported in principle

Related priority *Victorian Infrastructure Plan 2021* Improving resource recovery and waste

Actions in financial year 2023–2024

- Victoria's Waste to Energy scheme commenced June 2023 with the introduction of the *Circular economy (Waste reduction and recycling) and (Waste to energy scheme) Regulations 2023*. Consulted on proposed regulations in February 2024.¹⁶²
- Issued 4 licences for waste to energy operators which allow the businesses to process permitted waste using a thermal waste to energy process.¹⁶³
- Continued to support bioenergy developers to increase renewable energy generation in Victoria for project development and project infrastructure streams through the Waste to Energy – Bioenergy Fund.¹⁶⁴
- Prepared the *Victorian Recycling Infrastructure Plan* to plan long-term strategic infrastructure and guide and inform decision-making in relation to waste, recycling and resource recovery infrastructure over the next 30 years.¹⁶⁵
- Continued to monitor progress against the targets set in the circular economy policy, *Recycling Victoria: A new economy*.¹⁶⁶
- Released the Circular Economy Councils Fund in June 2023 to support local governments to reduce waste and increase recycling.¹⁶⁷

Previous progress • Phased out food, beverage and other single use plastic items in Victoria from 1 February 2023.¹⁶⁸

Opportunities for further progress	Progress has been made on this need. The opportunity to minimise waste and improve residual waste infrastructure planning continues to exist.
Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Manage urban change • Integrate land use and infrastructure planning
Recommendation 32 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Produce public plans for priority infrastructure sectors</p> <p>In the next five years, develop and publish long-term statewide infrastructure plans for priority infrastructure sectors for which the Victorian Government maintains substantial responsibilities, including sequencing and timelines for investment.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Catering for a growing population
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Released <i>Melbourne’s tram plan</i> in November 2023. It outlines how to make trams more accessible and efficient and how trams will complement the Big Build’s transformation of the transport network.¹⁶⁹ • Released <i>Victoria’s bus plan</i> in September 2021. It is the Victorian Government’s long-term strategy to deliver holistic reform to the bus network across Victoria.¹⁷⁰ • Released <i>Victoria’s housing statement</i> in September 2023. It sets the target to build 800,000 homes across Victoria by 2034.¹⁷¹ • Prepared the <i>Victorian Recycling Infrastructure Plan</i> to plan long-term strategic infrastructure and guide and inform decision-making in relation to waste, recycling and resource recovery infrastructure over the next 30 years.¹⁷² • Started consulting local governments on the draft housing targets in June 2024. These targets aim to guide local governments on where future homes should be built across Victoria.¹⁷³ • Consulted community on <i>Plan for Victoria</i>.¹⁷⁴ The plan creates a blueprint to guide how Victoria grows and develops to make the decisions about the best places to locate new homes, green spaces, jobs, education, transport and health services across Victoria.¹⁷⁵
Previous progress	<ul style="list-style-type: none"> • Victorian water corporations released the <i>Urban Water and System Strategy: Water for Life</i> in April 2023. The strategy is a shared plan to protect Melbourne’s water supplies for the next 50 years.¹⁷⁶ • Completed the <i>Justice Asset and Infrastructure Plan</i> in 2021.¹⁷⁷
Opportunities for further progress	<p>Infrastructure Victoria released <i>Choosing Victoria’s future</i> report in October 2023. It recommends the Victorian Government develop and publish long-term plans for infrastructure sectors and use these to inform project funding decisions.¹⁷⁸</p> <p>The Victorian Government can also continue developing <i>Plan for Victoria</i> to provide long-term plans to better inform infrastructure funding decisions.</p>

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Manage urban change • Integrate land use and infrastructure planning
Recommendation 33 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Publish Victoria's transport plan</p> <p>In the next year, develop and publish Victoria's integrated transport plan. Require the transport and strategic land use plans to align with each other.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Released <i>Melbourne's tram plan</i> in 2023. The plan outlines how government will deliver a tram network that puts passengers first, connects people to the places they want to go and makes it easier for everyone to catch the tram.¹⁷⁹
Previous progress	<ul style="list-style-type: none"> • Released <i>Victoria's Bus Plan</i> in 2021, which aims to increase the number of people who chose to take a bus by delivering simple, safe, reliable and comfortable journeys.¹⁸⁰
Opportunities for further progress	Infrastructure Victoria's report, <i>Choosing Victoria's future: 5 urban development scenarios</i> , provides further evidence that support the need for integrating land use and infrastructure planning, including transport, to achieve better outcomes for Victoria's future cities. ¹⁸¹

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Manage urban change • Integrate land use and infrastructure planning
Recommendation 34 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Review Victoria's infrastructure contribution system to cover gaps</p> <p>In the next two years, complete a review of Victoria's many infrastructure contributions schemes to create a consistent and efficient system that contributes to Victorian and local government infrastructure costs. A revised infrastructure contribution system can apply more broadly, including in established suburbs, growth areas, peri-urban areas, and regional cities.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
Actions in financial year 2023–2024	No publicly available information has been identified.
Previous progress	No publicly available information has been identified.
Opportunities for further progress	<p>In March 2023, Infrastructure Victoria released the <i>Our home choices</i> report. It outlines several policy options for the Victorian Government to create more housing choices in established suburbs. These include reforming infrastructure contribution schemes to better reflect associated infrastructure costs.¹⁸²</p> <p>In October 2023, Infrastructure Victoria released the <i>Choosing Victoria's future</i> report. It recommends reforming infrastructure contributions, removing taxes and</p>

subsidies that encourage sprawl. It also recommends changing planning rules to create more compact cities in Victoria.¹⁸³

Need – Victorian Infrastructure Plan 2021

• Create thriving urban places

Recommendation 35 – Victoria’s Infrastructure Strategy 2021–2051

Support more homes in priority established places

In the next year, identify new priority locations in established suburbs for residential intensification to better use existing infrastructure. Following this, in partnership with local government, review planning settings to allow increased housing density and establish design review advisory panels.

Government position

Partly supported

Related priority Victorian Infrastructure Plan 2021

All Victorians have stable, affordable and appropriate housing

Actions in financial year 2023–2024

- *Victoria’s housing statement* was released in September 2023. It set the target to build 800,000 homes across Victoria by 2034 with 70% of new homes being in established areas. It also identified 10 initial priority activity centre locations across metropolitan Melbourne in which to deliver more homes.¹⁸⁴
- Through *Victoria’s housing statement*, the government announced it would unlock surplus government land across 45 sites for around 9,000 homes, including a target of at least 10% affordable housing.¹⁸⁵
- Continued expanding the Development facilitation program to streamline the planning process for medium to high density residential developments.¹⁸⁶
- Consulted on the *Suburban rail loop precincts discussion paper* in October 2023. Providing more jobs and affordable homes and creating new housing choices are the key principles guiding precinct development.¹⁸⁷
- Consulted on *Plan for Victoria* from November 2023. The plan aims to guide the state’s growth with affordable housing and choice as one of the pillars.¹⁸⁸
- Started consultation on the draft housing targets for local governments in June 2024. These targets aim to guide local governments on where future homes should be built across Victoria.¹⁸⁹

Previous progress

- Continued to develop urban renewal precincts, including Arden, Docklands, Fishermans Bend and the Fitzroy Gasworks site. In July 2022, the *Arden structure plan* was approved and gazetted.¹⁹⁰
- Continued planning reforms to facilitate delivering the Big Housing Build. The reforms are aimed at accelerating the approval for social and affordable housing developments.¹⁹¹

Opportunities for further progress

In March 2023, Infrastructure Victoria released the *Our home choices* report. It outlines several reforms for the Victorian Government to create more appropriate housing choices in established suburbs.¹⁹²

In October 2023, Infrastructure Victoria published *Choosing Victoria’s future*. The report recommends the Victorian government change planning rules to support growth in established areas, set boundaries for urban growth in regional cities, and include housing targets for established areas of Victorian cities.¹⁹³

**Need – Victorian
Infrastructure Plan 2021**

• Create thriving urban places

Recommendation 36 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Use value-capture mechanisms to deliver very low-income housing

Within the next two years, change and actively apply planning regulations to provide affordable rental housing for Victorians on very low incomes in places with good access to public transport and services, when they are re-zoned for more intensive residential use.

Government position

Partly supported

Related priority *Victorian
Infrastructure Plan 2021*

All Victorians have stable, affordable and appropriate housing

Actions in financial year
2023–2024

- *Victoria’s housing statement* announced a review of planning decisions. The review resulted in the introduction of the streamlined planning provision clause 53.23 (significant residential development with affordable housing) within all Victorian planning schemes. Government requires residential development proposals allocate at least 10% to affordable housing.¹⁹⁴
- The Windfall gains tax introduced in July 2023 captures the value uplift of rezoned land. It does not directly fund the delivery of affordable and social housing.¹⁹⁵

Previous progress

- The Social and Affordable Housing Contribution was announced in February 2022. The policy proposed that all newly built developments with 3 dwellings or more and 3 or more lot subdivisions must contribute 1.75 per cent of the as-if-complete project value to the Social housing growth fund.¹⁹⁶ However, in March 2022 the Victorian government announced that the reform would not proceed.¹⁹⁷

Opportunities for further
progress

Progress has been made on this need. The Victorian Government can continue providing affordable rental housing for very low income households.

**Need – Victorian
Infrastructure Plan 2021**

• Create thriving urban places

Recommendation 37 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Develop an interconnected open space network

In the next three years, help create an interconnected open space network and extend the urban tree canopy, by providing direct funding, and reviewing and reforming the developer open space contribution scheme.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Managing our parks

Actions in financial year
2023–2024

- \$19.5 million to plan and develop the Clyde Regional Park, Koroit Creek Regional Park, and Werribee Township Regional Park through the Suburban Parks program.¹⁹⁸
- Continued the \$7.4 million Delivering Better Parks and Playgrounds initiative to upgrade parks and facilities.¹⁹⁹

	<ul style="list-style-type: none"> • Built a new pedestrian and cycling bridge across Kananook Creek at Seaford Wetlands in May 2024. It was funded by the Suburban Parks Program.²⁰⁰
Previous progress	<ul style="list-style-type: none"> • The Suburban Parks program has invested \$315 million across the program's duration, for new and upgraded parks and trails across Greater Melbourne.²⁰¹ The program has created over 6,500 hectares of new and connected parklands. • Transformed former landfill sites acquired for Sandbelt Parklands. This contributes to a 355-hectare chain of parks for the public, connecting new and existing parklands between Moorabbin and Dingley Village.²⁰² • Released the <i>Open Space for Everyone</i> strategy in 2021.²⁰³ It guides the planning, management and delivery of an open space network.
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue funding actions within the <i>Open space for everyone</i> strategy to achieve an interconnected open space network.

Need – Victorian Infrastructure Plan 2021	
	• Create thriving urban places
Recommendation 38 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Partner with local governments to fund pedestrian infrastructure</p> <p>Over the next five years, partner with local governments to fund pedestrian infrastructure network upgrades to connect people to priority places, including central Melbourne, the Monash National Employment and Innovation Cluster, other activity centres and train stations.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • \$23 million for the Safe pedestrian program to build pedestrian infrastructure upgrades.²⁰⁴ • Started delivering the \$200 million Safe local roads and streets program in July 2023. The program works with local governments to plan, design and deliver safety improvements to high-risk local roads, intersections and precincts, including schools.²⁰⁵ • The Victorian Government continued working with local governments to deliver the Australian Government's <i>Black spot program</i>. This program targets road upgrades where crashes are occurring or are at risk of occurring.²⁰⁶ • Announced \$21.9 million for 9 active transport projects under the Growth areas infrastructure contribution 2023-24 funding round in April 2024.²⁰⁷
Previous progress	<ul style="list-style-type: none"> • In 2021, the Southern Metropolitan Partnership developed the <i>Southern integrated transport framework</i>. It aimed to improve public transport and reduce social isolation in the southern region by making short-term, practical proposals which contribute to long-term aspirations of efficiency, road space allocation, new active transport networks and station upgrades.²⁰⁸
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

**Need – Victorian
Infrastructure Plan 2021**

• Create thriving urban places

Recommendation 39 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Transform cycling in Melbourne, Ballarat, Bendigo and Geelong

In the next 10 years, prioritise and significantly progress developing a continuous network of high quality, safer cycling corridors in Melbourne, Ballarat, Bendigo and Geelong, including separated cycle ways and more storage at train stations and activity centres. In the next five years, immediate priorities include connections within and between central Melbourne and surrounding suburbs, and connections to the Monash, La Trobe and Sunshine National Employment and Innovation Clusters.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Connecting communities

Actions in financial year
2023–2024

- New bike lanes on St Kilda Road completed in August 2023.²⁰⁹
- Continued delivering active travel projects in Bendigo and Ballarat through the Regional Roads Victoria initiative.²¹⁰
- Announced \$21.9 million for 9 active transport projects in Melbourne under the Growth Areas Infrastructure Contribution 2023-24 funding round in April 2024.²¹¹
- \$18.7 million announced in 2024-25 Budget for active transport upgrades in Melbourne. This includes Altona, Greenbrook Drive to Epping Station and creating a shared use path between Plenty Valley Town Centre and South Morang Station.²¹²

Previous progress

- The *Victorian Cycling Strategy 2019–2028* remains current.²¹³
- The TAC safer cyclists and pedestrian fund delivered safer cycling projects in Ballarat and Geelong.²¹⁴
- Completed 5 cycling projects in 2021–22.²¹⁵

Opportunities for further
progress

Progress has been made on this need. The opportunity to prioritise and significantly progress developing a continuous network of high quality, safer cycling corridors still exists.

**Need – Victorian
Infrastructure Plan 2021**

• Create thriving urban places

Recommendation 40 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Improve walking and cycling data to better estimate travel, health and safety impacts and benefits

In the next year, begin developing better walking and cycling information and data. In the next three years, incorporate this data and information into Victorian Government transport models for strategic and project planning, and project appraisal to guide investment decisions.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Smarter transport solutions

Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Bicycle volume and speed mapping dataset update published in June 2024.²¹⁶ • Collected additional cycling data through the Pop-up Bike Lanes Program.²¹⁷ • Partnered with the City of Greater Bendigo and RMIT University to develop the Victoria bicycle simulation and prioritisation modelling tool. The tool was developed with a case study in Bendigo that combines spatial, infrastructure and safety data integration, demand forecasting and econometric scenario projections.²¹⁸
Previous progress	<ul style="list-style-type: none"> • Collected updated data for the ongoing Victorian integrated survey of travel and activity in 2022.²¹⁹
Opportunities for further progress	Progress has been made on this need. The opportunity to further improve walking and cycling data continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Create thriving urban places**

Recommendation 41 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Reallocate road space to priority transport modes</p> <p>In the next year, start delivering road space reallocation initiatives to better support and enforce priority movement through streets and places. Adopt a five-year target for delivery of more ambitious road space reallocation initiatives. Legislate for faster, simpler, and more consultative road space reallocation in government decision-making.</p>
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Government position	Partly supported
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Smarter transport solutions
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Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Reallocated road space for the St Kilda Rd protected bike lanes project.²²⁰ • \$20.8 million over 4 years announced in 2024-25 Budget for public and active transport upgrades, including construction of shared bike and pedestrian paths in Altona, Epping and South Morang and safety and accessibility upgrades at Essendon train station.²²¹
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Previous progress	No publicly available initiatives identified.
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Opportunities for further progress	Infrastructure Victoria’s <i>Fast, frequent and fair</i> report recommends that the government speed up buses through on-road priority and smarter technology such as traffic signal improvements and queue jumps, to improve efficient use of road spaces in urban places. ²²²
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Need – Victorian Infrastructure Plan 2021 • **Create thriving urban places**

Recommendation 42 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Redesign tram routes</p> <p>In the next 10 years, redesign tram routes, including short shuttle routes, and reserve land for future tram depots, for more capacity in fast growing inner Melbourne areas.</p>
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Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in financial year 2023–2024	<ul style="list-style-type: none"> Released <i>Melbourne’s tram plan</i> in August 2023.²²³ \$60.1 million over 4 years to prepare the tram network for next generation trams and deliver new level-access tram stops in central Melbourne. This includes upgrades to the Essendon tram depot, tram stops upgrades on routes 57, 59 and 82, and works on the Melbourne Showgrounds terminus and Moonee Ponds tram terminus.²²⁴ \$47.8 million in 2023-24 to proceed with the delivery of Brunswick Depot upgrades to improve accessibility and safety as well as to support larger trams to the fleet.²²⁵ Continued building the new Maidstone tram maintenance and stabling facility.²²⁶
Previous progress	<ul style="list-style-type: none"> \$368.4 million over 4 years in 2021–22 for tram infrastructure upgrades to support the deployment of next generation trams.²²⁷
Opportunities for further progress	The opportunity to redesign tram routes and reserve land for future tram depots for more capacity in fast growing inner Melbourne areas continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Create thriving urban places**

Recommendation 43 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Activate urban renewal with new tram links</p> <p>In the next year, fund the northern Fishermans Bend tram connection for delivery by 2026 and complete the planning for the southern route. Within two to five years, commit to delivering a tram extension to Arden, and to the former defence site at Maribyrnong if required.</p>
Government position	Subject to further consideration
Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
Actions in financial year 2023–2024	<ul style="list-style-type: none"> Increased bus services for route 606 connecting Fishermans Bend to Elsternwick Station.²²⁸
Previous progress	<ul style="list-style-type: none"> Released the <i>Arden structure plan</i> in July 2022. The plan’s target is for 60% of trips to be made by public transport supported by high-capacity public transport capable corridors.²²⁹
Opportunities for further progress	The opportunity to activate urban renewal with new tram links continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Create thriving urban places
Recommendation 44 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Plan for and fund public transport accessibility, including tram stop upgrades</p> <p>Fund public transport accessibility improvements to infrastructure and services, including for priority tram and bus stops, to make substantial progress toward the legislated 2032 accessibility targets.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in financial year 2023–2024	<ul style="list-style-type: none"> • Published the draft <i>Transport Accessibility Strategy</i> in September 2023 to help prioritise accessibility upgrades, with the final strategy expected later in 2024.²³⁰ • 4 level access tram stop upgrades planned in 2023-24 and 8 more funded for 2024-25.²³¹ • Continued to deliver 100 next generation trams to replace some of the high floor trams currently on the network which don’t comply with the <i>Disability Standards Accessible Public Transport Act 2002</i>.²³² • Released <i>Melbourne’s tram plan</i> in November 2023. The plan explains how the Victorian Government will plan future tram stop upgrades via tram corridors rather than individual stops.²³³ • Consulted community on tram corridor planning for routes 82²³⁴ and 86,²³⁵ which included upgrading trams stops to provide level access. • Announced the roll out of Navilens on all 100 E Class trams in August 2023. It will help vision impaired passengers access travel information.²³⁶ • \$600.8 million over 4 years to deliver 23 new VLocity trains and continue the replacement of the classic fleet and improve accessibility, reliability and passenger experience on the regional network.²³⁷
Previous progress	<ul style="list-style-type: none"> • Upgraded 2 tram stops to level access in 2021-21 and another 2 in 2022-23.²³⁸ • \$57.8 million over 4 years to deliver train station accessibility and amenity improvements at priority train stations, including Glen Waverley, Jacana, Lalor, Merri, Thornbury, Victoria Park, Warrnambool and Woodend. Platform modifications to improve accessibility of stations along the Dandenong corridor were also upgraded.²³⁹ • \$108.5 million over 4 years to deliver bus service improvements, accessibility and amenity upgrades at 80 bus stops and a first phase roll-out of wheelchair restraint systems on metropolitan buses.²⁴⁰ The roll-out assessed how effectively the systems ensured safety for people using mobility devices, to inform wider implementation across the bus network.
Opportunities for further progress	The opportunity for more transport accessibility upgrade funding, including tram stop upgrades, continues to exist.

**Need – Victorian
Infrastructure Plan 2021**

- Steer changes in travel behaviour

Recommendation 45 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Adopt permanent off-peak discounts for public transport fares

Permanently adopt discounted off-peak fares for metropolitan public transport and discontinue ticket types that do not offer discounts for off-peak travel.

Government position

Subject to further consideration

Related priority *Victorian
Infrastructure Plan 2021*

Connecting communities.

Actions in financial year
2023–2024

No publicly available initiatives identified.

Previous progress

No publicly available initiatives identified.

Opportunities for further
progress

The opportunity to adopt off-peak discounts for public transport fares continues to exist.

**Need – Victorian
Infrastructure Plan 2021**

- Steer changes in travel behaviour

Recommendation 46 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Reduce bus and tram fares

In the next year, reduce bus and tram fares, while maintaining an integrated ticketing system, to encourage people to make greater use of cost-effective public transport services that can be quickly expanded.

Government position

Subject to further consideration

Related priority *Victorian
Infrastructure Plan 2021*

Connecting communities

Actions in financial year
2023–2024

No publicly available initiatives identified.

Previous progress

No publicly available initiatives identified.

Opportunities for further
progress

Infrastructure Victoria’s *Fast, frequent, fair* report shows how buses can better connect Melbourne. The report recommends providing off-peak fare discounts.²⁴¹

**Need – Victorian
Infrastructure Plan 2021**

- Steer changes in travel behaviour

Recommendation 47 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Remove the free tram zone

In the next year, remove the free tram zone to improve equity, enhance the performance of the tram network and provide better safety and transport access for those most in need.

Government position	Not supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
Actions in financial year 2023–2024	No publicly available initiatives identified.
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	While this recommendation was not supported by the Victorian Government, the opportunity to remove the free tram zone continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Steer changes in travel behaviour**

Recommendation 48 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Appoint an independent transport pricing adviser In the next year, appoint an independent body to advise on and monitor transport prices over the next 30 years.
Government position	Not supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
Actions in financial year 2023–2024	No publicly available initiatives identified.
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	While this recommendation was not supported by the Victorian Government, the opportunity to appoint an independent transport pricing adviser still exists.

Need – Victorian Infrastructure Plan 2021 • **Steer changes in travel behaviour**

Recommendation 49 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Reduce inner Melbourne congestion by further reforming parking pricing Within the next two years, review the Melbourne Congestion Levy on parking to increase its value, expand the properties it applies to, and cover a wider area. In the next five years, consider extending the levy to on-street parking and supporting a trial of demand-responsive pricing for inner Melbourne on-street parking.
Government position	Subject to further consideration

Related priority *Victorian Infrastructure Plan 2021* Making the most of existing assets

Actions in financial year 2023–2024 No publicly available initiatives identified.

Previous progress No publicly available initiatives identified.

Opportunities for further progress The opportunity to reduce inner Melbourne congestion by further reforming parking pricing continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Steer changes in travel behaviour**

Recommendation 50 – *Victoria's Infrastructure Strategy 2021–2051* **Price parking at major public transport hubs**
In the next five years, charge parking fees at major public transport hubs, followed by all train stations and park-and-rides, to help encourage people to travel there using public and active transport, and to make parking spaces available for public transport users who need them most.

Government position Not supported

Related priority *Victorian Infrastructure Plan 2021* Making the most of existing assets

Actions in 2023–2024 No publicly available initiatives identified.

Previous progress No publicly available initiatives identified.

Opportunities for further progress While this recommendation was not supported by the Victorian Government, the opportunity to price parking at major transport hubs continues to exist.

Need – Victorian Infrastructure Plan 2021 • **Steer changes in travel behaviour**

Recommendation 51 – *Victoria's Infrastructure Strategy 2021–2051* **Incorporate congestion pricing for all new metropolitan freeways**
Apply congestion-based peak and off-peak tolling to all new metropolitan freeways, including the North East Link, to better manage traffic flow and impacts on nearby local roads.

Government position Not supported

Related priority *Victorian Infrastructure Plan 2021* Making the most of existing assets

Actions in 2023–2024 No publicly available initiatives identified.

Previous progress No publicly available initiatives identified.

Opportunities for further progress	While this recommendation was not supported by the Victorian Government, the opportunity to incorporate congestion pricing for all new metropolitan freeways continues to exist.
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Need – Victorian Infrastructure Plan 2021	• Steer changes in travel behaviour
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Recommendation 52 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Trial full-scale congestion pricing in inner Melbourne In the next five years, trial full-scale congestion pricing in inner Melbourne to reduce congestion on inner city roads.
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Government position	Not supported
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
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Actions in 2023–2024	No publicly available initiatives identified.
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Previous progress	No publicly available initiatives identified.
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Opportunities for further progress	While this recommendation was not supported by the Victorian Government, the opportunity to trial full-scale congestion pricing in inner Melbourne continues to exist.
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Need – Victorian Infrastructure Plan 2021	• Steer changes in travel behaviour
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Recommendation 53 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Phase out fixed road user charges and introduce user pays charging Replace fixed road user charges with variable distance-based and congestion charges over the next 10 years, by gradually expanding and reforming the existing electric vehicle charge. Ensure user pays charging reflects the relative costs of road use, encouraging people to adopt beneficial travel behaviour.
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
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Actions in 2023–2024	<ul style="list-style-type: none"> • In 2023 the High Court of Australia determined that the right to charge zero and low emission vehicles based on distances travelled rests with the Australian Government.²⁴² This rendered the <i>Zero and Low Emission Vehicle Distance-based Charge Act 2021</i> invalid.
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Previous progress	<ul style="list-style-type: none"> • In 2021, the Victorian Government enacted the <i>Zero and Low Emission Vehicle Distance-based Charge Act 2021</i>. This introduced a 2.5 cents per kilometre charge for electric vehicles using public roads.²⁴³
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Opportunities for further progress

Opportunities for the Victorian Government to phase out fixed road user charges and introduce user pays charging have been restricted and complicated by the High Court of Australia's decision.

Need – Victorian Infrastructure Plan 2021

• Adapt infrastructure for modern needs

Recommendation 54 – *Victoria's Infrastructure Strategy 2021–2051*

Require accessible buildings for public services

In the next year, establish an accessibility upgrade fund to contribute towards priority building upgrades to meet contemporary accessibility standards. By 2032, require all Victorian Government provided and funded services to be delivered from premises that meet contemporary accessibility standards.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Integrating care across the health and social service system

Actions in 2023–2024

- Released the *Design for Everyone Guide: A Guide to Sport and Recreation Settings* in April 2024.²⁴⁴
- \$170 million for the disability services hub and student hub at the Gordon TAFE in Geelong as part of the Building Better TAFE fund.²⁴⁵
- \$10 million for the Inclusive Schools fund to provide school infrastructure such as accessible playgrounds, outdoor sensory areas and indoor inclusive learning spaces.²⁴⁶
- Updated the *Building Quality and Standards Handbook* in May 2024. The handbook requires all school construction and capital works projects to comply with the *Whole of Victorian Government Universal Design Policy*.²⁴⁷
- \$15 million announced in 2024-25 Budget for the Accessible Buildings Program to improve access to school facilities for students with disability and additional needs.²⁴⁸

Previous progress

- Released the *Whole of Victorian Government Universal Design Policy* in July 2022.²⁴⁹
- Released the *Inclusive Victoria: State Disability Plan (2022–2026)* in March 2022.²⁵⁰
- Released the Victorian Health Building Authority's *Universal Design Policy* in 2021.²⁵¹
- Committed to at least 5% of social housing constructed by Homes Victoria as part of the Big Housing Build to have a high level of physical accessibility.²⁵²
- \$0.8 million to conduct an accessibility audit of all Victorian TAFE campuses.²⁵³
- The Inclusive Schools Fund has supported over 420 projects since 2015.²⁵⁴

Opportunities for further progress

The opportunity to require accessibility for existing buildings for public services continues to exist.

<p>Need – Victorian Infrastructure Plan 2021</p>	<ul style="list-style-type: none"> • Adapt infrastructure for modern needs
<p>Recommendation 55 – <i>Victoria’s Infrastructure Strategy 2021–2051</i></p>	<p>Rapidly renew old public housing</p> <p>Rapidly renew dilapidated public housing properties to improve functionality, accessibility and energy efficiency with a priority to renew at least half of all older low-rise apartments and older three bedroom detached dwellings by 2031.</p>
<p>Government position</p>	<p>Supported</p>
<p>Related priority <i>Victorian Infrastructure Plan 2021</i></p>	<p>All Victorians have stable, affordable and appropriate housing</p>
<p>Actions in 2023–2024</p>	<ul style="list-style-type: none"> • Released <i>Victoria’s Housing Statement</i> in September 2023 which includes the commitment to retire and redevelop all of Melbourne’s 44 high-rise public housing estates by 2051.²⁵⁵ • The Public Housing Renewal program continues the renewal of public housing. The total estimated investment for the program is \$185 million.²⁵⁶ This includes the completion of the North Richmond housing site revitalisation in 2023-24.²⁵⁷ • Started the rollout of air conditioners in 2024, funded by the \$141.5 million Cooling our public housing towers program.²⁵⁸ It funds the installation air conditioners in public housing high-rise tower dwellings.²⁵⁹ • Continued renewing social housing sites through the \$1.2 billion Ground lease model project.²⁶⁰ In early 2024, the 3 projects in Brighton, Flemington and Prahran were completed and another project in Flemington was under construction, delivering 1,100 social homes. Planning is underway for another 1,370 homes across 4 projects in Hampton East, Prahran, Port Melbourne and South Yarra.²⁶¹ • The \$1 billion Regional housing fund aims to deliver more than 1,300 new homes across regional Victoria. Programs include the rapid renewal of old public housing.²⁶² • \$18.7 million over 5 years announced in 2024-25 Budget for the Modernising the delivery of public housing maintenance initiative. It will upgrade technology systems used by Homes Victoria to improve renters experience and satisfaction with public housing maintenance requests.²⁶³
<p>Previous progress</p>	<ul style="list-style-type: none"> • Continued delivering 9,300 new social homes under the Big Housing Build Initiative.²⁶⁴ This includes replacing 1,100 old public housing units and ensuring that the new homes meet 7-star energy efficiency standards.²⁶⁵ • Increased Victoria’s social housing stock increased by around 3,600 dwellings between June 2021 and June 2023.²⁶⁶
<p>Opportunities for further progress</p>	<p>Progress has been made on this need. The Victorian Government can continue renewing ageing public housing. The new five-year National agreement on social housing and homelessness will come into effect on 1 July 2024 and could be used to fund the renewal of ageing public housing sites.</p>

**Need – Victorian
Infrastructure Plan 2021**

- **Adapt infrastructure for modern needs**

Recommendation 56 –
*Victoria's Infrastructure
Strategy 2021–2051*

Upgrade and rebuild public hospital infrastructure

In the next five years, publish priorities for hospital renewal to enable modern health care services and meet future demand. In the next 10 years, redevelop the Royal Melbourne Hospital and progress the upgrade and rebuild of the Alfred Hospital and Austin Hospital.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Improving equity and access

Actions in 2023–2024

- \$229.8 million over 3 years announced in the 2024–25 Budget to expand capacity of the Austin Hospital's existing emergency department and build a new dedicated paediatric emergency department zone.²⁶⁷
- \$118 million over 4 years announced in the 2024–25 Budget for works across The Alfred Hospital to maintain operating theatres, intensive care and in-patient units.²⁶⁸
- \$40 million over 2 years announced in 2024–25 Budget for the engineering infrastructure replacement program. The program will upgrade and replace critical engineering infrastructure in selected health services including boilers, air handling units and fire risk management systems.²⁶⁹
- Plan to redevelop Royal Melbourne Hospital Parkville campus announced in 2024–25 Budget.²⁷⁰

Previous progress

No publicly available initiatives identified

Opportunities for further
progress

Progress has been made on this need. The opportunity to publish Government's priorities for investing in existing health infrastructure continues to exist.

**Need – Victorian
Infrastructure Plan 2021**

- **Harness infrastructure for productivity and growth**
- **Shape the transport network for better access**

Recommendation 57 –
*Victoria's Infrastructure
Strategy 2021–2051*

Reshape the metropolitan bus network and introduce 'next generation' bus services

By 2025, reshape the metropolitan bus network in Melbourne's north-west and south-east in time for the opening of the Melbourne Metro Tunnel. Introduce 'next generation' bus services, beginning by using them on the new Doncaster busway. In the next 10 years, continue reforming bus networks in Melbourne and Geelong, including by revising the coverage standard and using more flexible bus services in lower demand areas.

Government position

Supported

Related priority *Victorian
Infrastructure Plan 2021*

Connecting communities

Actions in 2023–2024

- Continued to deliver the \$36.4 million Delivering Victoria's bus plan initiative. This includes a new bus route connecting Melton Station to Eynesbury and the roll-out of zero emission buses.²⁷¹

	<ul style="list-style-type: none"> • Started constructing the Eastern busway from Doncaster towards the city as part of the North east link project.²⁷² • Introduced bus service changes. This includes the new bus route 524 connecting Donnybrook station and the future Clovertown town centre, and the new bus 501 connecting Donnybrook and Craigieburn stations.²⁷³ Extended service delivery of bus routes 543, 798, 831, 925 and 928.²⁷⁴ • \$29.7 million over 4 years announced in 2024-25 Budget for the Improving bus and ferry services initiative to improve bus services and support public transport services. This includes the continuation of the Melton South FlexiRide service.²⁷⁵
Previous progress	<ul style="list-style-type: none"> • Released <i>Victoria's bus plan</i> in 2021. It will introduce new bus categories and transform the bus network.²⁷⁶ • Introduced more FlexiRide services in 2021 and 2022.²⁷⁷
Opportunities for further progress	Infrastructure Victoria's <i>Fast, frequent, fair</i> report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, optimising existing bus network, and deliver bus rapid transit across Melbourne. ²⁷⁸
Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Shape the transport network for better access
Recommendation 58 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Connect suburban jobs through 'next generation' buses and road upgrades</p> <p>In the next five years, create new 'next generation' bus services and better roads to connect outer and growing suburbs to National Employment and Innovation Clusters and major employment centres. Consider using a 'next generation' bus service instead of trams between Caulfield and Rowville.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in 2023–2024	<p>Bus networks and services</p> <ul style="list-style-type: none"> • From late 2023 to early 2024, provided 2 extra shuttle bus services to Chadstone Shopping Centre, which also provides better connection to trains and trams.²⁷⁹ • New bus interchanges at Merinda Park station from June 2024.²⁸⁰ • Improvements to local bus network resulted in more than 1 million additional trips taken on the bus routes servicing Melbourne's east.²⁸¹ • \$180 million announced in 2024-25 Budget from the Growth areas infrastructure contribution fund for 10 new or improved bus services across Melbourne's north, west and southeastern growth areas, including new bus routes in Donnybrook and Craigieburn from January 2024 and in Sunbury and Diggers Rest from March 2024.²⁸² <p>Roads</p> <ul style="list-style-type: none"> • \$674 million to upgrade key roads and intersections in major growth areas and regions, improving network efficiency, travel times and road safety.²⁸³ • Completed road upgrades including Stage 2 of the Monash Freeway Upgrade, South Road upgrade and 5 suburban road upgrades.²⁸⁴

- \$17 million announced in 2024-25 Budget to continue improving metropolitan roads and intersections.²⁸⁵

Previous progress

- Released *Victoria's bus plan* in 2021. This is the government's long-term strategy to deliver holistic reform to the bus network across Victoria. Reform objectives include introducing new bus categories and transforming the bus network.²⁸⁶

Opportunities for further progress

Infrastructure Victoria's *Fast, frequent, fair* report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, optimising existing bus network, and deliver bus rapid transit across Melbourne.²⁸⁷

Need – Victorian Infrastructure Plan 2021

- **Harness infrastructure for productivity and growth**
- **Shape the transport network for better access**

Recommendation 59 – *Victoria's Infrastructure Strategy 2021–2051*

Increase off-peak service frequencies and suburban rail corridor capacity
Over the next five years, increase Melbourne's train service frequencies for off-peak, counter-peak and weekend services. Develop and progressively deliver a prioritised 15-year network service upgrade program for suburban train corridors, including track and signalling improvements, higher capacity trains, carriage retrofits and an upgraded train control centre.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Connecting communities

Actions in 2023–2024

- Installed high-capacity signalling in the Metro Tunnel, and on the Pakenham, Cranbourne, and Sunbury lines.²⁸⁸
- \$41.2 million over 4 years announced in the 2024-25 Budget for the More trains, more often initiative. It facilitates timetable modelling and implementation across the public transport network supporting increasing train capacity.²⁸⁹

Previous progress

- Completed the Cranbourne line duplication in 2022. The upgrade allows for more train services to run.²⁹⁰

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021

- **Harness infrastructure for productivity and growth**
- **Shape the transport network for better access**

Recommendation 60 – *Victoria's Infrastructure Strategy 2021–2051*

Reconfigure the City Loop for more frequent and reliable services
Within the next two years, complete a business case to reconfigure the City Loop, including determining its timing. Include planning for more frequent

metropolitan services on the Craigieburn, Upfield, Frankston, and Glen Waverley services, while considering a future express railway line between Camberwell and Burnley to prepare for future rail patronage on the Lilydale, Belgrave, and Alamein lines. Explore options and staging to extend metropolitan services to the Mitchell local government area, including possible station locations.

Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in 2023–2024	No publicly available initiatives identified.
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	The opportunity to reconfigure the city loop for more frequent and reliable services after the Metro Tunnel opens continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Shape the transport network for better access
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Recommendation 61 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Prepare for Melbourne Metro Two and direct Geelong rail services</p> <p>Within five years complete a business case for the Melbourne Metro Two Tunnel project, and protect the land required to construct it. Consider using the tunnel to re-route Geelong services direct to Southern Cross, and consider new stations or relocating existing stations. To shape demand for the project in the next five years, enable more intensive land use around the rail network, and introduce ‘next generation’ bus services between Newport and Fishermans Bend, and Victoria Park and Parkville.</p>
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Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
Actions in 2023–2024	<ul style="list-style-type: none"> • The Australian Government withdrew its funding support for the Geelong Fast Rail in 2023 following an independent review of the national infrastructure program.²⁹¹
Previous progress	<ul style="list-style-type: none"> • Conducted site investigations in 2022 to inform planning and design of the Geelong Fast rail.²⁹²
Opportunities for further progress	The opportunity to prepare for Melbourne Metro Two and direct Geelong rail services continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Shape the transport network for better access
Recommendation 62 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Protect a long-term option for a new cross-city motorway</p> <p>Within five years, determine an updated future alignment and preserve the option for constructing, if required, a new motorway linking the Eastern Freeway and CityLink. If delivered, implement the project with a transport network pricing scheme, and active and public transport improvements.</p>
Government position	Not supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
Actions in 2023–2024	No publicly available initiatives identified.
Previous progress	No publicly available initiatives identified.
Opportunities for further progress	No opportunities identified for the Victorian Government.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Improve freight efficiency for industry competitiveness
Recommendation 63 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Optimise capacity at the Port of Melbourne</p> <p>Support efforts to progressively optimise the Port of Melbourne’s capacity, and actively take steps to manage amenity implications for community acceptance, as identified in our <i>Advice on securing Victoria’s ports capacity</i>.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
Actions in 2023–2024	<ul style="list-style-type: none"> • Completed the \$125 million Port Rail Transformation Project in September 2023 to move more containers on rail and reduce the number of trucks on local roads.²⁹³ • \$9.7 million contributed towards the Port Rail Shuttle. The shuttle will connect a third terminal at South Dandenong to the rail network.²⁹⁴
Previous progress	<ul style="list-style-type: none"> • Released the <i>Victorian commercial ports strategy</i> in 2022. It provides an overarching vision for the port system.²⁹⁵
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue progressing planning for the future Bay West Port option.

**Need – Victorian
Infrastructure Plan 2021**

• Improve freight efficiency for industry competitiveness

Recommendation 64 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Act now to protect the future Bay West Port option

Within the next five years, identify and secure land, and apply planning protection for transport corridors and buffers for a future Bay West Port, particularly for future road and rail connections. Monitor and report on the triggers to develop a new port, and commence and continue environmental assessment and monitoring over the next 30 years. Around 2040, begin detailed planning.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Building for the future

Actions in 2023–2024

No publicly available initiatives identified.

Previous progress

- The 2022 *Victorian commercial ports strategy* confirmed that additional port capacity will be developed at Bay West. The strategy confirmed the location of Bay West and identifies steps to protect the Bay West port location and its transport connection.

Opportunities for further
progress

The need to optimise capacity at the Port of Melbourne continues to exist.

**Need – Victorian
Infrastructure Plan 2021**

• Improve freight efficiency for industry competitiveness

Recommendation 65 –
*Victoria’s Infrastructure
Strategy 2021–2051*

Deliver a new intermodal freight terminal for Inland Rail

In the next year, determine the preferred new intermodal terminal and facilitate its delivery, transport links and the surrounding precinct to operate soon after the Melbourne to Brisbane Inland Rail project is completed. Progress planning for another intermodal freight terminal and precinct, and secure necessary land.

Government position

Supported in principle

Related priority *Victorian
Infrastructure Plan 2021*

Building for the future

Actions in 2023–2024

- Government is working to protect land at Truganina for the eventual construction of the Western Interstate Freight Terminal.²⁹⁶
- The Australian Government endorsed prioritising the Beveridge Interstate Freight Terminal ahead of the Western Interstate Freight Terminal. As a result, the Victorian Government announced the indefinite deferral of the Western Interstate Freight Terminal until capacity is required. Interstate rail freight operations in the Dynon precinct will be extended beyond 2031 to deliver certainty for industry.²⁹⁷
- The Australian Government announced \$900 million in 2024 to complete the Camerons Lane Interchange at the intersection of the Hume Freeway at

	Beveridge. This will support developing the Beveridge Interstate Freight Terminal. ²⁹⁸
Previous progress	<ul style="list-style-type: none"> Allocated \$6.1 million for initial planning for the Western Interstate Freight Terminal at Truganina in 2022.²⁹⁹
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue monitoring progress on the Beveridge Interstate Freight Terminal for the Inland Rail Project and planning for new capacity when required.

Need – Victorian Infrastructure Plan 2021	• Improve freight efficiency for industry competitiveness
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Recommendation 66 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Construct an outer metropolitan road and rail corridor</p> <p>Within two years, determine staging for the outer metropolitan rail and road corridor. Subject to detailed business cases, start construction of priority sections, starting with the E6 motorway by the end of this decade. Progressively stage corridor development for completion in the next 30 years. Provide a freight rail link to coincide with the opening of the Western Intermodal Freight Terminal.</p>
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Building for the future
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Actions in 2023–2024	<ul style="list-style-type: none"> Continued preparing the Outer Metropolitan Ring/E6 Corridor detailed business case with the Australian Government.³⁰⁰ The Australian Government endorsed prioritising the Beveridge interstate freight terminal ahead of the Western interstate freight terminal. As a result, the Victorian Government announced the indefinite deferral of the Western interstate freight terminal until capacity is required. Interstate rail freight operations in the Dynon precinct will be extended beyond 2031 to deliver certainty for industry.³⁰¹ Government is working to protect land at Truganina for the eventual construction of the Western interstate freight terminal.³⁰² The Australian Government announced \$900 million in 2024 to complete the Camerons Lane Interchange at the intersection of the Hume Freeway at Beveridge. This will support developing the Beveridge Interstate Freight Terminal.³⁰³
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Previous progress	<ul style="list-style-type: none"> Allocated \$6.1 million for initial planning for the Western Interstate Freight Terminal at Truganina in 2022.³⁰⁴
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Opportunities for further progress	Progress has been made on this need. The opportunity to construct an outer metropolitan road and rail corridor continues to exist.
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Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Align social infrastructure with better service delivery
Recommendation 67 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Co-design an Aboriginal community-controlled infrastructure plan</p> <p>In the next year, start a co-design process with Aboriginal Victorians to develop a plan to guide investment in Aboriginal community-controlled infrastructure to meet current and future social, economic and cultural needs.</p>
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Planning for a growing population
Actions in 2023–2024	<ul style="list-style-type: none"> • Government announced the 7th funding round for the Aboriginal Community Infrastructure Program in February 2024.³⁰⁵ It provides funding to Aboriginal organisations to build new community infrastructure or to repair, refurbish or expand existing community infrastructure.³⁰⁶ It has been running since 2018.³⁰⁷
Previous progress	<ul style="list-style-type: none"> • The <i>Aboriginal Health and Wellbeing Partnership Agreement and Action Plan</i> was signed in May 2023.³⁰⁸ It identifies priority investment in infrastructure for Aboriginal health and wellbeing services, including land acquisition and capital funding business case development for at least 12 sites, policies to provide more long-term and self-determined funding for community controlled health service delivery and infrastructure, and a proposal to establish the Aboriginal Community Controlled Organisations (ACCO) Perpetual Infrastructure Fund. The Aboriginal Health and Wellbeing Partnership Forum developed the plan. The forum is a partnership between the Victorian Government and Victorian Aboriginal Community Controlled Health Organisation.
Opportunities for further progress	The Victorian Government can continue to partner with ACCOs and monitor developments led by the Yoorrook Justice Commission and Treaty negotiations.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Align social infrastructure with better service delivery
Recommendation 68 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Set targets to grow social housing</p> <p>In the next year, set a transparent statewide social housing growth target to reach and maintain at least the national average of 4.5 social housing dwellings for every 100 households by 2031.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	All Victorians have stable, affordable and appropriate housing
Actions in 2023–2024	<ul style="list-style-type: none"> • Through <i>Victoria’s Housing Statement</i>, the Victorian Government announced it would unlock surplus government land across 45 sites for around 9,000 homes, including a target of at least 10% affordable housing.³⁰⁹ • Consultation on developing a <i>Plan for Victoria</i> started in November 2023. The plan aims to guide the state’s growth with affordable housing and choice being one of the pillars.³¹⁰

- Consultation on the draft housing targets for local governments started in June 2024. These targets aim to guide local governments on where future homes should be built across Victoria.³¹¹

Previous progress

- Between June 2021 and June 2023, Victoria's social housing stock grew by around 3,600 dwellings, raising it to 2.9% of the total housing stock.³¹²
- The Big Housing Build program's investment in 9,300 new social dwellings helps Victoria move closer to the national average of 4.5 social housing dwellings for every 100 households by 2031.³¹³
- Established in 2018, the Social Housing Growth fund supports the community housing sector to grow the supply of social housing across Victoria.³¹⁴ In June 2023, the recipients of the funds' mental health supported housing round were announced. This included 32 projects expected to deliver up to 214 new homes for Victorians living with mental illness.³¹⁵
- Started providing up to \$1 billion in low interest loans and government guarantees to community housing agencies to deliver social and affordable housing in 2022. This initiative aims to build up to 6,000 social and affordable homes.³¹⁶

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives to reach at least the national average of 4.5 social housing dwellings for every 100 households.

Need – Victorian Infrastructure Plan 2021

- **Harness infrastructure for productivity and growth**
- **Align social infrastructure with better service delivery**

Recommendation 69 – *Victoria's Infrastructure Strategy 2021–2051*

Build new hospital capacity

In the next five years, reserve land for future hospital sites. Over 30 years, build new public hospital capacity to meet Victoria's future needs, especially increases in demand from Melbourne's rapidly growing outer northern and western suburbs.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Building a proactive system that anticipates demand

Actions in 2023–2024

- Completed the \$223.5 million Latrobe Regional Hospital Expansion - Stage 3A in March 2024.³¹⁷
- Completed the \$229.3 million Shepparton Hospital redevelopment.³¹⁸
- Continued building the \$1.5 billion New Footscray Hospital.³¹⁹
- Continued building the \$900 million New Melton Hospital.³²⁰
- Continued building the \$1.1 billion Frankston Hospital redevelopment.³²¹
- Continued building and planning the \$800 million community hospitals program in major growth areas.³²²
- Continued building the \$655m Ballarat Base Hospital redevelopment.³²³
- Continued building the \$384.2 million Warrnambool Base Hospital redevelopment.³²⁴
- Continued building the \$115 million Maryborough and District Hospital redevelopment.³²⁵

	<ul style="list-style-type: none"> • Funded land acquisition for future hospital sites under the Hospital Infrastructure Delivery Fund.³²⁶ • Continued planning the \$500 million new Barwon Women's and Children's facilities.³²⁷ • \$535 million announced in the 2024-25 Budget for the Monash Medical Centre redevelopment.³²⁸
Previous progress	<ul style="list-style-type: none"> • Victorian Heart Hospital opened in February 2023.³²⁹ • Funded land acquisition and further detailed planning and design work for additional mental health beds at Northeast Health Wangaratta and the Ballarat Base Hospital in 2022-2023.³³⁰ • Completed the Wonthaggi Hospital expansion in November 2022.³³¹ • Completed the Sunshine Hospital emergency department redevelopment in 2021.³³² • Completed the stage 2 Northern Hospital expansion in 2021.³³³
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Harness infrastructure for productivity and growth • Align social infrastructure with better service delivery
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Recommendation 70 – <i>Victoria's Infrastructure Strategy 2021–2051</i>	<p>Deliver infrastructure for a more responsive and integrated mental health system</p> <p>In the next year, establish a dedicated infrastructure fund to support more responsive and integrated mental health and wellbeing services, consistent with the recommendations of the Royal Commission into Victoria's Mental Health System.</p>
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Government position	Supported in principle
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Related priority <i>Victorian Infrastructure Plan 2021</i>	Improving equity and access
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Actions in 2023–2024	<ul style="list-style-type: none"> • Continued completing the \$801 million Mental Health Beds Expansion Program by building the remaining acute public mental health beds at the Royal Melbourne Hospital.³³⁴ • Continued building the \$515.7 million Thomas Embling Hospital expansion.³³⁵ • Continued planning and building a \$141 million investment in 8 new and refurbished youth prevention and recovery care centres in Ballarat, Geelong, Heidelberg, Shepparton and Traralgon. The centres provide treatment, care and support to young people aged 16 to 25 who are experiencing mental health challenges or psychological distress.³³⁶ • Continued building the emergency department mental health, alcohol and other drugs hub at Frankston Hospital. The hub provides fast tracked care for people presenting at the emergency department with mental health issues.³³⁷
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Previous progress	<ul style="list-style-type: none"> • Completed the Statewide Child and Family Centre in 2023. The centre improves children's access to mental health services who can stay onsite with their families while they receive therapy and support services.³³⁸ • Completed the emergency department mental health, alcohol and other drugs hubs at the Royal Melbourne Hospital in 2023, Monash Medical Centre and St
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Vincent’s Hospital in 2022 and Sunshine Hospital and University Hospital Geelong in 2021.³³⁹

- Additional acute public mental health beds were delivered through the Mental Health Beds Expansion Program at Sunshine Hospital in mid-2023, Northern Hospital in late-2022 and the McKellar Centre in mid-2022.³⁴⁰
- Established the Victorian Collaborative Centre for Mental Health and Wellbeing in September 2022.³⁴¹
- VACCHO opened The Balit Durn Durn Centre (Aboriginal Social and Emotional Wellbeing Centre of Excellence) in May 2022, supported by the Victorian Government.³⁴²
- Announced Victoria’s first Lived Experience Residential Service in 2022. The service provides short-term treatment, care and support in a community setting, as an alternative to acute inpatient care.³⁴³

Opportunities for further progress

Progress has been made on this need and no further opportunity has been identified.

Need – Victorian Infrastructure Plan 2021

- **Harness infrastructure for productivity and growth**
- **Align social infrastructure with better service delivery**

Recommendation 71 – *Victoria’s Infrastructure Strategy 2021–2051*

Plan and consistently deliver corrections and youth justice infrastructure while managing demand with policy settings

Plan and consistently deliver corrections and youth justice infrastructure while managing demand. By 2023, undertake long-term corrections and youth justice infrastructure planning, alongside policy measures that reduce short-term volatility and demand. In the next 15 years, consistently deliver a program of corrections and youth justice infrastructure projects to meet long-term demand.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Building the corrections and youth justice facilities we need

Actions in 2023–2024

- Announced in June 2024 to start using the new Western Plains Correctional Centre from 2025.³⁴⁴
- Announced in June 2024 to decommission Port Phillip Prison by December 2025 and Dhurringile Prison by 2024.³⁴⁵
- Bail reforms came into effect in March 2024.³⁴⁶ These reforms are intended to reduce the number of unsentenced people in custody who don’t pose a risk to community safety.³⁴⁷
- Stated operating the new Cherry Creek Youth Justice Precinct in August 2023.³⁴⁸
- Closed Malmsbury Youth Justice Centre in December 2023.³⁴⁹
- Announced in June 2024 a two-year trial of electronic monitoring and more intensive supervision of young people on bail.³⁵⁰

Previous progress

- Completed the *Justice Asset and Infrastructure Plan* in 2021.³⁵¹
- In April 2023 announced increasing the age of criminal responsibility from 10 years of age to 12 years of age in late-2024 and 14 years old by 2027.³⁵² This may reduce demand for youth justice facilities.

Opportunities for further progress

The opportunity to manage justice infrastructure demands with policy settings continues to exist.

Need – Victorian Infrastructure Plan 2021

• Plan for growth areas

Recommendation 72 – *Victoria's Infrastructure Strategy 2021–2051*

Prioritise and oversee infrastructure delivery in growing communities

In the next year, empower a government body to monitor infrastructure delivery in Victoria's new growth areas and priority urban renewal precincts, and proactively advise on delivery sequencing and funding. In the next five years, develop program business cases for growth areas and precincts that consider timing, sequencing and funding of infrastructure.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Catering for a growing population

Actions in 2023–2024

- Established the Victorian Infrastructure Delivery Authority in April 2024 to deliver health and transport infrastructure projects.³⁵³

Previous progress

- The Victorian Planning Authority continues to plan Melbourne's new suburbs in the growth corridors. In 2021, it updated the *Precinct Structure Planning* guidelines³⁵⁴.

Opportunities for further progress

In October 2023, Infrastructure Victoria released *Choosing Victoria's future* report. It recommends the Victorian Government develop and publish long-term plans for infrastructure sectors and use these to inform infrastructure project funding decisions to better meet community needs.³⁵⁵

Need – Victorian Infrastructure Plan 2021

• Plan for growth areas

Recommendation 73 – *Victoria's Infrastructure Strategy 2021–2051*

Fund libraries and aquatic centres in growth areas

In the next five years, increase funding to support local governments to plan and deliver libraries and aquatic recreation centres in Melbourne's seven growth area municipalities.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Planning for a growing population

Actions in 2023–2024

- \$156,000 for the mobile library van in Melton through the 2023-24 round of the Living Libraries Infrastructure Program.³⁵⁶
- \$178,806 for the Thomastown library refurbishment project in Whittlesea, through the 2023-24 round of the Living Libraries Infrastructure Program.³⁵⁷

- \$8.5 million for the Truganina Community Centre through the Growing Suburbs Fund, Building Blocks Infrastructure Program and the Living Libraries Infrastructure Program.³⁵⁸ The Growing Suburbs Fund helps to fund local infrastructure projects, including for community centres that provide library services.³⁵⁹
- Up to \$5 million towards Stage 1 of the Greenhill Recreation Precinct project in Mitchell, which will deliver an integrated facility for stadium sports, gymnastics and aquatics.³⁶⁰
- Up to \$20 million towards the new Mernda Regional Aquatic and Sports Centre in Whittlesea, including multipurpose sports courts and a pool.³⁶¹

Previous progress

- In 2022–23, the Living Libraries Infrastructure Program funded 11 projects, including \$117,000 to increase public space at the Hoppers Crossing Library in Wyndham.³⁶²

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives to fund libraries and aquatic centres in growth areas.

Need – Victorian Infrastructure Plan 2021

• **Plan for growth areas**

Recommendation 74 – *Victoria's Infrastructure Strategy 2021–2051*

Extend rail services in Melbourne's western and northern growth areas

In the next two years, develop business cases to extend electrified metropolitan train services from Sunshine to Rockbank, from Craigieburn to Beveridge, and on the Wyndham Vale corridor, to be delivered by 2031. Deliver extra services to south-east Melbourne by running Rockbank services to Pakenham via the Melbourne Metro Tunnel. Consider adding extra stations on the Wyndham Vale and Melton corridors, and secure remaining land required for stations and stabling.

Government position

Partly supported

Related priority *Victorian Infrastructure Plan 2021*

Building for the future

Actions in 2023–2024

- \$650 million to upgrade the Melton Line. This includes building extra stabling and upgrading stations to deliver better train services and increase train capacity.³⁶³
- Commenced early site investigations for the new train station in Tarneit West in 2024.³⁶⁴

Previous progress

- In October 2022, announced a new train station in Tarneit West to help connect growing areas of Melbourne's west.³⁶⁵

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue expanding access to rail services in Melbourne's western and northern growth areas, including purchasing remaining land required for rail corridors and stations.

Need – Victorian Infrastructure Plan 2021	• Plan for growth areas
Recommendation 75 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Link outer suburbs to rail with ‘next generation’ buses</p> <p>In the next year, introduce ‘next generation’ bus services towards Clyde, Mornington Peninsula, Wollert and Armstrong Creek. In the next five years, complete feasibility studies to plan the ultimate development of public transport services on these corridors and secure remaining land required.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in 2023–2024	<ul style="list-style-type: none"> • \$36 million over 4 years to improve bus services in growth areas. This includes a new bus route connecting Melton Station to Eynesbury and planning for the new cross-Mornington Peninsula bus link.³⁶⁶ • Changes to bus services, including the new bus route 524 connecting Donnybrook station and the future Clovertown town centre³⁶⁷, and the new bus 501 connecting Donnybrook and Craigieburn stations.³⁶⁸ • \$29.7 million over 4 years announced in 2024-25 Budget for the Improving bus and ferry services program to improve bus services and support public transport services. This includes the continuation of the Melton South FlexiRide on-demand service.³⁶⁹
Previous progress	<ul style="list-style-type: none"> • Released <i>Victoria’s Bus Plan</i> in 2021 aiming to introduce new bus categories and transform the bus network.³⁷⁰ • Started the statewide 3-year trial of zero emissions buses in 2022.³⁷¹
Opportunities for further progress	Infrastructure Victoria’s <i>Fast, frequent, fair</i> report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, beginning with outer and growth area suburbs, updating the public transport network, and providing funding certainty for growth area buses. ³⁷²

Need – Victorian Infrastructure Plan 2021	• Plan for growth areas
Recommendation 76 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Expand and upgrade Melbourne’s outer suburban road and bus networks</p> <p>In the next 15 years, deliver a program of upgrades to Melbourne’s arterial road, freeway and bus networks beyond what is currently funded, focusing on congested roads and corridors in outer metropolitan and growth suburbs council areas.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Making the most of existing assets
Actions in 2023–2024	<p>Bus networks and services</p> <ul style="list-style-type: none"> • Provided 2 extra shuttle bus services to Chadstone Shopping Centre from late 2023 to early 2024, which also provides better connection to trains and trams.³⁷³

- New bus interchanges at Merinda Park station from June 2024.³⁷⁴
- \$180 million announced in 2024-25 Budget from the Growth areas infrastructure contribution fund for 10 new or improved bus services across Melbourne's north, west and southeastern growth areas, including new bus routes in Donnybrook and Craigieburn from January 2024 and in Sunbury and Diggers Rest from March 2024.³⁷⁵

Roads

- \$674 million to upgrade key roads and intersections in major growth areas and regions, improving network efficiency, travel times and road safety.³⁷⁶
- Completed road upgrades including Stage 2 of the Monash Freeway Upgrade. South Road upgrade 5 suburban roads.³⁷⁷
- \$17 million announced in 2024-25 Budget to continue improving metropolitan roads and intersections.³⁷⁸

Previous progress

- Allocated \$166.9 million over 4 years in 2022-23 for Melbourne road upgrades including South Gippsland Highway, Burwood Highway, Mickleham Road, and bus service improvements.³⁷⁹

Opportunities for further progress

Infrastructure Victoria's *Fast, frequent, fair* report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, beginning with outer and growth area suburbs, and provide funding certainty for growth area buses.³⁸⁰

Need – Victorian Infrastructure Plan 2021

- **Harness infrastructure for productivity and growth**
- **Plan for growth areas**

Recommendation 77 – *Victoria's Infrastructure Strategy 2021–2051*

Target 30% tree canopy coverage in new growth areas

Over the next 30 years, achieve 30% tree canopy coverage in new growth areas by mandating coverage during precinct development, funding relevant Victorian Government agencies and local government to plant, replace and maintain canopy trees, and work with utility providers to remove barriers to tree planting.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Protecting Victoria's biodiversity by 2037

Actions in 2023–2024

- In 2024 the More Trees for a Cooler, Greener West program announced they will provide over 2,000 trees for schools across the Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham local government areas to increase canopy cover and contribute to the wellbeing of schools and their communities.³⁸¹

Previous progress

- The Victorian Planning Authority's 2021 precinct structure planning (PSP) guidelines include a target of 30% tree canopy coverage³⁸².
- The More Trees for a Cooler, Greener West program has planted 375,000 trees in Melbourne's west since 2021.³⁸³
- The tree removal and replacement policy sets out requirements for schools and the Victorian School Building Authority to preserve or replace vegetation affected by capital building projects.³⁸⁴

- The Department of Education’s *Building Quality and Standards Handbook* includes requirements for shaded areas as part of new school facilities.³⁸⁵

Opportunities for further progress Progress has been made on this need. The Victorian Government can continue to deliver more open space contributions on private land in future updates to the PSP guidelines.

Need – Victorian Infrastructure Plan 2021

- Develop regional Victoria
- Enhance regional market access and economic growth

Recommendation 78 – *Victoria’s Infrastructure Strategy 2021–2051* **Deliver long-term funding certainty for regional road maintenance and upgrades**
 Within two years, specify clear levels of service for each type of regional road and bridge. Following this, dedicate a 10-year funding program to sustainably fund Victorian Government regional road and bridge maintenance and upgrades to meet these service levels. Funding should be prioritised based on improving safety, decreasing vehicle emissions, and lifting productivity.

Government position Partly supported

Related priority *Victorian Infrastructure Plan 2021* Making the most of existing assets

Actions in 2023–2024

- \$6.6 billion over 10 years announced in 2024–25 Budget to maintain the state’s road network. This includes \$62 million for upgrades in 2024 to make regional roads safer and improve freight routes.³⁸⁶
- Continued to deliver the \$2.8 billion for the 10-year Victorian Road Maintenance Funding initiative for road maintenance, renewal and flood recovery works across the metropolitan and regional road network.³⁸⁷

Previous progress • Maintained over 173 million square metres of the regional road network in 2022–23.³⁸⁸

Opportunities for further progress The Victorian Government’s commitment to providing maintenance funding for 10 years provides increased certainty. However, further opportunities exist to define service levels, prioritise and improve the cost effectiveness of asset management.

Need – Victorian Infrastructure Plan 2021

- Develop regional Victoria
- Enhance regional market access and economic growth

Recommendation 79 – *Victoria’s Infrastructure Strategy 2021–2051* **Fund and plan for ongoing regional rail freight network development and maintenance**
 In the next year, fund a 30-year periodic regional freight rail maintenance program, informed by a publicly available network development and asset management plan. Using the plan, thoroughly determine the feasibility of the next major regional freight upgrade within five years.

Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in 2023–2024	<ul style="list-style-type: none"> • Mode Shift Incentive Scheme has been ongoing since 2012–13. The scheme provides rebates to regional freight operators to encourage shift from road to rail. It will be wound down after 2023–24.³⁸⁹ • As part of the Port Rail Shuttle Network, operations commenced in Altona in June 2023 with further services expected to progressively commence once works at the Somerton and Dandenong South terminals are completed.³⁹⁰ • Continued working on the Murray Basin Rail Project.³⁹¹ • \$104.3 million over 2 years announced in the 2024–25 Budget to deliver routine maintenance across freight rail corridors, maintain freight rail infrastructure and wind down the Mode Shift Incentive Scheme while supporting moving more freight by rail.³⁹²
Previous progress	<ul style="list-style-type: none"> • Allocated more than \$51 million to the Mode Shift Incentive Scheme since 2012.³⁹³ • Allocated \$48.8 million for the Murray Basin Rail Project in 2022. The project will optimise the standard and broad-gauge network.³⁹⁴
Opportunities for further progress	Progress has been made on this need. The opportunity to fund and plan ongoing regional rail freight network development and maintenance continues to exist.

Need – <i>Victorian Infrastructure Plan 2021</i>	<ul style="list-style-type: none"> • Develop regional Victoria • Enhance regional market access and economic growth
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Recommendation 80 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Upgrade power supply for agriculture and regional industry</p> <p>In the next five years, contribute toward strategic power supply infrastructure upgrades for agriculture and regional industry, where an independent assessment demonstrates significant potential for increased productivity, competitiveness and growth.</p>
Government position	Subject to further consideration
Related priority <i>Victorian Infrastructure Plan 2021</i>	Ensuring efficient and affordable energy services
Actions in 2023–2024	<ul style="list-style-type: none"> • Continued investing \$1 billion for the State Electricity Commission to deliver 4.5 gigawatts of power through renewable energy projects. These projects are intended to replace the equivalent capacity of power generated by Loy Yang A coal power station.³⁹⁵ • Delivered 108 energy management projects through the Business Recovery Energy Efficiency Fund up to July 2023.³⁹⁶ • \$28.6 million announced for the Corryong Microgrid to power more than 900 local households and businesses for up to 5 days.³⁹⁷ • \$7 million funding under the Victorian Government’s Community Microgrid and Sustainable Energy Program for Mallacoota and Omeo Microgrids.³⁹⁸

Previous progress • No publicly available initiatives identified.

Opportunities for further progress No opportunities identified for the Victorian Government.

Need – Victorian Infrastructure Plan 2021

- Develop regional Victoria
- Enhance regional market access and economic growth

Recommendation 81 – *Victoria's Infrastructure Strategy 2021–2051*

Plan for and facilitate regional nature-based tourism investments

In the next two years, develop a Victorian nature-based tourism strategy to guide industry development and prioritise further investments. During the next 15 years, support regional tourism investment by allowing more site-specific leases for up to 49 years for infrastructure proposals that meet strict criteria and complement environmental and cultural values.

Government position Supported in principle

Related priority *Victorian Infrastructure Plan 2021* Growing participation

Actions in 2023–2024

- \$150 million Regional Tourism Investment Fund 2024 announced in May 2024 with grants of \$100,000 to \$5 million per project available.³⁹⁹
- \$8 million for the Enabling Tourism Fund 2024 announced in January 2024.⁴⁰⁰
- Continued delivering the \$121 million Tourism Infrastructure Program in 2023–24.⁴⁰¹
- Continued delivering the \$126 million 12 Apostles Precinct Redevelopment project, funded in partnership with the Australian Government.⁴⁰²
- Continued delivering the Visitor Servicing Fund. It supports the Victorian tourism industry to deliver innovative tools that encourage people to stay longer and spend more across Victoria.⁴⁰³

Previous progress

- \$30 million in 2022-23 to the Regional Infrastructure Fund 2022 to assist the growth of rural Victoria by providing grants for infrastructure projects aimed to stimulate economic growth and community development.⁴⁰⁴
- Released *Experience Victoria 2033* in May 2023.⁴⁰⁵ It builds on the \$633 million Visitor Economy Recovery and Reform plan. Nature-based tourism is 1 of the 5 priority pillars in *Experience Victoria 2033*.⁴⁰⁶

Opportunities for further progress Progress has been made on this need. The Victorian Government can continue to facilitate regional nature-based tourism.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Develop regional Victoria • Enhance regional market access and economic growth
Recommendation 82 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Develop a Victorian Aboriginal tourism strategy with Aboriginal communities</p> <p>Support and partner with Aboriginal communities in the next two years to guide future investments in Aboriginal tourism and cultural heritage, including through Joint Management Plans.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Growing participation
Actions in 2023–2024	<ul style="list-style-type: none"> • Completed community consultation for the <i>First Peoples Tourism Plan</i> in June 2024. The plan aims to coordinate and advance First Peoples tourism, leverage and enhance their participation for economic development and empower First Peoples within the tourism industry.⁴⁰⁷ • Released <i>Experience Victoria 2033</i> in April 2024. This is the strategic plan to shape the future of Victoria’s visitor economy over the next 10 years. First Peoples-led experiences is 1 of the 5 priority pillars in <i>Experience Victoria 2033</i>.⁴⁰⁸
Previous progress	No publicly available initiatives identified
Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering the <i>First Peoples Tourism Plan</i> in partnership with First Peoples.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Better connect the regions
Recommendation 83 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Redesign regional public transport to meet local needs</p> <p>In the next five years, redesign existing regional transport services so they are integrated, based on regional needs assessments, and sustainably funded. Use significant technological and reform opportunities to deliver innovative service models that meet local needs.</p>
Government position	Partly supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	Connecting communities
Actions in 2023–2024	<ul style="list-style-type: none"> • New services for the Albury and Seymour coach.⁴⁰⁹ • \$321.7 million over 4 years for the South Dynon Train Maintenance Facility to enable more capacity to maintain regional trains.⁴¹⁰ • Continued delivering the \$219.4 million More trains, More often initiative. This delivers more regional train services and more services on the Hurstbridge and Mernda lines.⁴¹¹ • \$29.7 million over 4 years announced in 2024–25 Budget for the Improving bus and ferry services program to improve bus services and support public

transport services. This includes the continuation of the Melton South FlexiRide on-demand service.⁴¹²

Previous progress

- Started FlexiRide on-demand services in Woodend in 2022.⁴¹³
- Upgraded Ballarat train station in 2022.⁴¹⁴

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives and the opportunity exists to further redesign regional public transport.

Need – Victorian Infrastructure Plan 2021

- **Better connect the regions**

Recommendation 84 – *Victoria's Infrastructure Strategy 2021–2051*

Address regional Victoria's digital connectivity gaps

In the next five years, continue delivering regional digital connectivity improvements, and monitor and review the need for further government investment following the roll-out of the Digital Future Now initiative.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Maximising use of technology

Actions in 2023–2024

- Continued to deliver the \$626 million over 6 years Victoria's Digital Future Now program to improve mobile coverage and broadband access, and support businesses to grow and create new jobs.⁴¹⁵

Previous progress

- Continued implementing actions under the *Digital Strategy 2021-2026*. It sets out the Victorian Government's vision and ambition for a digital Victoria.

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue to address gaps in digital connectivity.

Need – Victorian Infrastructure Plan 2021

- **Better connect the regions**

Recommendation 85 – *Victoria's Infrastructure Strategy 2021–2051*

Improve regional telecommunications infrastructure resilience

In the next five years, develop more resilient regional telecommunications infrastructure so communities can stay safe during emergencies, including better mobile coverage, back-up systems and power supply, and emergency mobile roaming.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

Enhancing public safety

Actions in 2023–2024	<ul style="list-style-type: none"> • \$28.6 million announced for the Corryong Microgrid to power more than 900 local households and businesses for up to 5 days.⁴¹⁶ • \$7 million funding under the Victorian Government’s Community Microgrid and Sustainable Energy Program for Mallacoota and Omeo Microgrids.⁴¹⁷ • \$200,000 for the Mirboo North Community and Business Resilience Hub to help develop more resilient telecommunications infrastructure.⁴¹⁸ • Established energy back-up systems at 25 community hubs by June 2024 under the Energy Resilience Solutions Program.⁴¹⁹
Previous progress	<ul style="list-style-type: none"> • Established microgrids under the Energy Resilience Solutions Program in 2023.⁴²⁰
Opportunities for further progress	The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Develop regional Victoria • Better connect the regions
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Recommendation 86 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Fund regional libraries to provide better internet access</p> <p>In the next year, start a five-year funding program for libraries in regional towns and rural areas to improve community access to fast, free internet services, leveraging existing library infrastructure.</p>
Government position	Supported in principle

Related priority <i>Victorian Infrastructure Plan 2021</i>	Maximising use of technology
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Actions in 2023–2024	<ul style="list-style-type: none"> • 12 regional projects funded through the 2023–24 round of the Living Libraries Infrastructure Program. This includes \$71,757 for the Alpine Libraries technology access upgrade, \$34,448 for the Castlemaine study and meeting pods providing WIFI technology, \$57,327 for the Bendigo Library study and meeting pods, \$42,824 for the open libraries project for Shepparton Library and Mooroopna Library, \$185,217 for the Hepburn Open libraries program, \$48,051 for the Open Libraries project for Violet Town Library and Avenel Library.⁴²¹
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Previous progress	<ul style="list-style-type: none"> • Implemented the Digital Inclusion Statement including the Public Libraries Funding Program for information technology, library and outreach programs.⁴²² • Announced 11 projects for the 2023-24 Living Libraries Infrastructure Program funding round.⁴²³ • Funded 8 regional projects in 2022-23 through the Living Libraries Infrastructure Program. This included \$1 million for the Baw Baw Civic Precinct Stage 1 project and \$1 million for the Heathcote Library, as part of the Heathcote Community Hub.⁴²⁴
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Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue to fund regional libraries to provide internet access.
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Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Develop regional Victoria • Better connect the regions
Recommendation 87 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Use rural schools for children’s specialist and allied telehealth services</p> <p>Retrofit or better use selected rural school infrastructure for children’s specialist and allied telehealth services to improve children’s health and development. In the next year, begin a trial in a remote region, such as Wimmera Southern Mallee, to demonstrate the value of adopting the approach in other rural locations.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Creating inclusive shared spaces
Actions in 2023–2024	<ul style="list-style-type: none"> • Continued delivering the \$70.1 million Doctors in secondary schools program. This includes \$18 million to build fit-for-purpose consulting rooms in participating schools.⁴²⁵
Previous progress	<ul style="list-style-type: none"> • No publicly available initiatives identified.
Opportunities for further progress	Progress has been made on this need. The need to deliver specialist and allied telehealth services continues to exist.

Need – Victorian Infrastructure Plan 2021	<ul style="list-style-type: none"> • Foster regional Victorian’s health, wellbeing and inclusion
Recommendation 88 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	<p>Deliver multipurpose shared social service facilities in the regions</p> <p>In the next year, start regional planning for social services to identify opportunities for multipurpose shared services facilities, then deliver them where appropriate, over the next five years, in partnership with local governments and community organisations.</p>
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Integrating care across the health and social service system
Actions in 2023–2024	<ul style="list-style-type: none"> • Continued progressing the \$14 billion Best Start, Best Life reforms to build 50 early learning and childcare centres across Victoria, expand kindergarten programs, and co-locate kindergartens, schools and other services together to create a hub that benefit the wider community.⁴²⁶
Previous progress	<ul style="list-style-type: none"> • \$29.1 million for the Regional Jobs and Infrastructure Fund to provide better infrastructure, facilities and services, creation of jobs and planned local projects.⁴²⁷ • Our place model provides education, health and wellbeing services, and implementation sites in Victoria.⁴²⁸ • Developed GovHubs in Bendigo in 2023, Ballarat in 2021 and Latrobe Valley in 2021, to create jobs, grow local industries and businesses and build community projects.⁴²⁹

- \$1.047 million announced in 2021 to develop the Ballarat Community Hub in the Regional Infrastructure Fund.⁴³⁰
- \$950,000 announced in 2022 for the GOTAFE Benalla Community and Regional Hub in the Regional Infrastructure Fund.⁴³¹
- \$336,000 announced in 2022 for the Moorabool Council: Navigators Community Multi-Purpose Hub in the Regional Infrastructure Fund.⁴³²
- Established The Orange Door in 2018 which continues to provide accessible and safe family violence and child protection support to the community.⁴³³

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue to deliver multipurpose shared social service.

Need – Victorian Infrastructure Plan 2021

- **Foster regional Victorian’s health, wellbeing and inclusion**

Recommendation 89 – *Victoria’s Infrastructure Strategy 2021–2051*

Update community infrastructure

Fund regional councils in the next five years to update, repurpose or retire outdated community infrastructure for better service delivery.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Maintaining and improving our current facilities

Actions in 2023–2024

- Continued actions under the Regional Jobs and Infrastructure Fund⁴³⁴ including:
 - Commenced providing opportunities to towns with populations under 5,000 people to access grants that support projects that build community connection, services and upgrades through the 4 year Tiny Towns Fund.^{435,436}
 - \$25 million for the Council Support Package to help councils in regional Victoria deliver more tourism, sporting and cultural opportunities for their communities and beyond.⁴³⁷
 - \$8.5 million for the Northern Aquatic and Community Hub in North Geelong. This includes a new aquatic centre, community hub supporting leisure and recreation activities, cultural and health programs, and community events.⁴³⁸
 - Announced developing 15 facilities through the \$550 million Regional Sports Infrastructure Program.⁴³⁹
 - Opened applications for the Regional Community Sports Infrastructure Fund (Round 1) in December 2023.⁴⁴⁰
 - Funded 10 projects under the 2023-24 Country Football and Netball Program.⁴⁴¹
 - Funded 20 projects in regional Victoria under the 2023-24 Local Sports Infrastructure Fund.⁴⁴²
 - Continued delivering \$2 million Bendigo Art Gallery Redevelopment, and construction to start in 2025.⁴⁴³
 - Completed the Mildura CBD Urban Regener8 in 2024. It provides better access and amenities to businesses and visitors.⁴⁴⁴

Previous progress

- Projects funded under the Regional Jobs and Infrastructure Fund in previous years include:⁴⁴⁵

- The Regional Jobs Fund, which was allocated \$30 million in 2022. It supports projects that create employment opportunities in regions.⁴⁴⁶
- The Investment Fast-Track Fund fast-tracks business case development and planning of medium to longer term projects in regions.⁴⁴⁷
- Delivered \$3 million under the Doing what matters for local communities in regions initiative.⁴⁴⁸

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue to upgrade, repurpose or retire regional community infrastructure.

Need – Victorian Infrastructure Plan 2021

- **Foster regional Victorian’s health, wellbeing and inclusion**

Recommendation 90 – *Victoria’s Infrastructure Strategy 2021–2051*

Create climate-adapted facilities for rural communities

In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Maintaining and improving our current facilities

Actions in 2023–2024

No publicly available initiatives identified.

Previous progress

No publicly available initiatives identified.

Opportunities for further progress

The opportunity to create climate-adapted facilities for rural communities continues to exist.

Need – Victorian Infrastructure Plan 2021

- **Foster regional Victorian’s health, wellbeing and inclusion**

Recommendation 91 – *Victoria’s Infrastructure Strategy 2021–2051*

Create climate-adapted facilities for rural communities

In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.

Government position

Supported in principle

Related priority *Victorian Infrastructure Plan 2021*

Maintaining and improving our current facilities

Actions in 2023–2024

No publicly available initiatives identified.

Previous progress

No publicly available initiatives identified.

Opportunities for further progress	The opportunity to create climate-adapted facilities for rural communities continues to exist.
Need – Victorian Infrastructure Plan 2021	• Foster regional Victorian’s health, wellbeing and inclusion
Recommendation 92 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Fund more Youth Foyers in regional Victoria Fund at least six new Youth Foyers in regional Victoria by 2026, to better use existing education infrastructure and support vulnerable young people.
Government position	Supported in principle
Related priority <i>Victorian Infrastructure Plan 2021</i>	Growing participation
Actions in 2023–2024	<ul style="list-style-type: none"> Continued delivering \$50 million youth housing projects.⁴⁴⁹ This includes two new Youth Foyers in Wangaratta and Wodonga, and investments in youth homelessness in Mildura and Bairnsdale.⁴⁵⁰
Previous progress	No publicly available initiatives identified
Opportunities for further progress	The opportunity to fund more youth foyers in regional Victoria continues to exist.

Need – Victorian Infrastructure Plan 2021	• Foster regional Victorian’s health, wellbeing and inclusion
Recommendation 93 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>	Expand social housing in regional centres, in locations with good access Focus social housing investments in regional centres, near transport and services, for better access to health, social and economic support.
Government position	Supported
Related priority <i>Victorian Infrastructure Plan 2021</i>	All Victorians have stable, affordable and appropriate housing
Actions in 2023–2024	<ul style="list-style-type: none"> Continued delivering \$1.25 billion Big Housing Build regional Victoria investment. This includes \$765 million for 18 regional local government areas. The Victorian Government is working to allocate the remaining \$485 million investment.⁴⁵¹ The \$1 billion Regional Housing Fund aims to deliver more than 1,300 new homes across regional Victoria. The new homes will include a mix of social and affordable housing.⁴⁵² Released <i>Victoria’s housing statement</i> in September 2023. It announces a levy on short stay accommodation platforms, which will apply from 1 January 2025. The revenue raised from the levy will go to Homes Victoria who will invest 25% of funds in regional Victoria.⁴⁵³

Previous progress

- Announced the Regional Round of the Social Housing Growth fund in 2022 and 2023. It committed \$237.8 million to deliver around 739 new homes in regional Victoria.⁴⁵⁴

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.

Need – Victorian Infrastructure Plan 2021

- **Foster regional Victorian’s health, wellbeing and inclusion**

Recommendation 94 – *Victoria’s Infrastructure Strategy 2021–2051*

Make social housing suitable for changing local climates

Continue to deliver a long-term program of modifying social housing to be climate resilient by improving the energy efficiency and energy affordability of residences.

Government position

Supported

Related priority *Victorian Infrastructure Plan 2021*

All Victorians have stable, affordable and appropriate housing

Actions in 2023–2024

- Started the rollout of air conditioners in 2024, funded by the \$141.5 million Cooling Our Public Housing Towers program.⁴⁵⁵ It funds the installation air conditioners in public housing high-rise tower dwellings.⁴⁵⁶
- Expanded the \$112 million Energy Efficiency in Social Housing program with a \$46 million contribution from the Australian Government. The program continues to support a range of cost-effective energy efficiency upgrades for 35,000 social housing dwellings.⁴⁵⁷
- From 1 May 2024, all new homes require a minimum 7.0 star Nationwide House Energy Rating Scheme (NatHERS) rating.⁴⁵⁸
- Consulted community on new minimum energy efficiency and safety standards for rental properties in June 2024.⁴⁵⁹

Previous progress

- Installed 500 air conditioners in social housing in 2021 through the \$112 million Energy efficiency in social housing program.⁴⁶⁰
- Since March 2023, all new rental agreements require properties to have an energy efficient fixed heater.⁴⁶¹
- Continued delivering social housing actions under the *Health and human services climate change adaptation action plan 2022–26*. The plan aims to manage and reduce hazards across existing and new social housing.⁴⁶²

Opportunities for further progress

Progress has been made on this need. The Victorian Government can continue modifying social housing to be climate resilient by improving the energy efficiency and energy affordability of residences.



Financial statements



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Accountable Officers' 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 12 September 2024.



Julio Labrin
Acting Chief Financial Officer

Melbourne
12 September 2024



Jonathan Spear
Chief Executive Officer

Melbourne
12 September 2024



Jim Miller
Chair, Infrastructure Victoria

Melbourne
12 September 2024

Independent Auditor's Report

To the Board of Infrastructure Victoria

Opinion	<p>I have audited the financial report of Infrastructure Victoria (the entity) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2024 • 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 material accounting policy information • 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 the entity as at 30 June 2024 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 the entity 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 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 the entity'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 the 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 the entity'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 the entity'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 the entity 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
17 September 2024



Janaka Kumara
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

Financial year ended 30 June 2024

	Notes	2024 \$	2023 \$
Income from transactions			
Grant income	2.1	9,331,733	9,922,138
Total income from transactions		9,331,733	9,922,138
Expenses from transactions			
Employee benefit expense	3.2.1	(6,930,794)	(6,536,110)
Depreciation and amortisation	4.2	(393,174)	(407,892)
Interest expense	3.1	(39,310)	(57,129)
Other operating expenses	3.3	(2,076,721)	(2,974,970)
Total expenses from transactions		(9,440,000)	(9,976,101)
Net result from transactions		(108,267)	(53,963)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	8.5	219,012	
Net gain/(loss) from revaluation of leave liabilities	8.5	9,462	(7,801)
Other gains/(losses) from other economic flows	8.5	98,667	
Total other economic flows included in net result		327,141	(7,801)
Net result		218,874	(61,764)
Comprehensive result		218,874	(61,764)

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

Balance sheet

As at 30 June 2024

	Notes	2024 \$	2023 \$
Assets			
Financial assets			
Receivables	5.1	3,075,934	3,363,630
Total financial assets		3,075,934	3,363,630
Non-financial assets			
Prepayments	5.3	99,494	202,645
Vehicles held for sale		–	18,735
Property, plant and equipment	4.1	1,410,379	1,725,100
Total non-financial assets		1,509,873	1,946,480
Total assets		4,585,807	5,310,110
Liabilities			
Payables	5.2	669,362	1,076,373
Borrowings	6.1	1,296,566	1,881,379
Employee benefit provisions	3.2.2	1,383,722	1,278,791
Other provisions	5.4	50,372	98,667
Deferred lease incentive		–	4,989
Total liabilities		3,397,022	4,340,199
Net assets		1,188,785	969,911
Equity			
Accumulated surplus		1,188,785	969,911
Net worth		1,188,785	969,911

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

Cash flow statement

Financial year ended 30 June 2024

Notes	2024 \$	2023 \$
Cash flows from operating activities		
Receipts		
Receipts from government	9,632,816	9,877,677
Receipts from other entities	–	122,520
Total receipts	9,632,816	10,000,197
Payments		
Payments to suppliers and employees ¹	(9,215,359)	(9,526,400)
Interest and other finance costs paid	(39,310)	(57,129)
Total payments¹	(9,254,669)	(9,583,529)
Net cash flows from/(used in) operating activities	378,147	416,668
6.2		
Cash flows from investing activities		
Purchases of non-financial assets	(48,616)	(53,815)
Sale of non-financial assets	28,864	–
Net cash flows from/(used in) investing activities	(19,752)	(53,815)
Cash flows from financing activities		
Repayment of leases	(358,395)	(362,853)
Net cash flows from/(used in) financing activities	(358,395)	(362,853)
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	–	–

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

Statement of changes in equity

Financial year ended 30 June 2024

	Accumulated surplus \$	Total \$
Balance at 1 July 2022	1,031,675	1,031,675
Net result for year	(61,764)	(61,764)
Balance at 30 June 2023	969,911	969,911
Net result for year	218,874	218,874
Balance at 30 June 2024	1,188,785	1,188,785

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

Notes to the financial statements

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. Figures in these financial statements may not add due to rounding.

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, thereby ensuring that the substance of the underlying transactions or other events.

Other accounting policies

Material 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

	2024 \$	2023 \$
Grants from the Department of Treasury and Finance	9,331,733	9,922,138
Total grant income	9,331,733	9,922,138

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 (that is, 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 does not have any grants other than grants received from the Department of Treasury and Finance. These grants 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	2024 \$	2023 \$
Employee benefit expense	3.2.1	6,930,794	6,536,110
Interest expense		39,310	57,129
Other operating expenses	3.3	2,076,721	2,974,970
Total		9,046,825	9,568,209

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 income operating statement

	2024 \$	2023 \$
Salaries and wages, annual leave and long service leave	6,319,606	5,973,659
Defined contribution superannuation expense	611,188	562,451
Total employee benefits expense	6,930,794	6,536,110

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

Superannuation expenses represent the employer contributions for members of defined contribution superannuation plans that are paid or payable during the reporting period.

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.

	2024	2023
	\$	\$
Current provisions:		
Annual leave		
Unconditional and expected to settle within 12 months ⁽ⁱ⁾	396,130	348,534
Unconditional and expected to settle after 12 months ⁽ⁱ⁾	113,191	117,790
Long service leave		
Unconditional and expected to settle within 12 months ⁽ⁱ⁾	39,252	28,407
Unconditional and expected to settle after 12 months ⁽ⁱ⁾	360,529	326,793
On-costs ⁽ⁱ⁾	159,562	140,867
Total current provisions for employee benefits	1,068,664	962,391
Non-current provisions		
Long service leave	275,060	277,011
On-costs	39,998	39,389
Total non-current provisions for employee benefits	315,058	316,400
Total provisions for employee benefits	1,383,722	1,278,791

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 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 long service leave 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 long service leave is measured at present value.

Any gain or loss following revaluation of the present value of non-current long service leave 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 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).

3.2.3 Superannuation contributions

	Paid contributions for the year		Contribution outstanding at year-end	
	2024 \$	2023 \$	2024 \$	2023 \$
Defined contribution plans				
Aware super	194,301	204,845	496	–
AustralianSuper	113,532	103,720	290	–
UniSuper	126,753	103,284	323	–
Other	186,160	163,880	475	–
Total	620,746	575,730	1,584	–

3.3 Other operating expenses

	2024 \$	2023 \$
Purchases of services	1,163,156	2,139,808
Supplies and services	632,691	562,789
Information technology costs	169,044	149,522
Occupancy costs	111,830	99,561
Low-value lease expenses	–	23,290
Total other operating expenses	2,076,721	2,974,970

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

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2024	2023	2024	2023	2024	2023
	\$	\$	\$	\$	\$	\$
Right-of-use buildings	1,297,339	3,095,214	(43,245)	(1,486,297)	1,254,094	1,608,917
Leasehold improvements	164,137	128,603	(42,792)	(107,068)	121,345	21,535
Leased motor vehicles	48,199	48,199	(13,259)	(7,366)	34,940	40,833
Assets under construction	–	53,815	–	–	–	53,815
Total	1,509,675	3,325,831	(99,296)	(1,600,731)	1,410,379	1,725,100

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 improvement \$	Leased motor vehicles \$	Assets under construction \$	Total \$
2024					
Carrying amount at start of year	1,608,917	21,535	40,833	53,815	1,725,100
Additions	1,297,339	80,386	–	–	1,377,725
De-recognition of right-of-use assets	(1,297,271)	–	–	–	(1,297,271)
Depreciation	(371,574)	(25,721)	(10,597)	–	(407,892)
Transfers in/(out) of assets under construction	–	53,815	(18,735)	–	53,815
Carrying amount at end of year	1,608,917	21,535	40,833	53,815	1,725,100
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

4.2 Asset depreciation and amortisation

	2024 \$	2023 \$
Right-of-use buildings	352,890	371,574
Leasehold improvements	34,392	25,721
Leased motor vehicles	5,893	10,597
Total depreciation	393,174	407,892

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.

Useful life of assets

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

The estimated useful lives, residual values and depreciation method are reviewed at least annually. There have been no changes to the useful lives from the prior year except for right-of-use buildings. The useful life of right-of-use buildings has been changed from 9 years to 5 years due to commencement of the new lease.

Typical estimated useful lives applicable for the different classes are included in the table below:

5. Other assets and liabilities

Introduction

This section sets out those assets and liabilities that arose from Infrastructure Victoria's operations.

Structure

- 5.1 Receivables
- 5.2 Payables
- 5.3 Prepayments
- 5.4 Other provisions

5.1 Receivables

	2024	2023
	\$	\$
Statutory		
Amounts owing from government	3,001,258	3,273,374
GST recoverable	74,677	90,256
Total receivables	3,075,934	3,363,630
Represented by:		
Current receivables	2,760,875	3,047,230
Non-current receivables	315,059	316,400

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

	2024	2023
	\$	\$
Contractual		
Creditors and accruals	633,459	1,049,037
Statutory		
Amounts payable to other government agencies	35,903	27,336
Total payables	669,362	1,076,373
Represented by:		
Current payables	669,362	1,076,373

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 Prepayments

	2024 \$	2023 \$
Information technology costs	34,283	118,289
Membership costs	35,440	60,294
Other	29,771	24,062
Total prepayments	99,494	202,645

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

5.4 Other provisions

	2024 \$	2023 \$
Make-good provision	50,372	98,667
Total other provisions	50,372	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 furniture purchased from the leased premises, make good any damage and leave the

premises in a clean and tidy 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, consistent with the whole-of-government accommodation assumptions.

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

	2024	2023
	\$	\$
Current lease liabilities	400,962	400,962
Non-current lease liabilities	1,480,417	1,480,417
Total borrowings	1,881,379	1,881,379

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 3 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 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 accounts 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.

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.

Maturity analysis of borrowings

	Carrying amount \$	Nominal amount \$	Maturity dates	
			Less than 1 year \$	1 – 5 years \$
2024				
Lease liabilities	1,293,566	1,454,675	300,960	1,153,715
Total	1,293,566	1,454	300,960	1,153,715
2023				
Lease liabilities	1,881,379	2,013,093	448,369	1,564,724
Total	1,881,379	2,013,093	448,369	1,564,724

6.1 (a) Amounts recognised in the comprehensive operating statement

The following lease amounts are recognised in the comprehensive operating statement:

	2024 \$	2023 \$
Interest expense on lease liabilities	39,130	57,129
Low-value lease expenses	–	23,290
Total amount recognised in the comprehensive operating statement	39,130	80,419

6.1 (b) Amounts recognised in the cash flow statement

The following lease amounts are recognised in the cash flow statement for the year ended 30 June 2024:

	2024 \$	2023 \$
Interest expense on lease liabilities	39,310	57,129
Low-value lease expenses	–	23,290
Lease liability payments	358,395	362,853
Total cash outflow for leases	397,705	443,272

6.2 Reconciliation of the net result for the period to cash flow from operating activities

	2024 \$	2023 \$
Net result for the period	218,874	(61,764)
Non-cash movements	393,174	407,892
Depreciation and amortisation	(219,012)	–
Net (gain)/loss on non-financial assets	(98,667)	–
Other gains/(losses) from other economic flows		
Movements in assets and liabilities		
(Increase)/decrease in receivables	287,696	109,220
(Increase)/decrease in prepayments	103,151	(93,055)
(Decrease)/increase in payables	(407,011)	(166,847)
(Decrease)/increase in provisions	104,931	227,211
(Decrease)/increase in lease incentive	(4,989)	(5,989)
Net cash flows from/(used in) operating activities	378,147	416,668

6.3 Commitments for expenditure

	Less than one year \$	1–5 years \$	Greater than 5 years \$	Total \$
Nominal amounts				
2024				
Other commitments payable	631,744	–	–	631,744
Total commitments (inclusive of GST)	631,744	–	–	631,744
<i>Less GST recoverable</i>	(57,431)	–	–	(57,431)
Total commitments (exclusive of GST)	574,313	–	–	574,313
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

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

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

- 7.1 Financial instruments specific disclosures
- 7.2 Contingent assets and contingent liabilities

7.1 Financial instruments specific disclosures

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

	Notes	Category	2024 \$	2023 \$
Financial liabilities				
Payables (i)	5.2	Financial liabilities at amortised cost	633,459	1,049,037
Lease liabilities	6.1	Financial liabilities at amortised cost	1,293,566	1,881,379
			1,927,025	2,930,416

(i) Payables disclosed here exclude statutory payables (that is amounts payable to other government agencies)

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.

Infrastructure Victoria uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Accountable Officer of Infrastructure Victoria

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 2024 (30 June 2023: 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 2024 (30 June 2023: nil).

8. Other disclosures

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

- 8.1 Responsible persons
- 8.2 Remuneration of executives
- 8.3 Related parties
- 8.4 Remuneration of auditors
- 8.5 Other economic flows included in net result
- 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 2023 to 30 June 2024) were:

Position / Role	Names
Treasurer	The Hon Tim Pallas MP
Chief Executive Officer	Jonathan Spear
Chair, Board	Jim Miller
Deputy Chair, Board (1 July 2023 – 29 February 2024)	Maria Wilton
Board Member (23 November onwards)	Christine O'Reilly
Deputy Chair, Board (1 March 2024 onwards)	
Board Member	Jeremi Moule*
Board Member	Paul Younis*
Board Member	Rebecca Casson
Board Member (1 July 2023 – 23 November 2023)	David Martine*
Board Member (22 December 2024 onwards)	Chris Barrett*
Board Member (1 March 2024 onwards)	Lucia Cade

*Departmental secretaries

The Hon. Danny Pearson MP acted for the Treasurer in the absences of the Hon. Tim Pallas MP. Deputy Chief Executive Officer Allison Stewart acted for Chief Executive Officer in the absences of Jonathan Spear.

Remuneration received or receivable by the Accountable Officer, in connection with the management of Infrastructure Victoria during the reporting period was in the range: \$580,000–\$589,999 (2022–23: \$550,000–\$559,999).

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.

Remuneration of executive officers	2024 \$	2023 \$
Short-term employee benefits	1,055,070	1,071,106
Post-employment benefits	123,241	118,289
Other long-term benefits	9,763	36,795
Total remuneration	1,187,983	1,226,190
Total number of executives ⁽ⁱ⁾	6	5
Total annualised employee equivalents ⁽ⁱⁱ⁾	4.7	4.8

(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 \$ 9.3 million in 2023–24 (\$9.9 million in 2022–23).

Key management personnel

Key management personnel of Infrastructure Victoria includes all the responsible persons listed in Note 8.1 and the persons listed below:

- Deputy Chief Executive, Allison Stewart

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 key management personnel

	2024	2023
	\$	\$
Short-term employee benefits	999,042	930,060
Post-employment benefits	53,549	50,422
Other long-term benefits	25,199	29,002
Total	1,077,789	1,009,484

Transactions with key management personnel 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 key management 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

Audit fees paid or payable to the Victorian Auditor-General's Office

	2024	2023
	\$	\$
Audit fees paid or payable to the Victorian Auditor-General's Office		
Audit of the annual financial statements	25,000	21,000
Total	25,000	21,000

8.5 Other economic flows included in net result

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions.

Other gains/(losses) from other economic flows include the gains or losses from:

- derecognition of right of use lease liabilities and make-good provision as a result of not exercising the extension option of office lease
- the revaluation of the present value of the annual leave and long service leave liability due to changes in the wages inflation and discount rate.

Net gain/(loss) on non-financial assets	2024	2023
	\$	\$
Net (gain)/loss on disposal of leased vehicles	10,128	–
Net gain/(loss) on right of use lease liabilities as a result of not exercising the extension option	208,884	–
Total net (gain)/loss on non-financial assets	219,012	–
Net gain/(loss) from revaluation of leave liabilities	9,462	(7,801)
Other gains/(losses) from other economic flows		
Gain/(loss) on make-good provision	98,667	–
Total other gains/(losses) from other economic flows	98,667	–
Total other gains/(losses) from other economic flows	327,141	(7,801)

8.6 Changes in accounting policies

There have been no changes in accounting policies for Infrastructure Victoria during 2023–24 (2022–23: 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 2023-24 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 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 applies prospectively to annual reporting periods beginning on or after 1 January 2024 with earlier application permitted. 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.

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Published by Infrastructure Victoria
October 2024

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ISSN 2207-2489
(PDF/online/MS word)

