

October 2026

Annual report 2025–2026

Financial year 2025–2026

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.

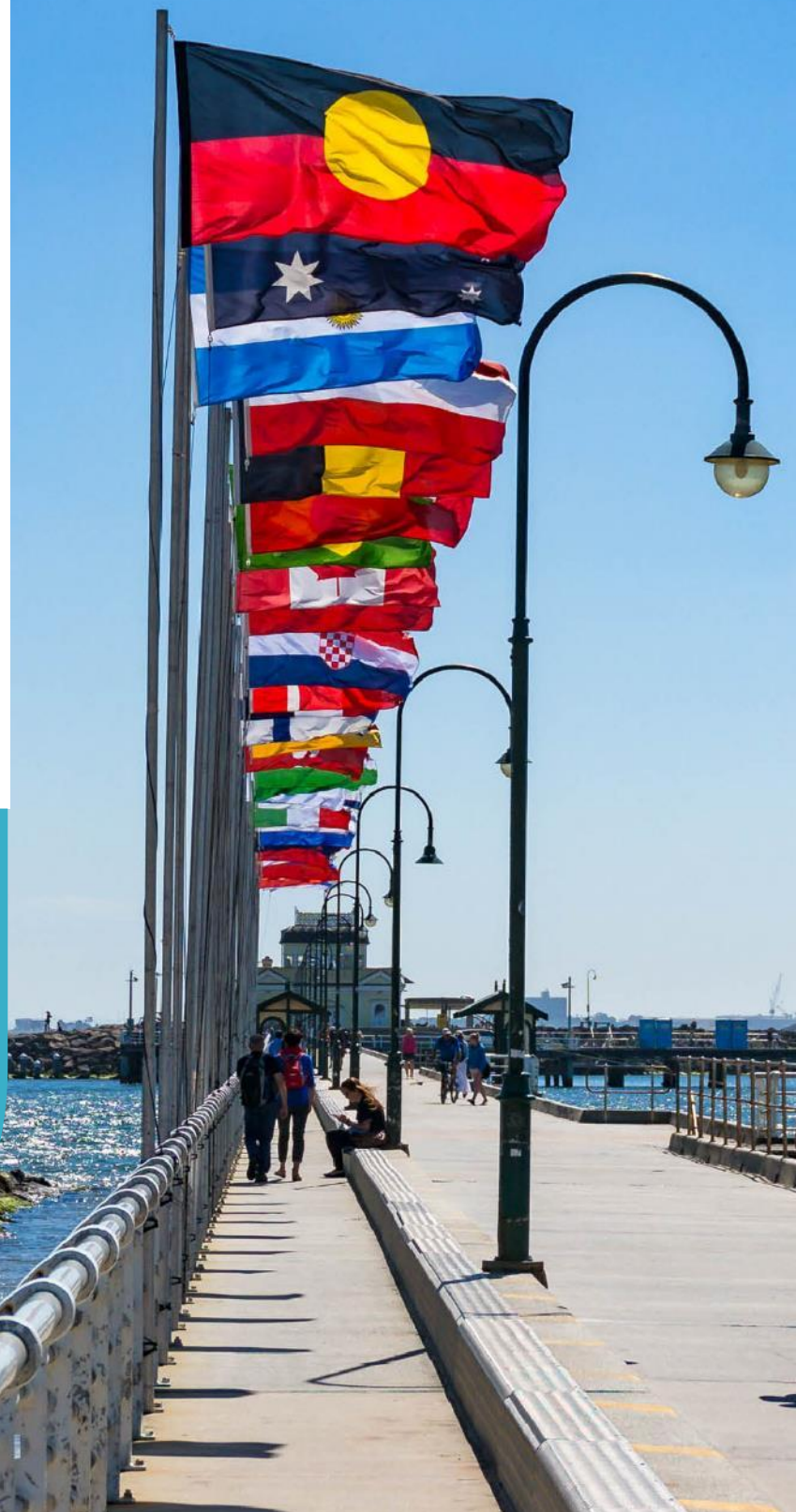
Infrastructure Victoria also helps government departments and agencies develop sectoral infrastructure plans.

Infrastructure Victoria takes 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 2026.

Lucia Cade

Chair, Infrastructure Victoria

2 October 2026





Report of operations

Chair and CEO's report

This year, we celebrated 10 years of influence and impact at Infrastructure Victoria

Reflecting on a decade of strategy, research and advice to the Victorian Government, our work has combined strategic planning, technical expertise, stakeholder and community engagement, and practical recommendations. Our success is a result of our independence, strong organisational culture and operational excellence. Our collaboration with government, industry and Victorian communities has been a hallmark throughout our history.

The release of *Victoria's infrastructure strategy 2025-2055* in November was a significant milestone. This strategy is the culmination of 4 years of evidence-based research, analysis and consultation.

As we developed this strategy, we heard from thousands of Victorians and spoke with stakeholders. Their views are reflected in the strategy's 45 recommendations and 8 future options. The strategy shows how good infrastructure decisions can make our state fairer, healthier, more connected and more sustainable, now and for generations to come.

The strategy was tabled in the Victorian Parliament, and briefings were provided to inform the position of all parties. Media coverage of the strategy included over 600 stories across print, online and broadcast channels. The strategy received more than 20,000 pageviews on the Infrastructure Victoria website within a week of publication. Over 500 people attended targeted webinars and industry briefings.

For the first time, the 30-year strategy was delivered in a 'digital first' format on the Infrastructure Victoria website. Demonstrating best practice in accessibility, the digital strategy is intuitive, individualised and interactive. The results showed people spending 3 times longer engaging with the content on our website, and search numbers more than doubled.

This year, we released *Investing in community health infrastructure*. This research finds that with the right planning and a small increase in infrastructure funding, community health organisations can help keep the most vulnerable Victorians healthy and ease demand on our hospitals and emergency departments. We made 3 recommendations to the Victorian Government to

assess facilities, conduct long-term planning and invest in maintenance, upgrades and expansions of these essential facilities.

In May 2026, we released *Warning signs: climate change risks to Victoria's infrastructure*. This report is the largest analysis of climate change risks to Victorian Government-owned and regulated infrastructure. It looks at \$318 billion worth of assets across Victoria and the risks they face from 7 different extreme weather events. The research finds more than \$57 billion of Victorian Government-owned or regulated infrastructure is at risk of damage or destruction from extreme weather. In the next 40 years, the value at risk rises to more than \$71 billion. This research provides guidance to government on where to focus adaptation action and funding by identifying the infrastructure types and locations most at risk from climate hazards.

Once again, it was pleasing to see the impact of our recommendations in action across Victoria, including:

- A commitment of \$152.7 million to finalise designs and advance planning approvals for electrification of the Melton rail line.
- Easier pathways for councils to implement 30 km/h zones around schools.
- Development of an Energy Adaptation Action Plan as part of Victoria's draft Adaptation Action Plans 2027-31.
- A pilot program supporting the shared use of 41 school grounds with local communities in Melbourne's west and regional Victoria.
- New requirements and resources to support the valuation of emissions in infrastructure budget bids for assets valued at more than \$100 million.

On a governance note, we farewelled our inaugural Chair Jim Miller at the end of 2025. Jim was succeeded as Chair by Lucia Cade. Together with the board and staff, Jim has positioned Infrastructure Victoria as an independent and authoritative voice on the state's infrastructure needs and priorities. We thank Jim for his extraordinary leadership over the last ten years, and for the strong foundation it has provided.

We are also pleased to welcome Andrew Pickering as a new independent director of Infrastructure Victoria. Andrew has extensive professional experience across the energy and investment sectors in Australia, Asia and the UK.

The Victorian Public Service is undergoing significant structural change, and Infrastructure Victoria is no exception. In mid-2025, the Victorian Government received the final report of the Independent Review of the Victorian Public Service, led by Helen Silver AO. The review recommended strengthened financial management and budget processes, a rebalanced workforce with fewer senior and non-frontline roles, significant consolidation of public entities and boards, and an accelerated digital and AI program. Among its recommendations was the closure of Infrastructure Victoria. In its December 2025 response, the Victorian Government rejected that recommendation. The Government decided to retain Infrastructure Victoria as an independent statutory body, with a significantly reduced budget and a refocused work program. As a result, Infrastructure Victoria implemented a new funding model with additional funding contributions required to deliver advice requested by the Treasurer. An

organisational restructure followed with a reduction in FTE staff from 42 to 29.

Throughout this period of significant change and uncertainty, our people continued to deliver. Our staff remain an important asset and priority, and we thank them for their resilience throughout the year. Despite the level of change, we saw continued positive ratings across key culture indicators in the annual People Matter survey. We were pleased to see an increase in our staff feeling engaged with their work (90%) and finding their work meaningful (100%).

We continue to deliver our influential program of strategy, research and independent advice with practical, evidence-based recommendations to the Victorian Government and Parliament.

Lucia Cade

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* 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

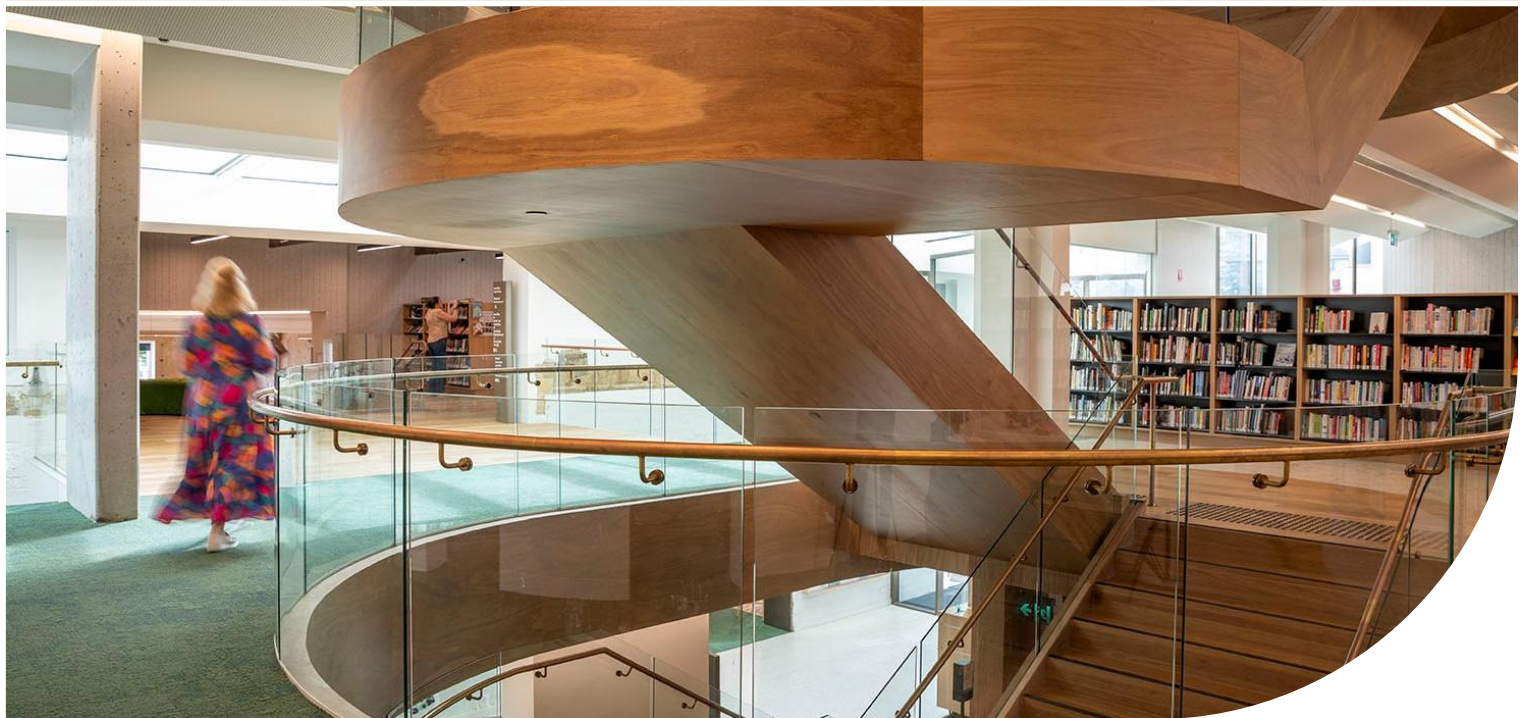
We say what we mean. We are accountable and transparent. We offer up our evidence and thinking to scrutiny.

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 2025–26, we made significant progress in delivering on our corporate plan. This is our 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 <i>Victoria's infrastructure strategy 2025–2055</i> which includes recommendations to support productivity growth and better use of Victoria's infrastructure. Recommendations include using modern traffic management technology; making rail freight more competitive, reliable and efficient; encouraging off-peak freight delivery in urban areas and rezoning more locations for housing near existing infrastructure. • Delivered public and local government webinars on our 30-year strategy recommendations. • Delivered deep-dive stakeholder and community webinar into our housing and planning recommendations - <i>Victoria's housing puzzle: how better planning and infrastructure can make room for more homes</i>.
<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"> • Published Victoria's 30-year infrastructure strategy including recommendations to help guide better infrastructure planning and decisions under uncertain conditions. Recommendations include preparing and publishing infrastructure plans to shape Victoria's cities, creating and preserving opportunities for future major infrastructure projects, greater use of digital technologies, adapting infrastructure to climate change and advancing integrated water management. • Delivered deep-dive webinar into our water recommendations - <i>Water tight: infrastructure planning for a climate-resilient future</i>.
<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 <i>Warning signs: climate change risks to Victoria's infrastructure</i>. This research is the largest analysis of climate change risks to Victorian Government-owned and regulated infrastructure. The findings guide government on where to focus adaptation action and funding by identifying the infrastructure types and locations most at risk from 7 types of extreme weather. • Delivered stakeholder briefings and webinar to explain the results. • Published Victoria's 30-year infrastructure strategy with recommendations to help make Victoria resilient and better prepare the state's infrastructure for the impacts of climate change. Recommendations include using new flood maps to revise planning schemes; funding of high-priority

Our aspirations	Our progress
<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>	<p>infrastructure adaptation actions and reducing greenhouse gas emissions of infrastructure.</p> <ul style="list-style-type: none"> Published <i>Investing in community health infrastructure</i> report with recommendations to government on improving access to community health infrastructure for Victorians experiencing disadvantage. Published Victoria's 30-year infrastructure strategy including recommendations to help improve social equity through access. Recommendations include greater investment in social housing, schools, kindergartens, TAFEs, community health infrastructure, buses, trams, growth area train services, libraries and aquatic centres.
<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"> Delivered Victoria's 30-year infrastructure strategy with interactive graphics and new search capability. Digital-first approach saw more than an 88% increase in website users, pageviews and sessions compared with the same period the previous year. Implemented new technologies to enable the internal production of high-quality, animated graphics content including social media videos.
<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"> People Matter survey results outperform comparator and broader public sector. Became one of the first agencies to implement VicGov Chat, the Victorian Government's secure generative artificial intelligence tool. Continued using AI tools to support our work program and enhance our productivity.

Source: Infrastructure Victoria



Our people

Infrastructure Victoria aspires to be a fantastic place to work. During 2025–2026, 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 March and April this year. Almost all our results outperformed the comparator and broader public sector groups, building on our strong performance from the past 3 years.

A high-level snapshot of our key results is shown in the table below.

Infrastructure Victoria staff survey result

Indicator	Our 2026 result	Comparator result	Our 2025 result
Workforce engagement	90%	71%	89%
Response rate	64%	62%	92%
Meaningful work	100%	97%	92%
Employee inclusion	96%	82%	96%

Source: Victorian Public Sector Commission

At the time of the survey, Infrastructure Victoria was implementing an organisational restructure in response to a foreshadowed reduction in operating budget.

As a result, the organisation reduced its workforce by 10 roles including 3 executive officer positions, representing a 29% reduction in headcount.

Despite the challenges of this change, we maintained a very high positive rating across multiple survey questions with many in line, or above, our results from last year:

- I achieve something important through my work (100%)
- my team provides good advice and services (100%)
- my workplace is committed to earning a high level of public trust (100%)
- my workplace motivates me to help achieve its goals (100%)

- I can work well with people in other teams (100%)
- the people I work with respect human rights in the way they work and treat others (100%)
- I feel a strong connection to my workplace (96%)
- I would tell people my workplace is a good place to work (96%)
- my workplace has used results from the last survey to improve (87%).

Two years ago, we focused heavily on continuous improvement initiatives to better manage work-related stress. As a result, we were pleased to see that no staff reported high to severe work stress in the 2025 survey results.

However, an organisational restructure can be a significant workplace change. It is unsurprising that 35% of staff reported levels of high to severe stress during that period of change in 2026. Supporting staff to better manage workplace stress will continue to be a focus.

Our year by the numbers

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

Our work shaped the recommendations and policy options in *Victoria's infrastructure strategy 2025–2055*, released in November 2025. It is the third 30-year statewide infrastructure strategy tabled in the Victorian Parliament by Infrastructure Victoria.

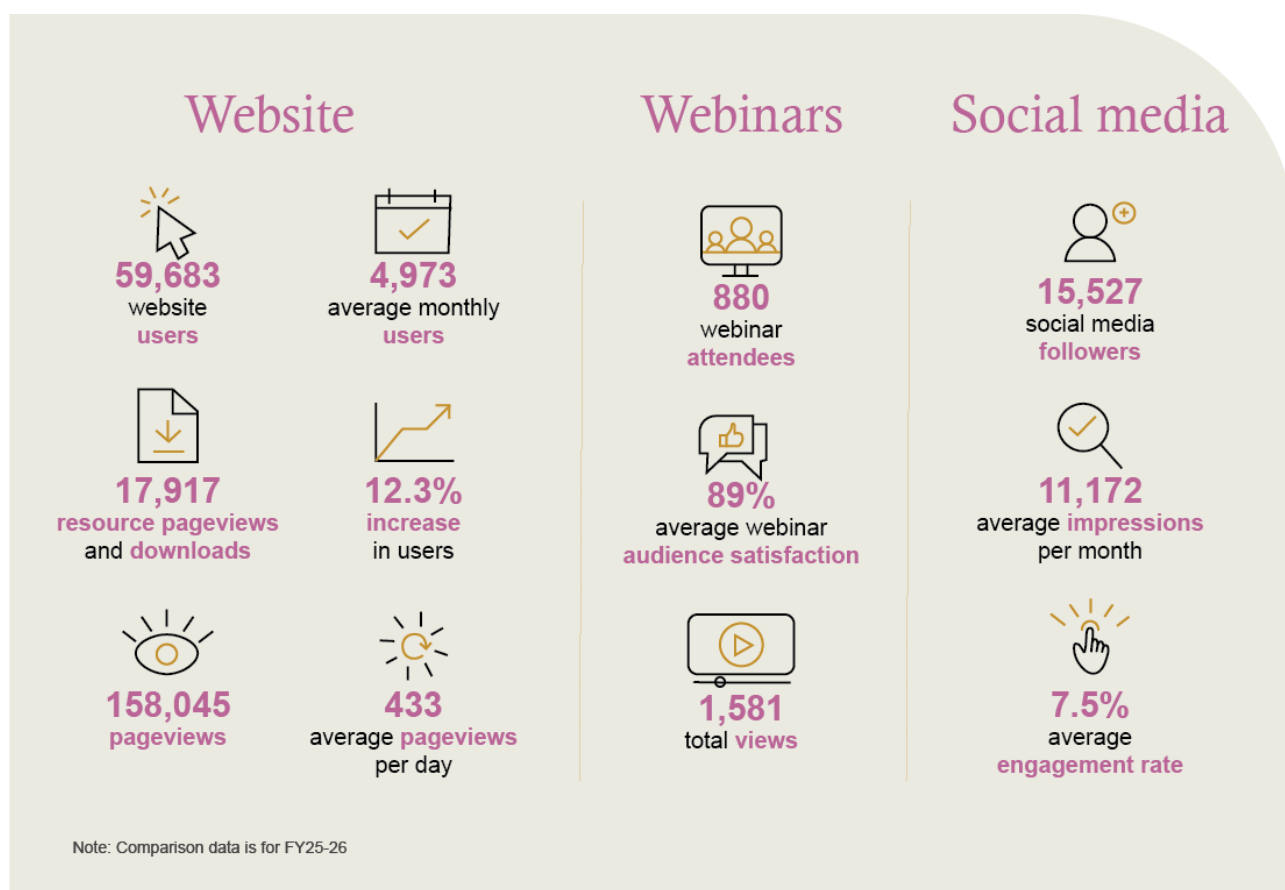
During the year we published 7 reports authored by Infrastructure Victoria, plus 10 supporting documents.

- *Victoria's infrastructure strategy 2025–2055*
 - *Transport projects strategic evaluation report*
 - *Building safer cycling networks*
 - *Community and stakeholder feedback on Victoria's draft 30-year infrastructure strategy*
 - *Review of 2021 strategy recommendations*
- *Investing in community health infrastructure*
- *Warning signs: climate change risks to Victoria's infrastructure*

A key role for Infrastructure Victoria is informing public discussion about major infrastructure priorities, challenges and opportunities for the state. Our recommendations and research findings attracted more than 150,000 views of our new website in its second full year of operation.

Our published work and interviews by our spokespersons generated nearly 1,800 news stories throughout the financial year. Our spokespersons also undertook nearly 260 speaking engagements, presentations, panel discussions and other engagement activities with key stakeholders, peak bodies and community forums.

Below is a snapshot of Infrastructure Victoria's digital and engagement activity for the financial year ended 30 June 2026:



Our research, advice and strategy program

Victoria's 30-year infrastructure strategy

The *Infrastructure Victoria Act 2015* requires us to update Victoria's 30-year infrastructure strategy every 3 to 5 years. This ensures the strategy reflects new evidence, shifting stakeholder and community priorities and emerging events.

In early 2023, we asked Victorians to help set the objectives for an update of the 30-year infrastructure strategy. We also invited them to identify the major infrastructure challenges and opportunities and propose options and policies to address them.

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.

They told us they want infrastructure to help them access opportunities and stay healthy and safe. They want it to help Victoria's natural environment to thrive. They also want it to enable a more productive economy, minimise the ongoing effects of climate change and protect them from risks.

Informed by this feedback, we developed 6 objectives to guide the development of a new 30-year infrastructure strategy. The updated strategy provides recommendations to the Victorian Government to help achieve these goals.

In March 2025, we released *Victoria's draft 30-year infrastructure strategy* for feedback from Victorians. It made 43 draft recommendations and 7 future options for the Victorian Government to consider.

The methods we used to allow all Victorians to have their say on the draft strategy included:

- a submissions process through the Victorian Government's engagement website engage.vic.gov.au
- webinars including statewide, regional Victoria and metropolitan Melbourne
- targeted briefings with government stakeholders
- sector-specific workshops: across sectors, active and public transport, education and training, energy, environment, growth areas, health, housing and planning, roads and freight.

Figure 1: Victoria's 30-year strategy objectives



Source: Infrastructure Victoria, *Strategy objectives engagement report: Victoria's 30-year infrastructure strategy*

Our 8-week engagement program attracted more than 21,000 active users to our engagement sites. We also hosted 3 public webinars, 7 government briefings, and 9 sector workshops. We heard from communities and organisations across Victoria. We received more than 2,500 pieces of feedback, including 309 written submissions.

Our team of planners, economists, social researchers, transport professionals and public policy experts did a detailed review of all submissions. We also considered feedback gathered during our workshops with industries and governments.

We refined and updated our draft recommendations in response to feedback, new evidence and analysis and the latest research. *Victoria's infrastructure strategy 2025-2055* was tabled in the Victorian Parliament on 11 November 2025.

We considered existing and new infrastructure in our recommendations

Our strategy recommendations include infrastructure policies, reforms and projects that will bring long-term benefits. Since the last update of the strategy in 2021, the Victorian Government has invested in major infrastructure projects. It has built new roads and rail, improved access to healthcare by building and upgrading hospitals, and separated trains from traffic by removing level crossings.

Last year's assessment of government progress in implementing the 2021 strategy recommendations shows 84%, or 79 of the 94 recommendations, had been implemented or were in progress.

To develop our new recommendations, we researched the biggest challenges and opportunities facing Victoria's infrastructure. We analysed these alongside existing government policy directions and recent developments to identify the infrastructure priorities where Victorian Government action is most needed to make a difference.

Victoria already has a lot of high-quality infrastructure, including world-class cultural and sporting facilities. But there are areas where existing infrastructure does not meet Victoria's needs, such as social housing, public transport and community infrastructure like libraries and aquatic centres.

Our recommendations respond to the immediate needs in Victoria's largest cities and regional areas. They also identify ways to harness population growth and help the Victorian Government sustainably plan for the infrastructure that communities will need over the coming decades.

Infrastructure can help to overcome Victoria's future challenges

The Victorian Government will need to use its infrastructure to overcome some major challenges over the next 30 years. Victorians will need infrastructure to work in a warmer, drier climate and withstand more extreme weather events.

As Victoria's population grows and changes, more Victorians will need to use many types of infrastructure. The shape of Victoria's cities also affects how quickly government can provide this infrastructure. It is often more expensive to deliver infrastructure in new suburbs on the outskirts of Victoria's cities, compared to upgrading existing infrastructure in established suburbs.

The Victorian Government has already set some ambitious targets. It is investing in projects and changing policies to help achieve a target of 800,000 new homes by 2034. It has set energy targets of 95% renewable electricity generation by 2035. It has also legislated a target of net zero emissions by 2045.

Transitioning to renewable energy is critical for reducing greenhouse gas emissions. But it is a major challenge for Victoria. Victoria will need to move quickly to achieve its targets, and the government will need to make large investments in partnership with the Australian Government and private investors.

However, the Victorian Government cannot build everything, everywhere, all at once. Rising debt levels and high material and labour costs make it more important than ever for governments in Australia to carefully prioritise and deliver new infrastructure.

The government can find smarter and more efficient ways to use existing infrastructure and maintain its assets. This can help prioritise sustainability and equity in allocating and using resources. For example, the government can change public transport fares to encourage better use of the transport network, or use digital technologies to improve care and ease demand on public hospitals. Digital technologies can also improve productivity by helping the government better design, build, operate and maintain Victoria's infrastructure.



Victoria's new infrastructure strategy is a foundation for action

Delivering the recommendations in the updated infrastructure strategy will help to create a prosperous, more inclusive and sustainable Victoria over the next 30 years.

The recommendations can help the government create a more productive economy in which people and businesses prosper. Public transport, roads and digital infrastructure help Victorians access well-paid jobs, services and other opportunities. Infrastructure helps businesses create the goods and services that drive economic growth and enables them to send goods across Victoria and beyond.

Our strategy recommendations focus on actions the government can start in the next 5 years. The government can deliver many of these recommendations quickly and at low cost. Others can be delivered in stages. In some cases, delaying action will cost more in the long run. The Victorian Government can partner with local governments, the Australian Government, and the private and not-for-profit sectors to help fund and operate some of the infrastructure we recommended.

We estimate that the cost to the Victorian Government of implementing all 45 recommendations is around \$65 billion to \$75 billion. Around three quarters of this is attributable to a small group of capital-intensive projects to improve social housing, kindergartens, schools, public transport and hospitals.

Long-term infrastructure planning can help achieve a stable investment profile. Our cost estimates allow the government to make informed decisions about infrastructure investment, project sequencing and timing.

The Victorian Government could reduce the costs of implementing the recommendations to around \$60 billion by partnering with the Australian Government and other organisations, along with smarter use of existing government land. This \$60 billion costing includes an average of approximately \$5 billion of infrastructure spending by the Victorian Government each year for the next 10 years, and the rest afterwards. Our recommendations can generate over \$166 billion worth of benefits and help achieve the strategy objectives.

Our 6 infrastructure strategy objectives reflect the goals that Victorians told us they value. Most recommendations advance more than one objective across different infrastructure sectors. Some recommendations focus on Victoria's largest cities or regional towns, others apply statewide.

Infrastructure projects and policies are long-term investments. But the future is uncertain. Changes in demand and capacity will affect the types of infrastructure that Victorians need most. *Victoria's infrastructure strategy 2025–2055* aims to meet this challenge by making recommendations that produce good results in different possible futures. These recommendations can help the Victorian Government make informed decisions about infrastructure investment. They focus on the outcomes that Victorians want and set out Victoria's future infrastructure needs.



Victoria's infrastructure strategy 2025 – 2055 by the numbers

Media

635 total
media items



470 online stories



131 radio clips



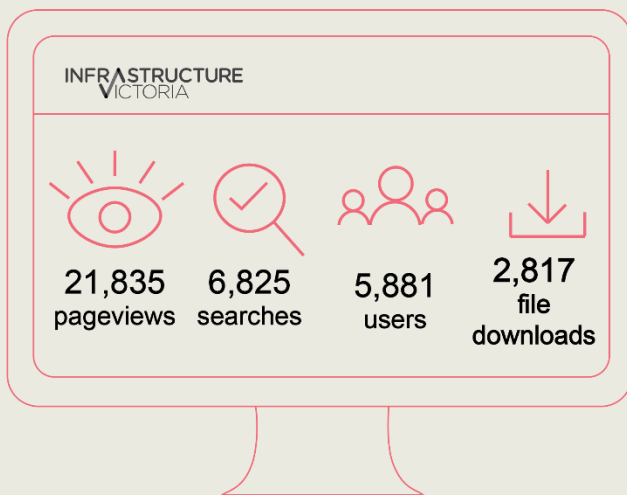
32 TV bulletins



3 editorials



Website



Stakeholder engagement

Webinars

182 public information
session registrations

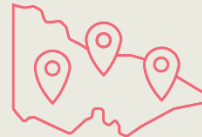
110 local government
webinar registrations



Sector briefings

7 sector briefings

246 total stakeholders attended



Safer streets social media video



Over 180 shares/reposts
across Instagram,
LinkedIn and YouTube



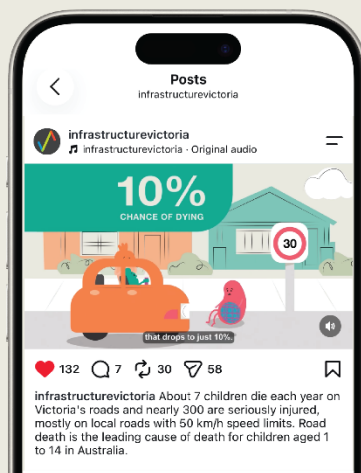
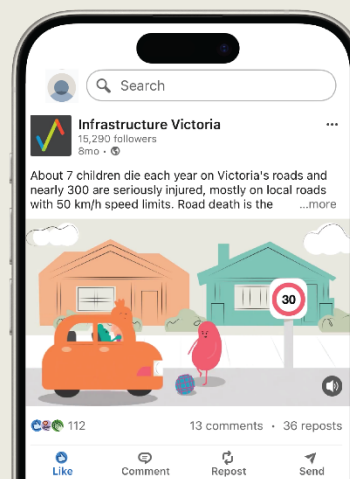
Over 9,000 views
across Instagram,
LinkedIn and YouTube



5.2% engagement rate
on Instagram



8.3% engagement rate
on LinkedIn



Consultation summary: community and stakeholder feedback on Victoria's draft 30-year infrastructure strategy

This report is a summary of the feedback we received on *Victoria's draft 30-year infrastructure strategy*, published in March 2025. It notes what we heard. It shows where new evidence from the community and our stakeholders shaped *Victoria's infrastructure strategy 2025–2055*.

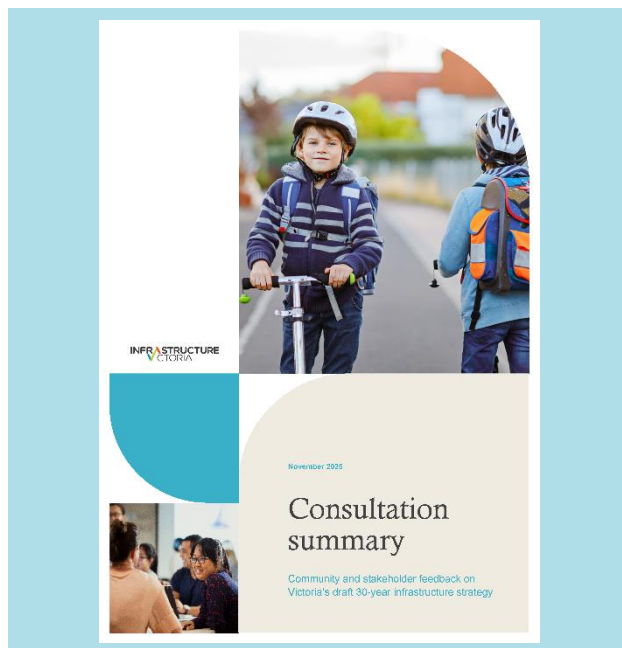
We held an 8-week consultation and heard from communities and organisations across Victoria. We held 3 public webinars, 9 sector workshops and 7 government briefings. We received over 300 submissions.

Our team of planners, economists, social researchers, transport professionals and public policy experts reviewed all submissions in detail. We also considered feedback gathered during our workshops with industries and governments. The written submissions and workshops resulted in over 2,500 individual points of feedback on the draft strategy.

The draft strategy attracted strong support from Victorians and stakeholders. They very strongly supported some recommendations including:

- advancing integrated water management and more use of recycled water (draft recommendation 25)
- expanding TAFE in Melbourne's growth areas and some large regional centres (draft recommendation 4)
- making rail freight more competitive, reliable and efficient (draft recommendation 41)
- improving asset management of all government infrastructure (draft recommendation 37)
- extending metropolitan trains and running more services in Melbourne's west (draft recommendation 11)
- running faster bus services, more often, in Victoria's largest cities (draft recommendation 9).

More than one in 5 submissions was about draft strategy recommendation 14. It recommended making local streets safer for children and communities by introducing 30km/hr speeds in places that children often visit including around schools, playgrounds, childcare centres and kindergartens. Opinions were diverse but a large majority of stakeholders of (79%) supported, or partially supported, the draft recommendation.



Engagement shaped the final strategy

All recommendations and future options in the final version of the strategy had, at least, minor wording changes since the draft. Many of the updated recommendations and future options note new evidence that stakeholders provided.

The final strategy, *Victoria's infrastructure strategy 2025–2055*, makes 45 recommendations and identifies 8 future options for government to consider. This includes 2 new recommendations:

- upgrade train infrastructure and run more services in Melbourne's north (recommendation 12)
- set future waste levy prices and audit landfill (recommendation 40).

We also changed draft recommendation 33 to develop regional energy plans, guide transition from fossil gas and maintain reliable gas supply into one recommendation and one future option:

- develop area-based energy plans and support renewable gas production (recommendation 35)
- plan for gas infrastructure changes (future option).

This was in response to some confusion about the draft recommendation from our stakeholders. It was also due to further policy development by the Victorian Government.

Building safer cycling networks

Many Victorians do not feel safe when riding a bike. More than 75% of Victorians are interested in cycling if they can use bike lanes separated from car traffic.

In 2020, the government announced plans for a safe and high-quality network of 2,000 kilometres of cycling corridors in Melbourne and over 700 kilometres in regional Victoria. Most of the strategic cycling corridor network is planned but not built. More than 55% is not safe for everyone to ride.

Victoria's infrastructure strategy 2025–2055 recommends the government prioritise investment in 16 cycling corridors for investment over the next 10 years. This would create around 250 kilometres of safe, connected cycling infrastructure for Victorians. This report explains how we identified strategic cycling corridors for priority investment.

Safer bike infrastructure encourages more people to ride. This reduces congestion and benefits all road users. Planning for cycling and active transport can be improved with a clear, integrated and staged approach to deliver strategic corridors. Improved coordination between state, local governments and stakeholders is needed. Community engagement can ensure local routes meet local needs.

5 principles to guide investment

Bicycle infrastructure delivers up to \$7 in benefits for every \$1 spent. We considered which factors could encourage more people to ride and chose 5 principles to guide investment in priority corridors.

Strategic cycling corridor alignment - priority corridors should align with the strategic cycling network. These corridors are already planned in consultation with local councils and communities.

Untapped demand - investment should start with areas where people may be willing to ride but do not due to a lack of safe bicycle infrastructure.

Likelihood of short trips - priority corridors should focus on areas where people currently take car trips under 5 kilometres, including non-commuter trips, to encourage greater use of bikes for these journeys.

Strategic corridor identification - investment should focus on high use areas which can form the backbone for local cycling links. These can also increase the profile of cycling as a transport option.

Statewide scope - priority corridors should deliver better access to safer cycling to regional Victorians.

16 cycling corridors over 10 years

We developed a scoring system to rank each part of the strategic cycling corridor network. We combined this with qualitative evidence and an economic assessment to identify 12 priority cycling corridors in Melbourne for investment over the next 10 years.

We also assessed regional cycling infrastructure and consulted with local governments to help prioritise cycling corridor investment in 4 regional cities: Geelong, Ballarat, Bendigo and Wangaratta.

Figure 2: Recommendation to deliver a network of cycle corridors in Melbourne and regional Victoria



Source: Infrastructure Victoria, *Victoria's 30-year infrastructure strategy*

Transport projects strategic evaluation

The Victorian Government has a target for 800,000 homes to be built in the next 10 years. It aims to have a greater focus on building houses in established areas of Melbourne.

Between 2001 and 2024, Melton and Wyndham grew by about 300%. Government forecasts these 2 areas will have the most growth in the next 10 years. However, many places do not have suitable roads or public transport.

Fewer alternative transport choices mean more commuters must drive. This increases congestion and causes more greenhouse gas emissions. It also makes it harder for people to access jobs, education, services and social connections.

Multiple recommendations in *Victoria's infrastructure strategy 2025–2055* address these challenges. This report describes our strategic economic evaluation of 3 projects included in our recommendations:

- Melton electrification (recommendation 11)
- Fishermans Bend trams (recommendation 8)
- middle suburban tram extensions (recommendation 8).

Melton electrification supports train passengers in Melbourne and Victoria

We assessed a Melton electrification project that extends electrified metropolitan services to Melton, replacing the current regional V/Line diesel services.

The Melton electrification project increases public transport use and reduces road congestion. Our modelling shows that it would produce 14,500 extra public transport trips and 16,800 fewer car trips on a typical weekday in 2031. The Melton electrification project also reduces road travel times for freight.

Separating train lines between Caroline Springs and Sunshine means regional trains can run express. This shortens travel times for regional passengers on the Ballarat and Geelong lines, including those travelling on Wyndham Vale services.

Tram extensions in the right places can encourage more housing choices

Extending tram lines in Melbourne's inner and middle suburbs can support a more compact city. If paired with appropriate planning zone changes, it encourages residential and commercial development along these tram lines.

Fishermans Bend residents and workers currently rely on cars as public and active transport infrastructure is limited. We identified and tested 2 tram extensions that could be delivered by 2030, in time to meet growing demand.

Our modelling shows this would mean 7,500 fewer car trips and 6,300 more public transport trips each weekday in 2031. This reduces road congestion and provides confidence for developers and institutions to deliver more homes and places to work and visit.

Middle suburbs tram extensions improve connectivity to employment centres, current train stations and the future Burwood Suburban Rail Loop train station. Collectively, these extensions can support denser housing development along transport corridors. They enable greater access to local jobs and services. They also connect to train services to make longer trips by public transport easier. Our modelling shows 136,000 more people

will be able to access key employment centres and train stations by public transport in 2041.

These tram extensions have the potential to encourage around 32,000 new homes along their routes. This is about 5% of the government's 2051 housing target for Melbourne's middle suburbs.

The cost of providing public infrastructure is lower if residential development occurs in established suburbs rather than growth areas. Our strategic economic evaluation estimates savings between \$1.1 billion and \$1.4 billion for the middle suburbs tram extensions project. It also substantially lowers overall congestion on roads. Our results show these extensions need to be paired with land use planning zone changes to allow more homes to be built.

Costs and benefits of the 3 projects

We completed a strategic economic evaluation to calculate each project's impacts on society. These impacts include all costs and benefits including economic, social and environmental. The main purpose for carrying out an economic assessment is to inform government decision making.

Our evaluation shows all 3 projects contribute to broader policy objectives. In most scenarios, projects provided more benefits to Victorians than the cost to build them. For example, we found each dollar invested in middle suburbs trams extensions would generate a return of between \$1.10 and \$1.90. This indicates potential value for money.

Table 1: Summary of 3 transport projects we evaluated

Project	Scope	Core benefits
Melton electrification project	<ul style="list-style-type: none"> Extending electrified metropolitan services to Melton. Expanding the double-track section between Sunshine and Caroline Springs to 4 tracks. Constructing 2 new stations at Thornhill Park (Paynes Road) and Mount Atkinson (Hopkins Road). Reallocating V/Line trains that currently serve Melton to provide more services on the Wyndham Vale line. 	<ul style="list-style-type: none"> More frequent trains on the Melton and Wyndham Vale lines. Melton services travelling direct to more places including Melbourne Metro Tunnel railway stations. More local stations closer to where new residents people live. Better travel times for Wyndham Vale, Geelong and Ballarat lines. Reduced road congestion from 14,500 more public transport trips and 16,800 fewer car trips each day in 2031.* Benefit cost ratio of 0.8 – 1.7

Fishermans Bend trams project	<p>Extending and rerouting 2 existing tram routes:</p> <ol style="list-style-type: none"> 1 Route 11 Southern Cross Station to Fishermans Bend South. 2 Route 67 Anzac train station to Fishermans Bend North. 	<ul style="list-style-type: none"> • Greater certainty for developers, institutions, employers and future residents to invest to support the achievement of the government's housing and jobs target for the precinct. • 250,000 more people will be able to access jobs at the employment precinct.** • Overcomes uncomfortable crowding on bus routes. • 6,300 more public transport trips and 7,500 fewer car trips that reduces road congestion on an average weekday in 2031.* • These route extensions do not require a new Yarra River bridge.^ • Benefit cost ratio of 1.3 – 3.1
Middle suburbs tram extensions project	<p>Extending 4 existing tram routes:</p> <ul style="list-style-type: none"> • Route 3 extended to Hughesdale via Chadstone. • Route 55/58 extended to Batman train station in Coburg. • Route 70 extended to Burwood East. • Route 68^^ extended from East Brighton to Moorabbin. 	<ul style="list-style-type: none"> • Potential to enable over 32,000 new homes along 12 kilometres of new tram extensions. • Small extensions to nearby activity centres and railway stations save travel time and make public transport more attractive. • 4,500 fewer car trips and 3,800 more public transport trips each day in 2041.* • 136,000 more people will be able to access key employment centres and train stations in 2041.** • Benefit cost ratio of 1.1 – 1.9

Notes on Table 1:

*The reduction in car trips is due to several factors. Some people switch to public transport, walking or cycling. Others can now reach new destinations by public transport where they can do more things at that one location. This means they can do one public transport trip and do more activities at that one location, rather than a number of short car trips to different locations.

** Note: within a 45-minute public transport journey in the morning peak.

^ Note: the tram routes in the 2018 *Fishermans Bend framework* and the previous 2021 infrastructure strategy required a new bridge. The tram routes in the 2025 *Fishermans Bend integrated transport plan* run via Southbank and do not require a new Yarra River bridge.

^^ Note: Tram route 64 currently operates between University of Melbourne and East Brighton terminus. For this evaluation a modified tram route 68 was used.

Source: Infrastructure Victoria

Investing in community health infrastructure

Community health organisations provide services, like general practice and dental care, at low or no cost to Victorians experiencing disadvantage. They also offer social services like homelessness, aged care and mental health support.

These services can help reduce demand on public hospitals by treating people early and managing chronic conditions in the community before they get worse. Almost half of Victorians, 3.2 million people, live with at least one chronic health condition.

Community health organisations could help more people, but most operate out of buildings that are old or not fit for purpose. Some have had to give up funding for services because their spaces cannot accommodate their clients' needs.

This research finds with the right planning and a small increase in infrastructure funding, community health organisations can help keep the most vulnerable Victorians healthy and ease demand on our hospitals and emergency departments.

Structural issues and leaks cause emergency closures of community health facilities



Disrepair of the roof at IPC Health in Hoppers Crossing causes the building to flood during heavy rain. Rainfall leaks through lights have led to emergency closures at CoHealth in Collingwood. Source: Infrastructure Victoria, *Investing in community health infrastructure*.

Key findings

- Nearly 550,000 Victorians could have avoided visiting a hospital emergency department in 2023–24, if a primary care or community health service had been managing their health condition. This would have saved Victoria's public hospitals about \$554 million per annum.
- In Australia, chronic health conditions contribute 85% of the total disease burden each year. These chronic conditions could cost Australians \$20.5 billion in lost income every year by 2030.
- Nearly 90% of community health organisations rate at least one of their buildings as being in poor condition or close to the end of life.
- The poor condition of one in 5 buildings affects the ability of community health providers to deliver services.

- Of all buildings, 40% have an infrastructure issue that affects the delivery of services or the number of people they can serve.

Recommendations

We make 3 recommendations to the government:

- 1 Conduct an asset assessment of all community health facilities in Victoria, including integrated and registered community health services.
- 2 Undertake long-term infrastructure planning in consultation with community health services and use this to develop community health services infrastructure investment priorities.
- 3 Invest in community health facilities to support the delivery of local, high-quality community health services over the next 5 years.

Warning signs: climate change risks to Victoria's infrastructure

Extreme weather events cost the Victorian economy an average of \$2.7 billion a year over the 10 years to 2016. This cost has only increased in recent years.

This research report is the largest analysis of climate change risks to Victorian Government-owned and regulated infrastructure. It looks at \$318 billion worth of assets across Victoria and the risks they face from 7 different extreme weather events.

The research finds more than \$57 billion of Victorian Government-owned or regulated infrastructure is at risk of damage or destruction from extreme weather. In the next 40 years, this value at risk rises to more than \$71 billion.

The analysis guides government on where to focus adaptation action and funding by identifying the infrastructure types and locations most at risk from climate hazards.

Figure 3: Areas and sectors with a large value of infrastructure at risk to climate change hazards



Source: Infrastructure Victoria, *Warning signs: climate change risks to Victoria's infrastructure*

Key findings

Bushfire, flood and extreme heat pose the greatest risks to government-owned or regulated infrastructure.

- \$23.4 billion of existing infrastructure is at risk from bushfires, rising to \$30.2 billion by 2070.
- \$22.3 billion in infrastructure is already at risk of flooding.

- Government-owned or regulated infrastructure at risk from extreme heat more than doubles between 2030 and 2070 to \$25.9 billion.

Victorian road, rail, energy and health sectors have the highest infrastructure values at risk.

- \$20.2 billion of roads are at risk from climate hazards, mainly bushfire and floods. Large values are at risk around Melbourne, central

Victoria, and along major routes towards Wodonga and Traralgon.

- \$10.3 billion of rail infrastructure is at risk from climate hazards, mainly extreme heat, floods and bushfires. Large values are at risk around Melbourne, Geelong and along regional rail corridors in northern Victoria.
- \$7.1 billion of energy infrastructure is at risk from bushfires, floods and extreme heat, with a large value of energy assets at risk in northern Victoria near Ouyen and Mildura, from Melbourne

extending east to the Latrobe Valley, and in Portland.

- \$5.3 billion of health assets across Victoria are at risk from floods, bushfires and extreme heat, with a large value at risk in Bendigo, Swan Hill, Mildura and south-east of Melbourne.

Figure 4: Extreme heat exposure 2030

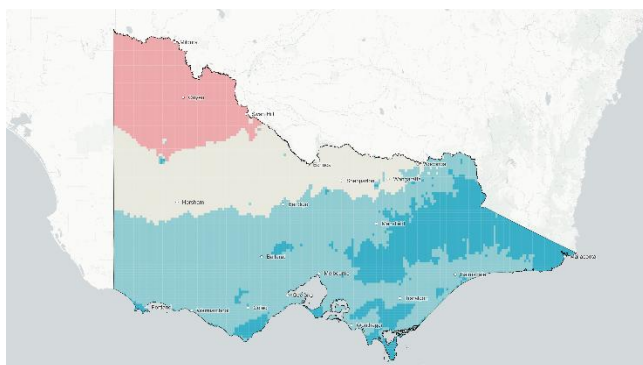
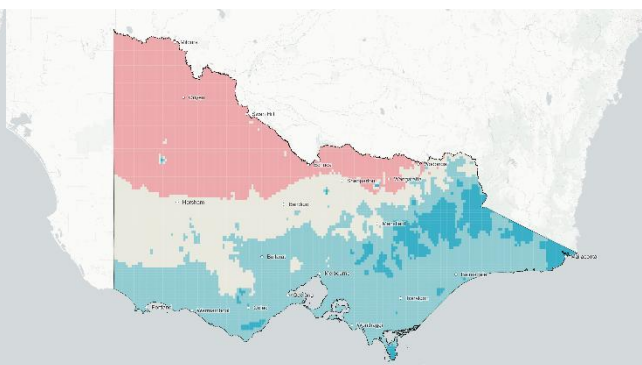


Figure 5: Extreme heat exposure 2070



Source: Infrastructure Victoria, *Warning signs: climate change risks to Victoria's infrastructure*

Review of 2021 infrastructure strategy recommendations

The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria to prepare an updated 30-year infrastructure strategy every 3 to 5 years. It also requires us to conduct an annual assessment of the Victorian Government's priorities and progress in meeting the needs identified in the state's infrastructure strategy.

Victoria's infrastructure strategy 2021–2051 was tabled in the Victorian Parliament in August 2021. It made 94 recommendations to 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 strategy recommendations and prepare a 5-year infrastructure plan. In December 2021, the government published the *Victorian infrastructure plan 2021*. It contains 35 sector priorities and lists 103 projects and 43 reforms that were underway at the time of release.

This report documents our review of the Victorian Government's actions towards implementing the 2021 strategy recommendations between 2021 to December 2024.

For each recommendation, we considered:

- the Victorian Government's support or otherwise for the recommendation, as published in the government's *Victorian infrastructure plan 2021*
- actions identified in the *Victorian infrastructure plan 2021*
- Victorian budget papers for new initiatives including the 2024–25 Victorian Budget
- annual reports from departments and agencies
- government websites and media releases
- consultation with all 10 Victorian Government departments and selected Victorian Government agencies to review and provide feedback on the actions and initiatives we had identified.

We also included Australian Government initiatives that removed or reduced the need for action by the Victorian Government. We used this collated information to assess the extent to which each 2021 strategy recommendation has been implemented.

Key findings

Our assessment identifies a recommendation as 'substantially implemented' if the government has made all major strategic decisions necessary to deliver the recommendation. If the Victorian Government has started or made some progress towards implementing the recommendation, it is assessed as 'in progress'.

A recommendation is assessed as 'not progressed' if the government at least partly supported the recommendation, or indicated it would consider it further, but has not begun implementation. If the Victorian Government did not support the recommendation and has not progressed any actions, it was 'not applicable for assessment'.

Our review found:

- 20 recommendations have been substantially implemented
- 58 recommendations are in progress
- 10 recommendations have not progressed
- 6 recommendations were not applicable for assessment.

We identified where a recommendation from *Victoria's infrastructure strategy 2021–2051* aligned with a draft recommendation in the 2025 strategy. We also highlighted instances where we did not carry forward a recommendation to the 2025 update.



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 body is demonstrated influence in informing government policy and decision-making. Infrastructure Victoria is proud of our record of impact over the past 10 years.

Each year we assess the Victorian Government's progress in delivery of its 5-year infrastructure plan; and its response to our recommendations in the state's 30-year infrastructure strategy.

As at the end of June 2026, the Victorian Government had not yet published an infrastructure plan in response to *Victoria's infrastructure strategy 2025–2055*. As such, we have assessed government's progress against its existing plan.

The plan responds to *Victoria's infrastructure strategy 2021–2051* which we tabled in the Victorian Parliament in August 2021. The strategy made 94 recommendations to the Victorian Government, and its infrastructure plan indicated support for 88% of them.

Our analysis shows 84%, or 79 of the 94 strategy recommendations, have been implemented or are in progress.

During 2025–26, the Victorian Government announced projects and committed funding to further advance its plan and many of the strategy recommendations. The highlights below show how our work has informed government policy and decision-making during the year.

- To encourage more housing in well-located, established areas of Melbourne, work continues government's Plan for Victoria, dedicated suburban activity centres and 25 'tram and train zones'. This aligns closely with our 30-year strategy recommendations, advice to government and our research reports; *Our home choices* and *Choosing Victoria's future*.
- Throughout 2025–2026, the government announced bus service improvements for Melbourne's growth areas and regional cities. This aligns with our strategy recommendations and *Fast, frequent, fair* report.
- Fast-tracking of government reforms and resources for housing and energy projects continues, consistent with our research and recommendations.
- To make local streets safer for pedestrians, cyclists and other travellers, *Victoria's infrastructure strategy 2025–2055* recommended speed limits be set to 30 kilometres per hour on local streets, starting in places that children often visit. In August 2025, the government updated its speed zone policy to allow councils and relevant authorities to declare 30km/h as a standard speed option in suitable areas.
- New 30km/h speed zones are increasingly being adopted by local governments. Our strategy recommendation was positively referenced by the Cities of Melbourne, Stonnington, Albury and Mornington Shire. In May 2026, the Victorian Government announced it would fund 4 councils to trial 30km/h speed limits on local and city streets, including Melbourne's iconic Chapel Street.
- Government continued to take action to preserve the Outer Metropolitan Road and Rail Corridor, consistent with *Victoria's infrastructure strategy 2025–2055*.
- In line with our *Weathering the storm* research and strategy recommendations, updated government Adaptation Action Plans will have a greater focus on resilience, and a dedicated plan will be prepared for the energy sector.
- Melbourne Water is using new modelling techniques as part of a 2-year plan to update flood mapping for all 38 metropolitan municipalities. Updated maps were released in 2025–2026 for several local government areas. They are subject to community consultation ahead of any changes to planning schemes.
- To provide local communities with more open space, government announced funding for 40 schools to open their grounds outside school hours. This was linked to our *Getting more from school grounds* research and recommendations.
- Victorian Government introduced a requirement and resources for valuation of emissions when

assessing infrastructure budget bids for assets over \$100 million. This is consistent with our *Advice on reducing greenhouse gas emissions of infrastructure*.

Engagement

Stakeholder and community engagement is integral to our work. Throughout the year, we sought feedback from the Victorian community and stakeholders through our research projects.

We also undertook extensive stakeholder engagement following the tabling of *Victoria's infrastructure strategy 2025–2055* in the Victorian Parliament.

- Over 18,000 people participated in discussion groups and other engagement activities to inform the update of Victoria's 30-year infrastructure strategy over a 2-year period.
- Nearly 900 people live-streamed 7 public webinars throughout the year including 4 deep-dive webinars about recommendations in *Victoria's infrastructure strategy 2025–2055*.

We conducted a survey of Victoria's 24 registered community health organisations for our research report, *Investing in community health infrastructure*.

Our website, electronic newsletters, webinars and social media platforms, together with extensive 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.

Our work 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 6 parliamentary public inquiries and provided a further 8 submissions on Victorian and Australian proposed policy changes and strategies:

- Submission to the Australian Government, Productivity Commission, inquiry into *Delivering quality care more efficiently*.
- Submission to the Australian Government, Productivity Commission, inquiry into *Investing in*

cheaper, cleaner energy and the net zero transformation.

- Submission to the Australian Government, Productivity Commission, inquiry into *Harnessing data and digital technology*.
- Submission to the Victorian Parliament Legislative Council, Environment and Planning Committee, *Inquiry into decommissioning oil and gas infrastructure*.
- Submission to the Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts on its exposure draft: *Reform of the disability standards for accessible public transport 2002 (Transport Standards)*.
- Submission to the Australian Government Department of Treasury on its *Climate-related transition planning guidance*.
- Submission to the Victorian Department of Transport and Planning on its *Ballarat bus network review*.
- Submission to Australian Parliament, Finance and Public Administration References Committee inquiry into *Financial support for state and territory infrastructure projects*.
- Submission to the Victorian Parliament Legislative Assembly, Environment and Planning Committee, *Inquiry into renewable and affordable energy for apartments*.
- Submission to the Victorian Parliament Electoral Matters Committee, *Inquiry into voting centre accessibility*.
- Submission to the Victorian Parliament Legislative Council, Environment and Planning Committee, *Inquiry into the 2026 summer fires across Victoria*.
- Submission to the Victorian Parliament Legislative Council, Economy and Infrastructure Committee, *Inquiry into the development and expansion of waste-to-energy infrastructure in Victoria*.
- Submission to the Victorian Department of Transport and Planning on its *Geelong, Bellarine Peninsula and Bannockburn bus network review*.
- Submission to Climate Change Authority 2026 *evidence platform issues paper* to support the development of an evidence platform to monitor Australia's progress towards a prosperous, resilient net zero future.

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:

- Climate Change Authority cited *Weathering the storm* in its [Infrastructure is the blueprint for Australia's net zero and climate-resilient future](#) article.
- Legislative Council, Environment and Planning Committee cited *Towards 2050: Gas infrastructure in a net zero emissions economy* in its [Inquiry into decommissioning oil and gas infrastructure](#) policy document.
- Friends of the Earth cited *Warning signs* in their ['Warning Signs' | Victorian Infrastructure at Risk](#) blog.
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- A Sathanapally, A Chang, D Behrens and M Bowes cited *Our home choices and Choosing Victoria's future* in their [Wasted space: Axe car-parking rules to ease the housing crisis](#) report.
- VCROSS cited *Victoria's 30-year infrastructure strategy 2025–2055* and *Investing in Aboriginal health and wellbeing* in its [A deep dive on the 2026 Victorian Budget](#) article.
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- K Nealon, Inside State Government cited *Warning signs* in their [Infrastructure Victoria sounds alarm on climate change risk](#) blog.
- Melton City Council cited *Victoria's 30-year infrastructure strategy 2025–2055* in its [Council calls for continued Federal infrastructure investment](#) article.
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- Mitchell Shire Council cited *Victoria's 30-year infrastructure strategy 2025 – 2055* in its [Health and Human Services Gap Analysis Report – 2026](#).
- A Kessell cited *Victoria's 30-year Infrastructure Strategy 2025–2055* in their [Housing and land development construction activity forecast to increase](#) article.
- A Auster, H Williams and N Tarrant cited *Energy Transition Analysis* in their parliamentary inquiry: [Its not too late: Getting infrastructure right for the energy boom](#).
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- J Wozniak cited *Victoria's 30-year Infrastructure Strategy 2025–2055* on their LinkedIn [Victoria's Infrastructure Strategy 2025 – 2055 Insights](#).
- Infrastructure Partnerships Australia cited *Victoria's 30-year Infrastructure Strategy 2025 – 2055* in its [Infrastructure Victoria releases 30-year Infrastructure Strategy](#) article.
- The Bicycle Network cited *Victoria's 30-year Infrastructure Strategy 2025–2055* in its blog [New infrastructure strategy boosts bike corridors](#).

- P Parker cited *Victoria's 30-year Infrastructure Strategy 2025–2055* in their blog [UN 217: Victoria's Infrastructure Strategy – What's in it for transport?](#)
- Grattan Institute cited *Our home choices* and *Choosing Victoria's future* in their [More homes, better cities: letting more people live where they want](#) report.
- Council to Homeless Persons cited *Victoria's draft 30-year infrastructure strategy (2025)* in their [Housing Insecurity Index 2025](#) report.
- P Parker cited *Victoria's infrastructure strategy 2021–2051* in their blog [UN 213: Fishermans Bend Integrated Transport Plan](#).
- Community Health First cited *Investing in community health infrastructure* in its [Community Health: People, place and partnerships](#) report.
- Victorian Healthcare Association cited *Investing in community health infrastructure* in its [Victorian Health Investment Strategy](#) report.
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- Bendigo Community Health Services cited *Investing in community health infrastructure* in its [Infrastructure report highlights dire need for more investment in sites like Eaglehawk](#) article.
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- J O'Brien cited *Our home choices* in their journal article: [The problem with urban planning](#).
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submission to the Suburban Rail Loop on Amendment GC248: Burwood SRLA structure planning area and Amendment C255WHSE: Box Hill SRLA structure planning area.

Academic citations:

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- B Zhao, L Zhang, Y Wang, Y Guo, Y Tang and Yacan Wang cited *The Road Ahead: How an efficient, fair and sustainable pricing* in their journal article *Spatially staggered pre-peak discounts to ease subway crowding: A model-based policy study in Beijing.*
- L Lata and T Reddel cited *Victoria's 30-year infrastructure strategy 2025-2055* in their book chapter *Place, community and governance in Australia: past, present and futures.*
- R Saki, A Rawja, R Devin and Lownes Nicholas cited *Advice on autonomous and zero emissions vehicle infrastructure* in their journal article *Reimagining transportation infrastructure for the autonomous era: a comprehensive review.*
- S Tiwari, A Jafari, N Chand and B Giles-Corti cited *Victoria's 30-year infrastructure strategy 2025 – 2055* in their journal article *Environmental and social influences on cycling adoption: A socio-ecological mode choice analysis in Greater Melbourne.*
- M Baldock and I Johnston cited Infrastructure Victoria's social media video to inform community discussion on 30km/h speed limits for local streets in their *ACRS Submission on South Australia's Engineering Requirements for Land Division - stage 2 consultation.*
- M Abdollahyar, A Both, A Jafari, S Pemberton, D Singh, B Giles-Corti and Lucy Gunn cited *Model calibration and validation report* in their journal article *Developing a multimodal transport simulation model using a case study of the Suburban Rail Loop East, Melbourne, Australia.*
- T Helm and H Williams cited *Value capture – options, challenges and opportunities for Victoria* in their policy document *Pricing Development Rights: A game changes for housing affordability.*
- R Maguire cited *Victoria's infrastructure strategy 2016* in their thesis *Resistance, process and complexity: theorising resident resistance to the Public Housing Renewal Program in Melbourne, Australia.*
- RPS Group cited *Our home choices* in their *Structure planning community panels report* for the Suburban Rail Loop Authority.
- A Kroen and R Goodman cited *Funding and financing: draft additional information paper, The road ahead, Value capture: options, challenges and opportunities for Victoria, Five year focus: immediate actions to tackle congestion, Transport network pricing – community panel report and Good move – fixing transport congestion* in their working paper *Alternative funding options for the early delivery of transport options in new suburbs.*
- A Kroen, R Goodman, L Gunn and Steve Pemberton cited *Funding and financing: draft additional information paper, The Road Ahead, Good Move – Fixing Transport Congestion and Transporting Melbourne's Recovery: Immediate policy actions to get Melbourne moving* in their report *Early delivery of equitable and healthy transport options in new suburbs.*
- E Landells, O Muurlink and A Naweed cited *Advice on recycling and resource recovery infrastructure* in their journal article *It's written on the bin! A snapshot evaluation of kerbside bin contamination from the perspectives of council-based waste educators.*
- S Colombage, A O'Loughlin and A Jayawardhana cited *Victoria's infrastructure strategy 2016* in their journal article *Forecasting the economic impact of coal mine closure in the Gippsland region: Australia: evidence from ARDL and ARIMAX models.*
- M Buxton and R Goodman cited *Victoria's infrastructure strategy 2016* in their journal article *The role of consultants in city rebuilding: the case of Melbourne's Suburban Rail Loop project.*
- J Crosthwaite, E Pirgmaier and K Bayliss cited *Victoria's 30-year infrastructure strategy 2025–2055* in their journal article *The rocky road to net zero: conflict and contestation in creating a gas-free Victoria.*
- J Branigan and B Scealy cited *Estimating the social marginal cost of public transport in Victoria* in their report *Final destination: Transport and national productivity report.*
- H Barrera-Jimenez, M Stevenson and P Lavieri cited *The Road Ahead: How an efficient, fair and sustainable pricing regime can help tackle*

congestion in their journal article Urban road pricing: A review of reviews.

- M Alharbi and N Albogami cited *Victoria's 30-year infrastructure strategy 2025-2055* in their journal article Privatisation of school education in the context of Saudi Arabia's Vision 2030: a study of its implementation.
- A Kennedy, B Preston, R Maguire and T, Paloniitty cited *Victoria's 30-year infrastructure strategy 2025–2055* in their journal article Re-imagining environmental law.
- T Nguyen, S Wong and A Ahankoob cited *Weathering the storm* in their journal article Identifying barriers and enablers for climate-adaptive floodwall design: A cross-country fuzzy synthetic evaluation of Australia and Vietnam.
- S Tiwari, N Nassir and PS Lavieri cited *Model calibration and validation report* in their journal

article Ride-hailing vehicle dispatching and matching strategies to prioritize and complement public transport use.

- R Gallagher, T Sigler, S Wyeth and Y Liu cited *Choosing Victoria's future* in their Do housing preferences reduce feasibility of densification? Perspectives of planning and development experts and residents journal article.
- University of Melbourne, Department of Health and VicHealth cited *Weathering the storm* in their Health co-benefits of climate action resource.

Five-year financial summary

Five-year financial summary	2025–2026	2024–2025	2023–2024	2022–2023	2021–2022 ^b
Total income from transactions	10,602,458	9,404,017	9,331,733	9,922,138	9,849,369
Total expenses from transactions	10,602,458	9,404,155	9,440,000	9,976,101	9,310,816
Net result from transactions	0	-138	-108,267	-53,963	538,553
Other economic flows included in net result ^a	22,896	12,799	327,141	-7,801	53,806
Net result for the period	22,896	12,661	218,874	-61,764	592,359
Net cashflows from operations	260,968	231,256	378,147	416,668	336,459
Total assets	4,605,369	4,548,033	4,585,807	5,310,110	5,719,438
Total liabilities	3,381,026	3,346,587	3,397,022	4,340,199	4,687,457

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.

2025–2026 financial review

Infrastructure Victoria is funded through annual appropriations and does not receive revenue outside of the government allocation. In 2025-26 the base funding allocation for Infrastructure Victoria was \$10,602,458, an increase of \$1,198,441 from the FY24-25 Budget of \$9,404,017.

In financial year 2025–26 Infrastructure Victoria's total expenditure was \$10,602,458, directly aligning with its annual appropriation.

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 2025–26.

Financial position – balance sheet

Total assets of Infrastructure Victoria increased slightly from \$4.548 million last year to \$4.605 million this year. This was mainly due to an additional funding for separation payments resulting from the restructure in 2025-26. This was offset by depreciation on the lease for the Infrastructure Victoria office at 140 William Street, Melbourne.

The increase in total liabilities from \$3.347 million to \$3.381 million, was due to a provision for termination benefits resulting from the restructure in 2025-26.

This was offset by the corresponding decrease in lease liability for the Infrastructure Victoria office.

Cash flows

The net cash flows from operations increased to \$0.261 million this year compared to the previous year's \$0.231 million. This movement is mainly due to additional funding for separation payments resulting from the restructure in 2025-26.

Subsequent events

On 28 August 2026, the Premier announced the Government's intention to wind up Infrastructure Victoria. The implementation of this decision is expected to require legislative change, and at the reporting date, no legislation had been enacted and no timing for the proposed wind up had been communicated. Until any legislative changes are made, Infrastructure Victoria remains a legal entity established under the Infrastructure Victoria Act 2015 and continues to undertake its statutory functions. Management has therefore concluded that the going concern basis of accounting remains appropriate. However, the Government's announced intention to wind up Infrastructure Victoria indicates the existence of a material uncertainty that may cast significant doubt on Infrastructure Victoria's ability to continue as a growing concern beyond the completion of the proposed legislative process.

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*.



Lucia Cade
Chair

Lucia 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 TasWater, Urban Utilities, The Environmental Group Limited and Hancock Victorian Plantations.

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.



Christine O'Reilly
Deputy Chair

Christine is an independent non-executive director with over 30 years of experience in the financial and infrastructure sectors. She has 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 Chair of Australia Pacific Airports Corporation and is a non-executive director of BHP and The Australia and New Zealand Banking Group.



Dr Rebecca Casson

Dr Rebecca Casson is a building and construction sector leader with significant experience spanning government, industry and the community sector in Australia, the United Kingdom, Europe and the USA.

Rebecca was previously Chairperson of the Victorian Government's Building Industry Consultative Council and Sick Pay Guarantee Ministerial Advisory Committee, President of Incolink, and a board member for Development Victoria, Kardinia Park Stadium Trust, Master Builders Insurance Brokers and the Victorian Skills Authority. She was also previously CEO of Master Builders Victoria and the Committee for Geelong.

Rebecca is now a mentor for industry leaders, undertakes work for the Federal Government, and is a panel member for the Municipal Association of Victoria. She holds a Doctor of Philosophy in Written Communication and a Masters degree in Politics and Government.



Andrew Pickering

Andrew has extensive professional experience across the infrastructure sector in funds management, project development and as general counsel. He has held senior executive roles in the energy and investment sectors in Australia, Asia and the UK, including as Vice President of China Light & Power International and Chief Executive Officer of TruEnergy.

Andrew is currently Chair and Chief Investment Officer for Foresight Capital Holdings in Australia, a UK infrastructure fund manager with £13 billion of assets under management. He was previously a director of Equisuper and Electricity Generating Company (Thailand). He holds a Bachelor of Laws (Hons) from Queensland University, and a Bachelor of Arts (Mathematics) from Victorian University of Wellington.



Jeremi Moule

Jeremi was appointed Secretary for the Victorian Department of Premier and Cabinet in November 2020 and was previously the department Deputy Secretary, Governance, Policy and Coordination.

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

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



Jeroen Weimar

Jeroen became Secretary, Department of Transport and Planning in January 2025.

He previously held roles as CEO of VicRoads and CEO of Public Transport Victoria. He was previously Chief Operating Officer of Transport for London.

More recently he was Deputy Secretary of Housing Statement Implementation at the Department of Premier and Cabinet. He was responsible for a series of major reforms to Victoria's planning system to support the building of more homes.

Jeroen has held senior roles in the private and public sector in the United Kingdom. He has a post graduate degree from the London School of Economics.



Chris Barrett

Chris 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.



Dr 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.

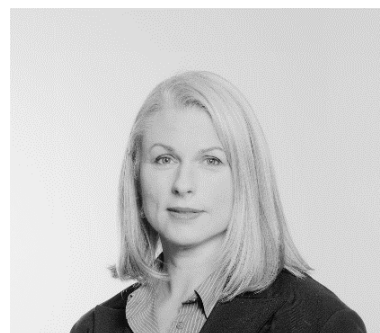


Jill Riseley AM
Deputy Chief Executive

Jill Riseley AM is an accomplished executive and non-executive director with more than 20 years' experience across corporate and public sectors.

Prior to joining Infrastructure Victoria in 2024, Jill was a partner at Deloitte and led their climate and sustainability consulting services. Jill was previously CEO of the Metropolitan Waste and Resources Recovery Group which transitioned to the newly formed Recycling Victoria. She has also held senior executive roles with Vicinity Centres, REA Group, Telstra, Sensis and Museums Victoria.

Jill is a graduate of the Australian Institute of Company Directors and has served as a non-executive director on several boards including the Royal Botanic Gardens, Waste and Resources Action Programme (WRAP), Australian Council of Social Service and Launch Housing. Jill holds a Masters in Sustainability Leadership from the University of Cambridge, executive business qualifications from the Australian Graduate School of Management and a Bachelor of Arts (Public Relations) from RMIT University.



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. She was a non-executive director of the Royal Women's Hospital for 7 years and chaired the board's people, culture and engagement committee.



Llewellyn Reynders

Director Research and Policy

Llewellyn Reynders leads Infrastructure Victoria's Research and Policy team, and oversees the development of advice, research and strategic projects.

He joined the organisation in 2019 as the Manager Strategy & Policy, coordinating the development and delivery of *Victoria's infrastructure strategy 2021–2051*.

Llewellyn has held leadership and policy roles in other government and not-for-profit organisations, including as policy manager at the Victorian Council of Social Service. He has an Executive Master of Public Administration from Australia New Zealand School of Government, 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

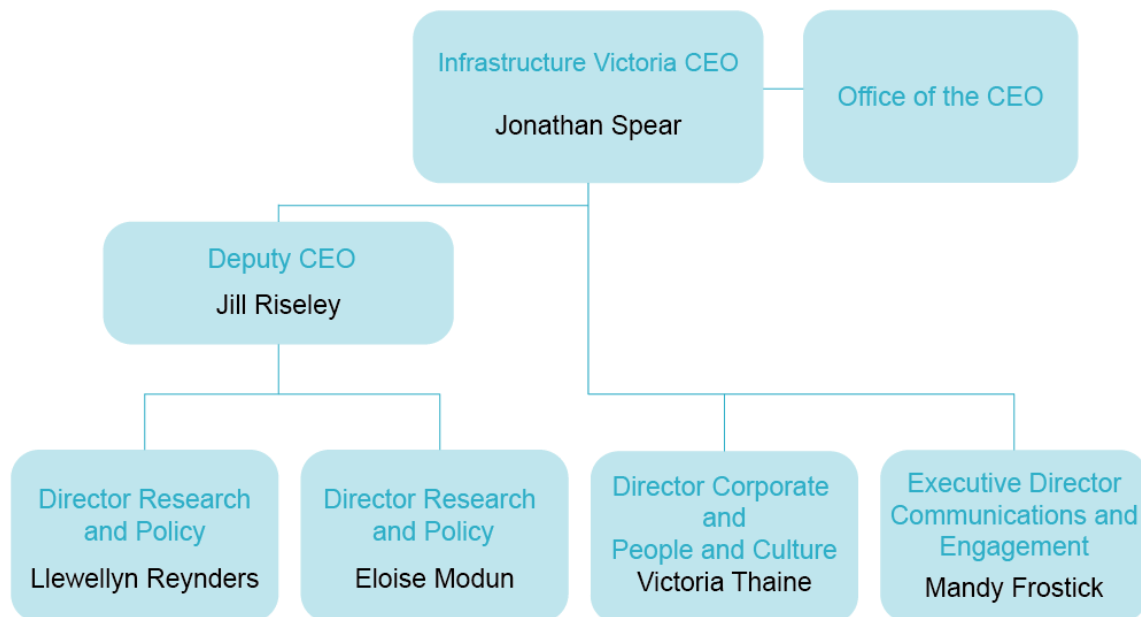
Victoria Thaine is Infrastructure Victoria's Director Corporate, People and Culture, leading the delivery of operational functions, including procurement, budgeting and governance. She is also responsible for designing and implementing key organisational culture initiatives.

Prior to joining Infrastructure Victoria during its establishment in 2015, Victoria worked across a variety of government agencies, including in large departments, central agencies and private ministerial offices.

Victoria is a certified organisational and team coach, holds a Graduate Certificate in Business Administration, a Masters in Social and Organisational Leadership and is a graduate of the Australian Institute of Company Directors.

Organisational structure

Throughout 2025–2026, Infrastructure Victoria was managed within 3 groups: Communications and Engagement, Research and Policy and Corporate, People and Culture.



Note: This organisational structure was in place for most of 2025–26. From 31 March 2026, it operated as a transitional structure while organisational changes were being implemented.

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, at meetings of the board during 2025–26, secretary directors Jeremi Moule, Jeroen Weimar and Chris Barrett took part in discussion but not decision-making in relation to Infrastructure Victoria's annual assessment methodology.

At the 27 March 2026 board meeting, to avoid any actual or perceived conflict of interest, Jeroen Weimar took part in discussion but not decision-making in relation to the approval of the *Warning signs: climate change risks to Victoria's infrastructure* report.

At meetings of the board during 2025–26, the board also considered other declared interests and agreed, where relevant, that these did not constitute a conflict requiring exclusion from discussion. This included Chris Barrett's interest in proposed advice on infrastructure to support regional economic growth and productivity, Jeroen Weimar's interest in proposed advice on automated vehicles, and Chris Barrett's membership of the Melbourne Institute Advisory Board from 12 December 2025.

Audit and risk

The Audit and Risk Committee comprises the following members:

- Rebecca Casson – Chair
- Chris Barrett – Member
- Natalie MacDonald – Independent member

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 is Deputy Chair of Development Victoria and 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 2025–2026.

Occupational health and safety

Infrastructure Victoria maintains a policy on occupational health and safety. There were no reportable health and safety incidents in 2025–2026.

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 2026, and of the previous reporting period ending 30 June 2025.

	June 2025						June 2026						
	Ongoing		Fixed term/ Casual		Total		Ongoing		Fixed term/ Casual		Total		
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	
Demographic data	Gender												
	Male	14	13.6	5	2.8	19	16.4	10	9.6	2	2	12	11.6
	Female	24	21.11	11	4.07	35	25.18	14	12.2	5	5	19	17.2
	Self-described	0	0	0	0	0	0	0	0	0	0	0	0
	Age												
	Under 25	1	1	3	0	4	1	0	0	0	0	0	0
	25-34	8	7.4	8	3.8	16	11.2	4	3.9	1	1	5	4.9
	35-44	15	13.21	1	0.8	16	14.01	13	11.6	1	1	14	12.6
	45-54	10	9.7	1	1	11	10.7	5	4.5	4	4	9	8.5
	55-64	4	3.4	3	1.27	7	4.67	2	1.8	1	1	3	2.8
	65+	0	0	0	0	0	0	0	0	0	0	0	0
	VPSG2	0	0	6	0	6	0	0	0	0	0	0	0
	VPSG3	1	1	1	0	2	1	1	0.9	0	0	1	0.9
	VPSG4	10	9.2	0	0	10	9.2	8	7.2	0	0	8	7.2
	VPSG5	6	5.8	5	3.27	11	9.07	6	5.9	1	1	7	6.9
	VPSG6	15	12.8	4	3.6	19	16.4	9	7.8	1	1	10	8.8
	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	3	3	0	0	3	3	0	0	2	2	2	2
	SES1	3	2.91	0	0	3	2.91	0	0	2	2	2	2
	Other	0	0	0	0	0	0	0	0	0	0	0	0
	Total	38	34.71	16	6.87	54	41.58	24	21.8	7	7	31	28.8

* Note: SES employees have been moved to fixed term in FY 25/26 to better reflect that all Executive level staff are on fixed term contracts.

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

	Executives – June 2025		Executives – June 2026	
Salary band	Headcount	FTE	Headcount	FTE
<\$199,999	0	0.00	0	0.00
\$200,000 – \$219,999	0	0.00	0	0.00
\$220,000 – \$239,999	0	0.00	0	0.00
\$240,000 – \$259,999	3	2.91	1	1.00
\$260,000 – \$279,999	0	0.00	1	1.00
>\$280,000	2	2.00	2	2.00

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 2025								June 2026							
	Female		Male		Self-described		Total		Female		Male		Self-described		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
SES-3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
SES-2	2	2.00	0	0.00	0	0.00	2	2.00	2	0.00	0	0.00	0	0.00	2	0.00
SES-1	2	1.91	1	1.00	0	0.00	3	2.91	1	0.00	1	0.00	0	0.00	2	0.00
Total	4	3.91	1	1.00	0	0.00	5	4.91	3	0.00	1	0.00	0	0.00	4	0.00

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 2025–26 financial year.

These disclosures are reconciled in the table below:

Reconciliation of executive numbers	2024–25	2025–26
Executives (as per Note 8.3)	5	4
Accountable Officer	1	1
Separations	1	1
Total executive number 30 June	6	5

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 2025–2026 reporting period.

Government advertising expenditure

In 2025–2026, Infrastructure Victoria did not undertake any government advertising campaigns.

Consultancy expenditure

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

In 2025–26, Infrastructure Victoria undertook 7 consultancy engagements where total fees payable exceeded \$10,000. The total expenditure incurred during 2025–26 for these consultancies was \$1,113,148 (excluding GST). Details of individual consultancies are provided in the following table.

Details of consultancies under \$10,000

In 2025–26, Infrastructure Victoria did not engage any consultancies where the total fees payable to each firm was less than \$10,000.

Consultant	Contract description	Start date	End date	Total approved contract fee (ex. GST)	Expenditure 2024–25 (ex. GST)	Future expenditure (ex. GST)
Centre for International Economics	Infrastructure Funding for New Homes	Mar-26	Mar-27	\$532,737	\$273,660	\$99,418
HLB Mann Judd (Vic) Pty Ltd	Internal Audit	Jul-25	Jun-26	\$35,000	\$26,860	\$-
University of New South Wales	Streets for Everyone	Jan-26	Jul-26	\$29,531	\$23,625	\$5,906
Veitch Lister Consulting	Streets for Everyone	Dec-25	Jan-26	\$119,279	\$119,279	\$-
Wallis Consulting Group Pty Ltd	Streets for Everyone	Feb-26	Aug-26	\$60,375	\$51,320	\$6,000
Jacobs Group (Australia) Pty Ltd	Transport economics	May-25	Nov-25	\$90,000	\$54,810	\$-
Arup Australia Pty Ltd	Victoria's Climate Risks	Oct-25	Feb-26	\$245,326	\$218,326	\$-
				\$1,113,148	\$767,880	\$111,324

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 2025 to 30 June 2026.

In 2025–2026, business-enabling information and communication technology, finance and human resources services were provided through a shared services arrangement with the Department of Government Services for a fee of \$270,451.

Freedom of Information

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

In 2025–2026 Infrastructure Victoria did not receive any requests.

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 2025–2026, Infrastructure Victoria took further action to progress our environmental and circular economy commitment.

We continued our commitment to only publishing reports (including this annual report) and *Victoria's infrastructure strategy 2025–2055* online. This has eliminated report print wastage.

We proactively engage 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.

Social Procurement Framework

Infrastructure Victoria's social procurement approach prioritises the following social procurement objectives:

- opportunities for Aboriginal people
- sustainable Victorian social enterprises and Aboriginal business sectors.

Social procurement achievements

During 2025–2026, Infrastructure Victoria engaged one social benefit suppliers with a total spend of \$9,990.

Social procurement opportunity	Businesses engaged	Actual spend
Opportunities for Victorian Aboriginal people	1	\$9,990
Total	1	\$9,990

During 2025–2026, Infrastructure Victoria also implemented several initiatives to support its social procurement approach including:

- incorporating social and sustainable evaluation criteria into procurement documentation to ensure purchases align with our social procurement approach
- providing education and training to procurement staff to increase awareness of social procurement.

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, Lucia Cade, 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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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

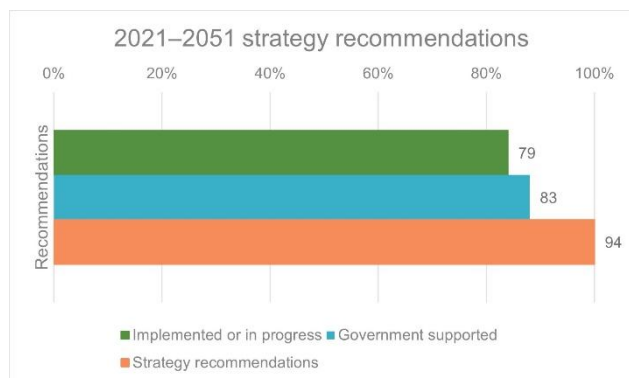
The *Infrastructure Victoria Act 2015* requires us to prepare an updated 30-year infrastructure strategy every 3 to 5 years. We tabled *Victoria's infrastructure strategy 2025–2055* in the Victorian Parliament in November 2025.

The Victorian Government is required to respond to the strategy recommendations and prepare an updated 5-year infrastructure plan by the first sitting day after the first anniversary of the sitting day on which the updated 30-year infrastructure strategy is laid before each House of the Parliament. The Act requires Infrastructure Victoria to publish an assessment of the government's specified priorities and progress in meeting the needs identified in the infrastructure plan in the organisation's annual report.

The government's *Victorian infrastructure plan 2021* was in effect at the time of the current assessment, as an updated plan was not tabled in the 2025–26 financial year.¹ The 2021 plan contains 35 sector priorities and 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.

95% of government-supported 2021 strategy recommendations are complete or in progress.



This report details our assessment of government's progress against the plan for the 2025–26 financial year.

Assessment approach

To complete the assessment, we:

- structured the assessment around the infrastructure needs and priorities set out in the *Victorian infrastructure plan 2021*
- 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, particularly opportunities identified in *Victoria's infrastructure strategy 2025–2055*.

We reviewed multiple sources to assess the government's progress towards meeting the priorities in the 2025–26 financial year:

- actions identified in the *Victorian infrastructure plan 2021*
- Victorian budget papers including the 2025–26 *Budget* for new initiatives announced
- annual reports from departments and agencies
- government websites and media releases.

We also facilitated an information session for Victorian Government departments and select agencies in July 2026. We asked representatives to review and confirm the initiatives we had already identified and to suggest additional initiatives for inclusion.

We have included Australian Government initiatives that eliminated or reduced the need for action by the Victorian Government.

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

Culture, sport and community

Maintaining Victoria's competitive edge

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

Actions in financial year 2025–2026

- Released *Creative State 2028* in December 2025. It is a new strategy to support and strengthen Victoria's \$41.2 billion creative economy.² The strategy includes an action to work with MAP Co and precinct organisations to build the profile of the Melbourne Arts Precinct as a global creative destination in readiness for the completion of the \$1.7 billion transformation project.³
- Released *First Peoples tourism plan for Victoria 2025–2030* in September 2025. It supports First Peoples participation in the state's \$40 billion tourism sector in Victoria.⁴

Previous progress

- Announced recipients of the Regional Tourism Investment Fund 2024 in April 2025.⁵ The fund supported new and innovative tourism infrastructure projects designed to attract more visitors to Victoria's regions.⁶
- Opened the redeveloped Geelong Arts Centre in August 2023 marking the completion of a \$140 million project which established Australia's largest regional arts centre.⁷
- Released *Experience Victoria 2033* in 2023. It is a 10-year strategic master plan designed to shape and grow the Victoria's visitor economy.⁸

Opportunities for further progress

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

Planning for a growing population

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

Actions in financial year 2025–2026

- Opened the Nyaal Banyul Geelong Convention and Event Centre in June 2026. The \$449 million project provides space for global events and conferences.⁹
- Commenced construction in early 2026 on the \$45 million Bendigo Art Gallery redevelopment.¹⁰
- Released the *Albert Park sports management plan* in February 2026. The plan aims to improve the quality and experience of facilities for all visitors.¹¹
- Continued delivering the Aboriginal Community Infrastructure Program with grants of up to \$1.6 million for Aboriginal organisations to deliver new facilities or upgrade existing ones.¹²
- Continued delivering the \$4 million Living Libraries Infrastructure Program to enable councils, regional library corporations, Vision Australia (Victoria), Your Library, Connected Libraries and My Community Library (Myli) to deliver new or renewed library infrastructure for communities.¹³
- Provided \$29 million over 2 years for the Melbourne Arts Precinct Transformation (MAPT) project and secured \$95 million in Australian

Government funding for The Fox: NGV Contemporary. The \$1.7 billion MAPT project is co-funded with the Australian Government and includes upgrades to the Arts Centre, heritage theatres and a new 18,000 square metre public garden.¹⁴

Previous progress

- Announced recipients of the seventh round of the Aboriginal Community Infrastructure Program in August 2024, providing \$11 million for new, expanded and upgraded community infrastructure.¹⁵ The program has operated since 2018.¹⁶
- Announced the locations for 5 new business and cultural hubs across Victoria to support Aboriginal businesses who will design and deliver the facilities at each hub.¹⁷
- Funded 176 library infrastructure projects through the Living Libraries Infrastructure Program, including new libraries and upgrades to existing facilities in growth areas.¹⁸
- The final round of the Growing Suburbs Fund was held in 2024–25 and supported local infrastructure projects, including community centres that provide library services.¹⁹

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Build libraries and aquatic centres for Melbourne's growing communities

Fund councils to plan and build libraries and aquatic recreation centres in Melbourne's growth areas.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Growing participation

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

Actions in financial year 2025–2026

- Started the \$12.6 million Apollo Bay Harbour Redevelopment to upgrade harbour infrastructure, public access and maritime facilities.²⁰
- Commenced construction on the \$12.6 million Point Grey Redevelopment in Lorne, delivering a new Lorne Aquatic and Angling Club building, upgraded public amenities, and improved recognition of the site's cultural, maritime and timber history.²¹
- Started \$3.7 million of tourism infrastructure upgrades at Kennett River to improve public access and precinct infrastructure.²²
- Continued redevelopment of the \$126 million Twelve Apostles Precinct Redevelopment, funded in partnership with the Australian Government.²³
- Announced \$8 million in the *2026–27 Budget* towards asset renewal of the Great Ocean Road coasts and parks.²⁴

Previous progress

- Announced recipients of the Regional Tourism Investment Fund 2024.²⁵ The fund supported tourism infrastructure projects in regional and rural Victoria.²⁶

- Opened the Wodonga Education First Youth Foyer in May 2025 and continued development of the Wangaratta Education First Youth Foyer.²⁷ Both projects were funded through the \$50 million Youth Capital Grants program.²⁸
- Released *Active Victoria 2022–2026* in 2021, the strategic framework for the sport and recreation sector that guide activities and investment.²⁹

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Help government schools share their grounds

Prioritise which government school sports fields and facilities could deliver the greatest benefits if they were shared with local communities outside school hours. Give these schools extra help for maintenance if they voluntarily share their grounds for informal community use outside school hours. Offer funding for upgrades to incentivise shared access outside school hours.

Maintaining and improving our current facilities

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

Actions in financial year 2025–2026

- Opened the Hawthorn Football Club's Kennedy Community Centre in November 2025. The Victorian Government contributed \$15 million to the project.³⁰
- Opened the \$6 million redevelopment of the historic Castlemaine Goods Shed in October 2025, providing flexible spaces for exhibitions, performances and creative activities.³¹
- Completed the first Regional Worker Accommodation Fund project in October 2025. The fund is supporting more than 40 projects across regional Victoria to increase accommodation for key workers.³²
- Started the Melbourne Cricket Ground (MCG) Redevelopment Business Case in September 2025.³³
- Invested \$18.3 million in the 2025–26 Local Sports Infrastructure Fund for 78 community projects that will deliver new and improved accessible sport and recreation infrastructure across Victoria.³⁴
- Invested \$72 million over 2 years in the 2026–27 *Budget* to support Victoria's State Sporting Centres, including supporting community access to the State Sport Centres Trust and Kardinia Park Stadium Trust.³⁵
- Invested \$1.5 million in 7 projects through the 2026–27 Country Football and Netball Program in partnership with the AFL, AFL Victoria and Netball Victoria.³⁶
- Invested \$426.1 million in the 2026–27 *Budget* for the Melbourne Indoor Sports Centre (previously the Albert Park Pit Building Redevelopment).³⁷
- Invested \$9.6 million in 2026–27 *Budget* for the initiative Conserving the Royal Exhibition Building (Melbourne) initiative.³⁸
- Invested \$14.5 million in 2026–27 *Budget* for the Cultural Facilities Maintenance Fund (statewide).³⁹
- Announced \$12.1 million in 2026–27 *Budget* for infrastructure upgrades to Hamer Hall.⁴⁰

- Announced \$35.9 million over 3 years in the *2026–27 Budget* for community sports infrastructure and participation initiatives, including new and upgraded sports facilities with a focus on disadvantaged communities.⁴¹

Previous progress

- Announced the recipients of the 2024–25 Local Sports Infrastructure Fund in May 2025.⁴²
- Funded 26 projects through round one of the Regional Community Sports Infrastructure Fund in July 2024.⁴³
- Completed the Marvel Stadium upgrade in 2024, delivering improvements to stadium access, facilities and technology.⁴⁴
- Delivered the \$142 million Kardinia Park Stadium Stage 5 Redevelopment in 2024. The project delivered the Joel Selwood Stand, increasing the overall stadium capacity to 40,000, Djilang Plaza, the Barwon Regional Cricket Centre and the Geelong Sports Museum.⁴⁵
- Completed the \$116 million La Trobe University Sports Park in 2023 (co-funded with the Australian Government), delivering the Home of the Matildas, the State Football Centre and the Rugby Centre of Excellence.⁴⁶
- Delivered the \$178 million Community Sports Infrastructure Stimulus Program with 70 projects across Victoria by 2022.⁴⁷
- Completed the Docklands Studios Melbourne upgrade in 2022, including construction of a sixth sound stage to expand the state's film and television production capacity.⁴⁸

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Education and training

Catering for a growing population

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

Actions in financial year 2025–2026

- Opened 19 new schools in term one in January 2026.⁴⁹
- Continued delivering \$336 million over 3 years from the *2025–26 Budget* for new school construction, including 4 recently opened schools.⁵⁰
- Continued delivering \$237 million over 3 years in the *2025–26 Budget* for land acquisition for future new schools and campuses in various municipalities including Casey, Darebin, Melbourne, and Melton.⁵¹
- The *2026–27 Budget* invested in new and growing schools in Victoria.⁵² This includes:
 - \$392 million over 4 years in the *2026–27 Budget* for new school construction. Funding includes expansions at 3 recently opened schools in Mickleham, Clyde North and Point Cook.⁵³
 - \$104 million over 3 years in the *2026–27 Budget* for land acquisition for future new schools and new campuses of existing schools in various

locations including Cardinia, Greater Geelong, Melbourne, Hume, Mitchell and Wyndham.⁵⁴

Previous progress	<ul style="list-style-type: none"> • Opened 6 schools for term one in January 2025.⁵⁵ • Opened 14 schools for term one in January 2024.⁵⁶ • Opened 13 schools for term one in January 2023.⁵⁷ • Opened 14 schools for term one in January 2022.⁵⁸ • Founded Victorian School Building Authority in 2016 to oversee the construction of new schools and modernise infrastructure for existing educational facilities. Since 2017 the Authority helped to open 121 new schools.⁵⁹ • Released <i>Plan for Victoria</i> in February 2025. The plan sets out the state-wide vision for how Victoria will grow over time. It committed to better coordinate public infrastructure and service delivery including education.⁶⁰
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Opportunities for further progress	<p>Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.</p> <p>In <i>Victoria's infrastructure strategy 2025–2055</i> we recommend:</p> <p>Plan and deliver expanded and new schools</p> <p>Identify schools to expand and confirm areas that will need new schools. Fund expansions of existing schools and begin delivery of new schools. Minimise costs by expanding the built capacity of existing schools and building larger new schools.</p> <p>Expand TAFE in Melbourne's growth areas and some large regional centres</p> <p>Expand TAFE campuses in Melbourne's west, north and south-east growth areas, and some large regional centres. Train more students at these TAFEs to fill skills gaps, especially in construction, energy and health.</p> <p>Improve asset management of government infrastructure</p> <p>Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.</p>
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Creating inclusive shared spaces

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

Actions in financial year 2025–2026	<ul style="list-style-type: none"> • Continued delivering \$1.4 million in the <i>2025–26 Budget</i> for 50 schools in Melbourne's west to open their fields and facilities.⁶¹ • Continued delivering the \$70 million Doctors in Secondary Schools program, including funding for the construction of consulting rooms in participating schools.⁶²
Previous progress	<ul style="list-style-type: none"> • Released <i>Opening the gate</i> by VicHealth in 2023. The program and research framework that encourages schools to open their outdoor spaces, such as sports fields, courts, and playgrounds, to the public during after-school hours and on weekends.⁶³

Opportunities for further progress	Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.
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In *Victoria's infrastructure strategy 2025–2055* we recommend:

Help government schools share their grounds

Prioritise which government school sports fields and facilities could deliver the greatest benefits if they were shared with local communities outside school hours. Give these schools extra help for maintenance if they voluntarily share their grounds for informal community use outside school hours. Offer funding for upgrades to incentivise shared access outside school hours.

Maximising use of technology

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

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| Actions in financial year 2025–2026 | <ul style="list-style-type: none">• Continued delivery of the Connecting Victoria program to expand mobile and broadband coverage, with more than 1,000 mobile and internet projects completed across Victoria (by June 2025).⁶⁴• Released <i>Victorian digital skills compact</i> report in March 2026 to strengthen digital skills capability across Victoria.⁶⁵• Continued delivering \$44 million in the <i>2025–26 Budget</i> to improve VET student completions and employment outcomes.⁶⁶• Continued delivering \$4 million in the <i>2025–26 Budget</i> to extend the Digital Jobs program to offer training in digital skills that are critical for innovation and technology adoption in construction and advanced manufacturing.⁶⁷• Invested \$14 million in the <i>2026–27 Budget</i> for Victoria's artificial intelligence package, including the Digital Jobs AI Career Conversion Support program.⁶⁸• Invested \$10.1 million in the <i>2026–27 Budget</i> for a new Digital, AI and Technology Centre of Excellence at Chisholm Institute's campus in Frankston (jointly funded by the Australian Government) to train students in emerging technologies.⁶⁹ |
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|-------------------|---|
| Previous progress | <ul style="list-style-type: none">• Released the <i>Digital inclusion statement</i> in October 2022, committing to improve online access through investment in information technology, library and outreach programs through the Public Libraries Funding Program.⁷⁰• Released the <i>Digital strategy 2021–2026</i> in November 2021. It set out the Victorian Government's vision and ambition for a digital Victoria.⁷¹ |
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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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Developing skills for tomorrow

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

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|-------------------------------------|---|
| Actions in financial year 2025–2026 | <ul style="list-style-type: none">• Opened the Clean Energy Centre at TAFE Gippsland's Morwell campus in early 2026, providing training facilities for renewable energy, battery and electric vehicle technologies.⁷²• Opened Bendigo TAFE's Learning Hub in Castlemaine in August 2025, delivering renovated training facilities for nursing, aged care and home care education at Dhelkaya Health.⁷³ |
|-------------------------------------|---|

- Continued delivering \$55 million for the new Kangan Institute TAFE campus in Melton, including specialist training facilities for construction, plumbing, welding, refrigeration and gas fitting.⁷⁴
- Continued delivering \$25 million for the new Kangan Institute TAFE campus in Sunbury.⁷⁵
- Continued delivering \$36 million for The Gordon's Centre of Excellence in Disability Inclusion in Geelong, providing purpose-built training facilities to support vocational education for people with disability.⁷⁶
- Continued delivering the \$11 million TAFE Building Innovation and Design Centre at the Sherwood Park campus in Warrnambool. It will feature large automotive workshops, including a dedicated electric vehicle training workshop.⁷⁷
- Invested \$25 million in the *2026–27 Budget* for delivering a Future of Housing Construction TAFE Centre of Excellence in Heidelberg.⁷⁸ The \$50 million centre (jointly funded with the Australian Government) will deliver skills in modular, prefabricated and digital construction.⁷⁹
- Committed \$25 million in the *2026–27 Budget* to deliver a Renewable Energy TAFE Centre of Excellence at Gippsland TAFE in Morwell. The \$50 million centre (jointly funded with the Australian Government) is focused on renewable energy technologies, including smart grids and networks, and home electrification services.⁸⁰
- Committed \$21 million in the *2026–27 Budget* for a Home and Community Care TAFE Centre of Excellence at Holmesglen's Moorabbin campus, delivering specialist training facilities for the home and community care workforce (jointly funded with the Australian Government).⁸¹

Previous progress

- Opened an all-electric TAFE campus in Collingwood in April 2025, delivering specialised training facilities for careers supporting deaf and hard-of-hearing communities.⁸²
- Introduced the Building Better TAFE Fund to deliver new and upgraded training facilities in Melton, Sunbury, Geelong and Castlemaine in 2023.⁸³
- Introduced Free TAFE in 2019 to improve access to vocational education and training.⁸⁴

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Expand TAFE in Melbourne's growth areas and some large regional centres

Expand TAFE campuses in Melbourne's west, north and south-east growth areas, and some large regional centres. Train more students at these TAFEs to fill skills gaps, especially in construction, energy and health.

Improving education infrastructure

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

Actions in financial year 2025–2026

- Continued delivering \$370 million from the *2025–26 Budget* for upgrades at 35 schools and capacity expansions at 3 schools. Announced a further \$295 million over 4 years in the *2026–27 Budget* for upgrades at 31 schools and planning for 4 additional schools.⁸⁵

- Continued delivering the Modular Classrooms Program, with \$148 million funded in the *2025–26 Budget* and a further \$174 million over 4 years in the *2026–27 Budget* to provide additional learning spaces and relieve capacity pressures at schools.⁸⁶
- Continued delivering the Capital Works Fund, with \$25 million in the *2025–26 Budget* supporting 64 school improvement projects and a further \$25.4 million in the *2026–27 Budget* supporting 24 additional projects.⁸⁷
- Invested \$446.5 million over 4 years and \$115.5 million ongoing funding in the *2026–27 Budget* for the Planned maintenance program. It funds repairs and essential maintenance in schools. Important maintenance work includes fixing roofs, drainage works, replacing windows, upgrading emergency shelters and installing outside lights and paths.⁸⁸

Previous progress

- Since 2017 the Victorian School Building Authority supported 2,400 projects to upgrade and expand schools.⁸⁹

Opportunities for further progress

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

The Legislative Council Legal and Social Issues Committee tabled its report regarding the Inquiry into Public Schools Funding in May 2026. The report found that Victorian schools have not had adequate funding since 2018. It recommends the government seek and implement more funding.⁹⁰

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Plan and deliver expanded and new schools

Identify schools to expand and confirm areas that will need new schools. Fund expansions of existing schools and begin delivery of new schools. Minimise costs by expanding the built capacity of existing schools and building larger new schools.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Kindergarten for all three-year-olds

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

Actions in financial year 2025–2026

- Opened 14 Early Learning centres for term one in 2026.⁹¹
- Continued delivering the \$14 billion Best Start, Best Life reforms and invested a further \$498 million in the *2026–27 Budget* for new and expanded early learning centres, kindergarten infrastructure and maintenance of government-owned facilities. Best Start, Best Life reforms include Free Kinder, 3-Year-Old Kinder, more hours of 4-Year-Old Kinder, and 50 government-owned Early Learning and Care Centres in communities that have the greatest need for more childcare places.⁹²
- Invested \$10 million over 3 years in the *2026–27 Budget* for Kindergarten Building Blocks improvement and inclusionary grants. Funding was provided to local government and other eligible providers to improve and upgrade early childhood infrastructure, enhancing the quality and amenity of learning environments.⁹³

- 33 Kindergarten Infrastructure Service Plans (KISPs) have been signed with local governments and published on the Department of Education website, providing up to date information about the demand for and supply of kindergarten places.⁹⁴

Previous progress

- Opened 4 Early Learning centres for term one in 2025.⁹⁵
- Entered into 20 Building Blocks partnerships since 2021. These partnerships funded new and expanded kindergartens, creating thousands of new places.⁹⁶

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Facilitate markets and invest in kindergarten infrastructure

Facilitate markets for private and not-for-profit investment in kindergarten infrastructure. Share regularly updated information about the demand for and supply of kindergarten places. Publish priorities for government investment and deliver kindergartens in communities that will have the greatest need.

Energy

Ensuring efficient and affordable energy

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

Actions in financial year 2025–2026

- Finalised the new building electrification regulations in December 2025, requiring all new homes and commercial buildings to be all-electric from January 2027 and replacement of unrepairable gas hot water systems with electric alternatives from March 2027.⁹⁷
- The *Energy Resources Legislation Amendment (VEET Strategic Review and Other Matters) Bill 2026* passed in Parliament in June 2026 supporting the ongoing operation of the Victorian Energy Upgrades program to 2045.⁹⁸
- The Energy and Climate Change Ministerial Council approved the Trajectory for Low Energy Buildings Implementation Plan 2026–27 in December 2025 to support coordinated national action towards net zero emissions buildings by 2050 and lower energy costs.⁹⁹
- Launched Easy Electric SEC in May 2026, a digital platform providing information on household electrification, rebates, energy bill savings and SEC-endorsed installers.¹⁰⁰
- Introduced ceiling insulation into the Victorian Energy Upgrades program in April 2026, initially for public and community housing, with expanded eligibility for all Victorian households from October 2026.¹⁰¹
- Introduced induction cooktops as an ongoing activity under the Victorian Energy Upgrades program in June 2026. It aims for consumer uptake improvements as cooktops are often the last electrification barrier to household gas disconnection.¹⁰²
- Consulted on a proposed heat pump hydronic heating activity in the Victorian Energy Upgrades program in April 2026, which if implemented, would support the electrification of homes with gas hydronic systems.¹⁰³

- Installation of cooling has been completed in 13 social housing towers in the financial year 2025–26.¹⁰⁴
- Continued delivering \$306 million in the 2025–26 Budget for the provision of reliable, sustainable and affordable energy services through multi-year energy programs, including renewable energy development, energy efficiency and affordability improvements, and facilitation of new investment.¹⁰⁵
- Continued delivering \$142 million in the 2025–26 Budget for Solar Victoria to implement multi-year programs to incentivise the uptake of solar panel energy systems and energy efficient hot water systems.¹⁰⁶
- Continued delivering the \$1.2 billion High-rise Redevelopment Program. The program replaces 44 ageing high-rise towers across Melbourne with modern, accessible and energy-efficient homes for 30,000 Victorians.¹⁰⁷

Previous progress

- Delivered 36,604 energy efficiency upgrades in 22,475 properties, including 2,721 fully electrified homes (as of 30 June 2026) with the Energy Efficiency in Social Housing Program, since the program has commenced in 2020.¹⁰⁸ Commitments by the state and Australian governments have provided total funding now exceeding \$346 million.¹⁰⁹
- Required all new homes to have a minimum 7.0-star Nationwide House Energy Rating Scheme (NatHERS) rating from May 2024.¹¹⁰
- Legislated the *Residential Tenancies and Residential Tenancies (Rooming House Standards) Amendment (Minimum Energy Efficiency and Safety Standards) Regulations 2024* in November 2024. It prescribed minimum standards for ceiling insulation, draughtproofing, hot water systems, cooling and heating.¹¹¹ The legislation introduced new minimum standards for rooming houses, requiring fixed heating in all resident rooms from December 2025 and energy-efficient fixed heating from December 2030.¹¹²

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Encourage household energy efficiency and electrification

Support low-income households to go all-electric. Complete social housing energy upgrades, including electrification, energy efficiency and solar panels. Require Victorian homeowners to disclose the energy efficiency of their homes at the time of sale or lease.

Invest in home, neighbourhood and big batteries for more energy storage

Fund more batteries in social homes and provide incentives to encourage people to join a virtual power plant. Expand the neighbourhood batteries program, or similar. Facilitate more investment in big batteries for the transmission network.

Protecting our energy security

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

Actions in financial year 2025–2026

- Approved *Offshore Petroleum and Greenhouse Gas Storage Amendment Regulations 2026* in May 2026, that introduced the concept of underground petroleum and gas storage. This provides regulatory certainty for Golden Beach's \$1 billion gas production and storage project in Gippsland.¹¹³

- Started commercial operation of the Melbourne Renewable Energy Hub in Plumpton in late 2025, providing 600 megawatts of capacity and 1.6 gigawatt hours of storage, capable of powering 200,000 homes during the evening peak period. The State Electricity Commission (SEC) co-owns the Hub in Melbourne's west with GreenPoint Energy (a subsidiary of Equis).¹¹⁴
- Reached a number of key construction milestones for the SEC's Renewable Energy Park near Horsham in the first half 2026. The SEC and OX2 are developing the energy park with a 119 megawatts solar farm and a 100 megawatts 2-hour battery storage system.¹¹⁵
- Started construction of the Delburn Wind Farm in March 2026. The 100% publicly owned, utility-scale wind generation project south of the Latrobe Valley in Gippsland comprises 33 wind turbines capable of generating up to 205 megawatts of renewable energy.¹¹⁶
- Released the *Gas substitution roadmap – 2025 update* in December 2025 outlining actions to support building electrification, consumer protections and gas network reform.¹¹⁷
- Released the *Victorian Energy Safety Roadmap* in December 2025. The roadmap outlines the government's plans and the actions it will take to promote energy safety in the context of the State's changing energy system.¹¹⁸
- Released *Victoria's investment prospectus – energy storage* in September 2025 to encourage more private investment in short-, medium- and long-duration energy storage.¹¹⁹
- Released the first *Victorian transmission plan* (VTP) in August 2025. The plan represents the first long-term plan for renewable energy zones and transmission infrastructure in Victoria.¹²⁰
- Passed the *National Gas (Victoria) Amendment Bill 2025* in Parliament in March 2026. The amended *National Gas (Victoria) Act 2008* allows the Minister for Energy and Resources to direct upgrades to the declared transmission pipeline network where needed to ensure gas supply reliability and security.¹²¹
- The Australian and Victorian governments approved the production licence for the Annie Gas Field Project in the Otway Basin in May 2026.¹²²
- Continued delivering 139 neighbourhood batteries across Victoria. The Neighbourhood Battery program aims to utilise cheaper renewable energy and dispatch it when energy demand is critical.¹²³

Previous progress

- Re-established the SEC in 2023, supported by an initial \$1 billion investment to deliver 4.5 gigawatts of new renewable energy and storage capacity by 2035.¹²⁴
- Announced that battery storage projects will be eligible for an accelerated planning pathway under the Development Facilitation Program in March 2024 to speed up planning approvals.¹²⁵
- Continued expansion of the 100 Neighbourhood Batteries Program in 2023 to expand community battery storage capacity, supporting Victoria's legislated energy storage targets of 2.6 gigawatts by 2030 and 6.3 gigawatts by 2035.¹²⁶
- Extended the Victorian Energy Upgrades program to 2045, added induction cooktops in 2024 and invested \$12 million over 4 years in the *2025–26 Budget* to introduce ceiling insulation.¹²⁷
- Released *Victoria's renewable gas directions paper* for consultation in December 2024, proposing a renewable gas target and supporting regulatory framework.¹²⁸

- Published the *Economic growth statement* in December 2024. It stated that new gas projects will be fast tracked through the Development Facilitation Program.¹²⁹
- Released *Gas security statement* in June 2025 outlining the actions the government takes to secure long-term gas supply for gas-powered generation and the businesses and industries that need it.¹³⁰
- Passed the *Offshore Petroleum and Greenhouse Gas Storage Amendment Bill 2024* on 17 October 2024.¹³¹
- Released the Gas Substitution Roadmap Update in December 2024, outlining actions to support alternatives to fossil gas, improve energy affordability and reliability.¹³² The first Gas Substitution Roadmap, released in 2022, removed incentives for residential gas appliances and introduced incentives for efficient electric alternatives.¹³³
- Removed the requirement for new dwellings, apartment buildings, and residential subdivisions needing planning permits to have a gas connection.¹³⁴
- Amended the *Building Regulations 2018* in November 2023 to remove the requirement for a gas-boosted solar water heater.¹³⁵

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Invest in home, neighbourhood and big batteries for more energy storage

Fund more batteries in social homes and provide incentives to encourage people to join a virtual power plant. Expand the neighbourhood batteries program, or similar. Facilitate more investment in big batteries for the transmission network.

Determine long duration energy storage needs

Determine the most efficient policy or investment options to provide enough long duration energy storage to meet Victoria's needs.

Develop an area-based energy plan and support renewable gas production

Develop an energy plan that combines future electricity and gas needs for each metropolitan and regional area. Set a renewable gas target to support renewable gas production.

Future option: Plan for gas infrastructure changes

Plan for future changes to gas infrastructure, including reconfiguring networks for industrial use and decommissioning in places where gas use is in decline.

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

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

Actions in financial year 2025–2026

- Released the *Community engagement and social value guidelines* in June 2026 to set expectations for renewable energy developers to engage early and meaningfully with landholders, neighbours and communities and show how feedback is reflected in energy projects.¹³⁶
- Released the *Victorian energy jobs plan* and the *Women in energy strategy* in June 2026. Together, these will help build the workforce to deliver Victoria's energy transition.¹³⁷ The *Victorian energy jobs plan* provides the framework to

develop the skilled workforce required to deliver Victoria's energy transition and maximise its benefits for workers, industry and communities.¹³⁸ The *Women in Energy Strategy* ensures those opportunities are more accessible and inclusive by driving greater participation and representation of women across the energy workforce.¹³⁹

- Delivered a skills program for the renewable energy, electrification and related industries in 2025–26, including heat pump installation training (753 participants), energy-efficient homes roadshows (1,093 participants) and regional solar safety training (48 participants).¹⁴⁰
- Funded training and certification to build Victoria's insulation retrofit workforce, including free training through 3 registered training organisations and support for Energy Efficiency Council certification.¹⁴¹
- Released the 2025 *Victorian transmission plan* in August 2025 as Victoria's long-term plan for renewable energy zones and transmission infrastructure.¹⁴²
- Declared 5 renewable energy zones and the Gippsland Shoreline Zone in May 2026 to improve coordination of renewable energy development and transmission planning across Victoria.¹⁴³
- Advanced the Gippsland Transmission project through procurement in April 2026 to connect offshore wind energy in Gippsland area to the National Electricity Market grid.¹⁴⁴
- Continued delivering \$10.1 million in the 2026–27 *Budget* to finalise the establishment of VicGrid as Victoria's transmission planner and support transmission project delivery.¹⁴⁵
- Continued delivering the \$13 million Offshore Wind program over 2 years in the 2025–26 *Budget* to progress planning and delivery activities for Victoria's first 2 gigawatts of offshore wind capacity.¹⁴⁶
- Committed \$7.4 million in the Victorian 2025–26 *Budget* to continue working with the Australian and Tasmanian governments to oversee the Marinus Link project (a second undersea electricity connection between Tasmania and Victoria).¹⁴⁷
- Announced \$124 million over 3 years in the 2026–27 *Budget* to progress environmental approvals and procurement for the Victorian Renewable Energy Terminal at the Port of Hastings.¹⁴⁸
- Announced \$25 million over 4 years in the 2026–27 *Budget* for a Victorian Renewable Energy TAFE Centre of Excellence.¹⁴⁹

Previous progress

- To support faster delivery of renewable energy infrastructure, the Victorian Government has streamlined planning approvals through 2 key reforms: an accelerated assessment pathway under the Development Facilitation Program and the incorporation of Renewable Energy Zone projects into the *State Planning Policy Framework*. The 2025–26 *Budget* provided \$5 million in recurrent funding through to 2028 to implement the latter reform.¹⁵⁰
- Since established in March 2024, the Development Facilitation Program has approved 17 projects representing \$4.6 billion in investment, 1.3 gigawatts of new generation capacity and 3.2 gigawatts of new storage capacity.¹⁵¹
- Supported 31 participants through the Pathways to Pre-Apprenticeships for First Nations program, delivered from June 2024 to June 2025 in partnership with Worn Gundidj Aboriginal Cooperative.¹⁵²
- Reached final investment decision for Marinus Link in August 2025, following approvals through the Australian Environmental Impact Assessment (EIS) and Victorian Environment Effects Statement (EES) process.¹⁵³
- Victoria signed an agreement with the Australian Government to jointly fund VNI West in 2022.¹⁵⁴ The Minister for Planning approved final scoping requirements in February 2025.¹⁵⁵ Early works continued for the Victoria-New

South Wales Interconnector (VNI West), led by the Australian Energy Market Operator.¹⁵⁶

Opportunities for further progress

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

VAGO released *Managing the transition to renewable energy* in December 2025. The report found:

- Victoria is on track to meet its 2025 renewable energy target, but future targets will be harder to achieve.
- Delays to key projects risk electricity shortages.
- Reliability to 2030 has improved, but more investment and risk management are needed as coal-fired power stations close.¹⁵⁷

In Victoria's infrastructure strategy 2025–2055 we recommend:

Coordinate faster delivery of key energy infrastructure

Establish an energy transition project pipeline and publish annual progress assessments to improve transparency and manage risks. Fast-track key energy projects and coordinate enabling infrastructure.

Improve environmental assessments and site selection for energy projects

Reform environmental assessments and help energy project proponents select good sites.

Environment

Protecting Victoria's biodiversity by 2037

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

Actions in financial year 2025–2026

- Released the Conservation *Regulatory priorities 2025–2027* in September 2025, setting a risk-based focus for regulatory effort on areas where it can have the greatest impact on protecting Victoria's wildlife, biodiversity and public land.¹⁵⁸
- Signed the *Victorian forest fire management strategic assessment agreement* in December 2025. The assessment aims to ensure activities are planned and delivered to protect matters of national environmental significance.¹⁵⁹
- Continued investment in biodiversity through the *2025–26 Budget*, including \$40 million over 3 years for Western Victoria bushfire recovery, \$17 million for Landcare and Coastcare programs, \$9 million for pest animal control and targeted funding for environmental assessments and collaborative wildlife management initiatives.¹⁶⁰
- Announced \$10 million over 2 years in the *2026–27 Budget* for activating healthy forests through the ongoing management of former timber forests, including regeneration, biodiversity monitoring, fire research, wildlife rescue support and licence assessments.¹⁶¹
- Announced funding in the *2026–27 Budget* for the environment and biodiversity, including \$2.1 million for improved fit for purpose environmental assessment and approvals for renewable energy and affordable housing.¹⁶²

Previous progress

- Since 2000, the Victorian Landcare Grants have invested \$84.2 million in communities to enhance and protect the environment.¹⁶³

- Updated the *Tree and vegetation management policy* in June 2025. It required schools and the Victorian School Building Authority to preserve or replace vegetation affected by building projects.¹⁶⁴
- Delivered \$15 million to address coastal erosion, safety risks and access issues along Victoria's coast in March 2025.¹⁶⁵
- Delivered \$1.4 million for the Coastal Public Access and Risk Grants to improve safety and coastal access at beaches along Victoria's coast.¹⁶⁶
- Delivered \$7 million in 2023 for the VicCoasts initiative to build a safe, healthier and more resilient marine and coastal environment for the community.¹⁶⁷
- Released the *Marine and coastal strategy* in May 2022. The strategy aimed to build the foundations for long-term climate adaptation and environmental protection in Victoria's marine and coastal environment.¹⁶⁸
- Committed through *Plan for Victoria* to protect and enhance tree canopy cover in urban areas to 30%.¹⁶⁹
- Released the *Precinct structure planning guidelines* in 2021.¹⁷⁰ The guidelines included a 30% tree canopy coverage target for public land only.¹⁷¹
- Released *Protecting Victoria's environment - biodiversity 2037* plan in 2017. Backed by over \$600 million in investments since 2014, the framework aims to stop the decline of native plants and animals and ensure the state's natural environment is healthy.¹⁷²

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommended:

Better use government land for open space and trees

Open up more public land in fast-growing suburbs. Plant more trees on local streets to help get to 30% tree canopy cover in urban areas.

Managing our parks

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

Actions in financial year 2025–2026

- In October 2025, the Victorian Government released the *Great outdoors* Taskforce report and its response to recommendations from both the Taskforce and the Eminent Panel for Community Engagement for the Central Highlands, committing \$30 million to 4 actions aimed at protecting forests while enhancing community access, Traditional Owner involvement and regional tourism.¹⁷³
- Released the *Strategic plan 2026–2029* and *2026–27 annual delivery plan* by Parks Victoria.¹⁷⁴
- Continued delivery of the \$315 million Suburban Parks Program, creating more than 6,500 hectares of new and upgraded parks and trails across Melbourne.¹⁷⁵
- Continued delivering \$106.6 million Victoria's Great Outdoors program with priority projects across the state.¹⁷⁶
- Continued delivering the \$30 million Pick My Park program to create and upgrade green spaces in established growth areas, with nearly \$18 million

allocated by June 2026 to 97 parks, playgrounds and community spaces across Melbourne, Ballarat, Bendigo and Geelong.¹⁷⁷

Previous progress

- Delivered \$62.5 million for the Local parks program. The funding delivered 29 pocket parks, 31 dog parks, 41 local park upgrades and 7 trail connections across Victoria by 2026.¹⁷⁸
- Committed through *Plan for Victoria* to introduce minimum standards and guidance for open space in established urban areas.¹⁷⁹
- Released the *Open space for everyone strategy* in 2021. It guided the planning, management and delivery of an open space network.¹⁸⁰

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommended:

Better use government land for open space and trees

Open up more public land in fast-growing suburbs. Plant more trees on local streets to help get to 30% tree canopy cover in urban areas.

Taking action on climate change

Victoria is committed to reaching net zero emissions by 2045 and becoming climate resilient. Victoria's Climate Change Strategy sets out our priorities for climate action. Victoria has set ambitious, but achievable targets to reduce the state's greenhouse gas emissions from 2005 levels by 28–33% by 2025 and 45–50% by 2030. To help meet these targets, we have prepared emissions reduction pledges for each emissions sector for 2021–2025 – the first in a progression of five-yearly pledges required under the Climate Change Act 2017. We have also made ambitious commitments to reduce emissions from the Victorian Government's own operations. By 2025, Victorian Government operations will be powered by 100 per cent renewable electricity.

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

Actions in financial year 2025–2026

- Released draft *Adaptation action plans 2027–31* for 8 statewide systems in June 2026, with energy as a new system. The final plans are expected to be released in 2027. These Plans follow through on the 2026–30 Climate Change Strategy's adaptation priorities.¹⁸¹
- Released *Victoria's climate change strategy 2026–30* in November 2025. It sets Victoria's course for the 5 five years to reduce emissions and build climate resilience. The Strategy is supported by \$8.5 billion investment, building on the \$2 billion that was announced with the *Climate change strategy 2021–25*.¹⁸²
- Released 7 sector pledges for 2026–30 in November 2025, each outlining actions to reduce emissions across the 6 emissions sectors energy, transport, agriculture, land, industrial processes and product use and waste, and the Victorian Government's own operations.¹⁸³
- Released the second climate-related risk statement in September 2025. The statement presents the Victorian Government's approach to understanding and managing climate-related risks and opportunities in Victoria and across government operations.¹⁸⁴

- Released *Ministerial Direction No.22 on Climate Change Consideration* and associated guidance in September 2025 to support planning authorities in their new obligation under the *Planning and Environment Act 1987* to consider Victoria's emissions reductions targets when preparing amendments to planning schemes.¹⁸⁵
- Released the response to the Parliamentary *Inquiry into climate resilience* in February 2026. The inquiry found that Victoria needs stronger climate resilience planning, funding, data and better building standards.¹⁸⁶
- Released the 2023 *Greenhouse gas emissions* report in November 2025, providing an assessment of emissions sources and progress toward Victoria's emissions reduction targets, alongside a new public dashboard to improve transparency and access to official emissions data.¹⁸⁷
- Introduced consideration of emissions values into budget proposals, initially applying the requirement to asset infrastructure bids over \$100 million. To support implementation, the Government published the Victorian Emissions Value Series and supporting guidance in May 2026, providing a consistent approach to valuing emissions in budget proposals and other government decision-making processes.¹⁸⁸
- Continued delivering \$48 million over 3 years in the *2025–26 Budget* for the recovery from the western Victoria bushfires and to support the Wildwood Wildlife Shelter.¹⁸⁹
- Continued delivering \$17 million in the *2025–26 Budget* to supporting recovery and address critical short-term public safety and access concerns following the August to September 2024 severe weather events.¹⁹⁰
- Committed to update maps and reform planning and building controls to better manage flood risk in October 2025. Victoria is taking a state-led approach to update flood mapping and introduce risk-based planning controls so communities can better manage flood risk and build more safely.¹⁹¹
- Introduced ministerial power to designate Flood Prone Areas to better manage flood risk in the building system.¹⁹²
- Committed \$420 million in the *2026–27 Budget* to assist in bushfire recovery. Funding is provided to meet the immediate emergency response and recovery needs of 2026 bushfire-affected communities.¹⁹³

Previous progress

- Committed to provide mapping and data about flooding through VicPlan's statewide digital map in 2025.¹⁹⁴
- Updated *Victoria's future climate tool* in June 2025. It provided public access to future climate information to help inform decision-making.¹⁹⁵
- Released the *Victoria's climate science report 2024* in November 2024. The report informed research, risk assessments and planning for climate resilience.¹⁹⁶
- Released the *Transport infrastructure decarbonisation strategy* by the Victorian Infrastructure Delivery Authority in June 2024. It sets out the commitments to reduce carbon emissions from corporate operations and transport projects.¹⁹⁷
- Infrastructure Ministers gave in-principle support to using nationally consistent carbon values in business cases for transport projects over \$100 million in 2024.¹⁹⁸ They also approved technical guidance for measuring embodied carbon in transport infrastructure projects.¹⁹⁹
- Released the *Victorian greenhouse gas emissions report* in 2022.²⁰⁰
- Consulted on *Victoria's 2026–30 climate change strategy* between March and April 2025.²⁰¹

- Brought forward the net-zero emissions target from 2050 to 2045 in December 2023 through the introduction and passage of the *Climate Change and Energy Legislation Amendment (Renewable Energy and Storage Targets) Bill 2023*.²⁰²
- Released the final *Report into October 2022 flood event* in Victoria inquiry in July 2024. The Government response was released in February 2025. The Committee recommended using better climate projections in planning to manage growing flood risk in Victoria.²⁰³
- Responded to the *Network outage review* in December 2024. The Victorian Government supported, either in full or in principle, all 19 recommendations of the review. These included support payments during prolonged outages and minimum service standards for feeders.²⁰⁴
- Released *Climate change adaptation plans 2022–2026* in early 2022. The plans describe adaptation efforts across 7 sectors to ensure climate resilience over the next years.²⁰⁵

Opportunities for further progress

Progress has been made on the infrastructure priority. In Victoria's infrastructure strategy 2025–2055 we recommend:

Better prepare infrastructure for climate change

Fund high-priority, cost-effective infrastructure adaptation actions when climate adaptation action plans are updated in 2026. Produce an energy sector adaptation plan.

Reduce greenhouse gas emissions from infrastructure

Adopt carbon values and measure carbon in infrastructure projects to reduce emissions.

Use new flood maps to revise planning schemes

Produce a common set of flood projections based on the latest climate data. Use this information to update flood studies and maps and apply them in planning schemes. Minimise building in areas at high risk of flooding.

Improving resource recovery and waste management

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

Actions in financial year 2025–2026

- Released the updated *Circular economy risk, consequence and contingency plan 2026–28* in June 2026.²⁰⁶
- Increased waste levy rates on 1 July 2025 to align with other states and promote recycling in Victoria.²⁰⁷
- Updated waste service standards in mid-2025.²⁰⁸ 42 of 79 councils now have the 4 bin system, which all councils must adopt by one July 2027.²⁰⁹
- Issued 7 waste to energy cap licenses in August 2025, enabling 2,350,000 tonnes per year to be processed, subject to planning and environmental regulatory approvals.²¹⁰
- The Circular Economy Infrastructure Fund - Hazardous Waste Round 4 provided \$1.68 million to 13 local councils and 1 registered charity to establish 50 new and 17 upgraded battery drop-off locations across metropolitan and regional Victoria.²¹¹
- Launched the Market Accelerator Fund in November 2025. The fund supports 17 businesses, social enterprises, charities and non-profits to bridge the gap

between innovation and commercialisation using recycled materials to market. 13 of the 17 projects were completed in 2025–26.²¹²

- The \$3 million Victorian Circular Economy Recycling Modernisation Fund (CERMF) Round 5 provided funding in December 2025 to 5 projects that will increase the capacity and quality of plastics recycling by an estimated 18,000 tonnes per annum.²¹³
- The \$7 million Victorian CERMF Round 6 provided funding in June 2026 to projects focusing on priority materials tyres, plastics, organics, textiles, e-waste including batteries, solar panels and paper and cardboard.²¹⁴
- Released the third edition of Victoria's *Circular economy market report* in June 2026. The 2026 report provides clearer visibility of Victoria's resource recovery sector and market value trends.²¹⁵
- Released the *Victorian recycling infrastructure plan annual progress report 2024–25* in February 2026.²¹⁶
- Invested \$21.5 million in October 2026 to deliver the Illegal Dumping Taskforce to both prevent and clean-up illegally dumped waste.²¹⁷
- Continued to operate the Container Deposit Scheme, with over 3.3 billion containers as of 30 June 2026.²¹⁸

Previous progress

- Released the *Victorian recycling infrastructure plan* in October 2024. It provided a 30-year roadmap to guide Victoria's waste and recycling infrastructure needs.²¹⁹
- Opened Victoria's Container Deposit Scheme in November 2023. The scheme provides 10 cent refunds when people return eligible drink containers to refund points.²²⁰
- Published the *Economic growth statement* in December 2024. It committed to expand the *Recycled First* policy to major government projects in non-transport sectors and increases the waste-to-energy cap.²²¹
- Released the *Circular economy market report* in January 2025. The report identified opportunities along with actions and market strategies to improve circularity in the management of materials.²²²
- Consulted on household waste and recycling regulations and service standard between June and August 2024. The consultation proposed for councils to provide households with standardised waste and recycling services.²²³
- Expanded glass recycling services to 13 local government areas. In July 2023, the City of Merri-Bek became the thirteenth Victorian council with recycling bins for glass.²²⁴
- Banned food, beverage and other single use plastic items in Victoria from 1 February 2023.²²⁵ Exemptions for any single-use plastic item that is integrated into food or drink packaging by a machine automated process will expire on 1 January 2026.²²⁶
- *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*.²²⁷
- Released the *Recycling Victoria: a new economy plan* in 2023. It supported a stronger waste and recycling industry.²²⁸
- Issued licences for 4 waste-to-energy operators in 2023 and 2024. These allowed the businesses to process permitted waste using a thermal waste to energy process.²²⁹

Opportunities for further progress

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

In Victoria's infrastructure strategy 2025–2055 we recommend:

Prepare for more recycling and waste infrastructure

Identify and map locations for new recycling and waste infrastructure where it is needed and publish them in the next update to the Victorian recycling infrastructure plan.

Set future waste levy prices and audit landfill

Publish waste levy rates for the next 5 years to provide investment certainty for waste and recycling infrastructure. Conduct a waste audit to document which materials go into landfill.

Health and human services

Building a proactive system that anticipates demand

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

Actions in financial year
2025–2026

- Completed the new Footscray Hospital in late 2025 that opened to patients in February 2026. It provides more than 500 beds, with the ability to treat approximately 15,000 extra patients each year.²³⁰
- Completed the Frankston Hospital redevelopment in December 2025 that opened to patients in January 2026. The hospital redevelopment provides 130 more beds and can care for approximately 35,000 more patient episodes each year.²³¹
- Completed the \$8 million upgrade to Bendigo Community Health facility at Eaglehawk in September 2025.²³²
- Opened the Mernda Community Hospital in November 2025.²³³
- Opened the Cranbourne Community Hospital in October 2025.²³⁴
- Opened the Craigieburn Community Hospital in August 2025.²³⁵
- Continued major construction on the Northern Hospital Redevelopment.²³⁶
- Planning underway for the Parkville precinct redevelopment.²³⁷
- Continued delivering a \$292 million program of infrastructure improvements at the Alfred Hospital, including upgrades to patient wards, enhancing fire safety and reinforcing critical infrastructure systems.²³⁸
- Continued delivering Victoria's 9 state funded Urgent Care Clinics (alongside 20 Medicare Urgent Care Clinics).²³⁹
- Continued construction of the new Melton Hospital at Cobblebank as part of a more than \$900 million investment in the new hospital.²⁴⁰
- Major construction works began on the Austin Hospital emergency department Upgrade (Heidelberg) as part of a \$275 million investment.²⁴¹
- Major construction began on the \$396 million Warrnambool Base Hospital redevelopment.²⁴²
- Continued delivering improvements in energy efficiency of Melbourne's public hospitals.²⁴³
- Announced recipients of the Engineering Infrastructure Replacement 2024–25 Program in December 2025. The program provides important infrastructure upgrades for Austin Health, Northern Health's Craigieburn Campus, Monash Health Campuses and the Royal Melbourne Hospital.²⁴⁴
- Continued construction of the \$280 million expansion to the emergency department at Werribee Mercy Hospital.²⁴⁵

- Announced \$305 million in the *2026–27 Budget* for the redevelopment of Dandenong Hospital.²⁴⁶
- Announced \$65 million investment to deliver upgrades to West Gippsland Hospital and Wonthaggi Hospitals in the *2026–27 Budget*.²⁴⁷
- Announced \$20 million in the *2026–27 Budget* for the community-based chronic disease program.²⁴⁸

Previous progress

- Continued planning and development for new hospitals under the \$320 million Hospital Infrastructure Delivery Fund.²⁴⁹
- Began major construction on the new Pakenham Community Hospital in May 2025. This is being delivered as part of the more than \$800 million community hospitals program in major growth areas.²⁵⁰
- Began building the more than \$500 million new Barwon Women's and Children's facilities in February 2025 and the \$813 million Northern Hospital redevelopment in May 2025.²⁵¹
- Completed the \$223.5 million stage 3A expansion of Latrobe Regional Hospital in March 2024.²⁵²
- Completed the \$229.3 million Shepparton Hospital redevelopment in 2024.²⁵³

Opportunities for further progress

Progress has been made on this infrastructure priority. The Victorian Government can continue delivering previously announced initiatives. In *Victoria's infrastructure strategy 2025–2055* we recommend:

Fix critical hospital infrastructure

Redevelop the Alfred, Austin and Royal Melbourne Hospitals.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Driving system-wide reform for safer, better services

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

Actions in financial year 2025–2026

- Released the *Specialist care reform blueprint* in May 2026. This reform aims to strengthen and modernise the specialist care system.²⁵⁴
- Released the *Mental health and wellbeing reform progress report* in May 2026. This report tracks progress against the Royal Commission's Report into Victoria's Mental Health System and its 74 recommendations.²⁵⁵
- Progressed the *Planned surgery reform blueprint*, to improve patient care and reduce wait times.²⁵⁶
- Continued to progress the recommendations in the *Health services plan*, including the Local Health Services Networks and the Victorian Role Delineation Framework.²⁵⁷

Previous progress

- Established the Victorian Health and Human Services Building Authority in 2017 and rebranded to Victorian Health Building Authority in 2021. It oversees the planning and delivery of the Victorian Government's multibillion-dollar health infrastructure program. It now operates within the Victorian Infrastructure Delivery Authority (VIDA), under the project office VIDA Health.²⁵⁸

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Invest in digital healthcare

Expand digital healthcare to improve access to quality care and ease demand on public hospitals. Deliver a statewide medical image sharing system and a statewide virtual care service that remotely monitors suitable patients at home.

Integrating care across the health and social service system

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

Actions in financial year 2025–2026

- Released the *Victorian alcohol and other drugs strategy 2025–2035* in December 2025. The strategy outlines a 10-year vision to reduce the incidence and impact of alcohol and other drugs-related harms in Victoria.²⁵⁹
- Commenced construction of the Melbourne CBD Community Health Hub in October 2025, delivering integrated primary care, mental health, addiction treatment and social support services for vulnerable Victorians as part of the Government's \$95 million statewide action plan to reduce drug harm.²⁶⁰
- Announced \$10 million in the *2026–27 Budget* for the Mental Health and Alcohol and Other Drugs Capital Renewal Fund to improve the quality and amenity of mental health and alcohol and other drugs facilities across Victoria.²⁶¹ The Fund responds directly to recommendations from the Royal Commission into Victoria's Mental Health System.²⁶²
- Announced \$125 million in the *2026–27 Budget* to open 40 new forensic mental health beds at Thomas Embling Hospital.²⁶³
- Announced \$15 million in the *2026–27 Budget* toward the Wathaurong Dreaming Project, a new purpose-built facility for Wathaurong Aboriginal Co-operative which will co-locate a range of health, family, community and other services in North Geelong, replacing facilities that are no longer fit for purpose.²⁶⁴
- Began construction in April 2026 on a new residential drug and alcohol rehabilitation facility for the Mallee.²⁶⁵

Previous progress

- Invested \$13 million in the *2025–26 Budget* to the Dandenong and Districts Aborigines Cooperative Limited (DDACL) to support relocation and continuity of health, social and wellbeing services following the closure of an unsafe building in early 2025.²⁶⁶

Opportunities for further progress

Progress has been made on this infrastructure priority.

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Invest in maintenance, upgrades and expansions of community health facilities

Develop and fund 5-year priorities for Victorian Government investment in community health facilities.

Build more residential alcohol and other drug treatment facilities

Build residential rehabilitation and withdrawal facilities to meet the demand for alcohol and other drug treatment.

Fund better health and wellbeing infrastructure for First Peoples

Fund and start health and wellbeing infrastructure projects identified by Aboriginal Community Controlled Organisations (ACCOs). Provide additional annual funding to health and wellbeing ACCOs to grow their existing skills and capacity to plan, develop and deliver new and upgraded infrastructure in a self-determined way. Continue to fund minor works and repairs until a self-determined infrastructure fund is introduced.

Make government infrastructure more accessible

Complete priority public transport stop upgrades to meet legal accessibility requirements and fund further upgrades. Provide better public information on accessibility in government buildings.

Improving equity and access

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

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| <p>Actions in financial year 2025–2026</p> | <ul style="list-style-type: none"> • Released the Department of Health <i>Strategic plan 2023–27 (2025 update)</i> in August 2025. It includes health care priorities to improve emergency departments, community services, workforce, Aboriginal health and mental health over the next 4 years.²⁶⁷ • Awarded approximately \$36.4 million to health services through the Engineering Infrastructure Replacement 2025–26 Program to upgrade ageing engineering infrastructure.²⁶⁸ Austin Health, Northern Health's Craigieburn campus, The Royal Melbourne Hospital, Monash Health's Dandenong Hospital, Monash Medical Centre Clayton, and Grampians Health's Horsham campus received funding to deliver infrastructure upgrades.²⁶⁹ • Awarded \$75 million to 48 health services through the Regional Health Infrastructure Program grants to deliver 62 projects, including theatre refurbishments, expansions, and planning and design for rural and regional hospitals.²⁷⁰ • Announced \$10 million in the <i>2025–26 Budget</i> to improve the quality and amenity of mental health and alcohol and other drugs facilities across Victoria, assisting people with mental illness. This responds to recommendations of the <i>Royal Commission into Victoria's Mental Health system</i>.²⁷¹ • Opened new youth prevention and recovery care centres in Heidelberg and Traralgon and continued building new centres in Ballarat, Geelong, and Shepparton.²⁷² • Announced \$75 million in the <i>2026–27 Budget</i> for the Regional Health Infrastructure Fund to renew and upgrade infrastructure across a range of rural and regional health services, including Aboriginal Community Controlled Organisations.²⁷³ • Announced \$35 million in the <i>2026–27 Budget</i> for medical equipment upgrades and \$20 million for essential engineering upgrades at hospitals across Victoria.²⁷⁴ • Announced \$15 million in the <i>2026–27 Budget</i> for the Metropolitan Health Infrastructure Fund to improve the quality and amenity of infrastructure across a range of metropolitan health services, including Aboriginal Community Controlled Organisations, enhancing their service delivery capacity and ability to respond to local priorities.²⁷⁵ • Announced \$7.5 million in the <i>2026–27 Budget</i> for minor capital works at public sector residential aged care facilities, to improve the condition and functionality of sites.²⁷⁶ |
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Previous progress

- Released the *Statewide mental health and wellbeing service and capital plan 2024–27* in October 2024. It aimed to guide state-wide planning of mental health and wellbeing services and to prioritise investment in services and capital.²⁷⁷
- Released *The next phase of reform* in December 2024. It reported on the government's progress and priorities in delivering on the recommendations from the Royal Commission into Victoria's Mental Health System.²⁷⁸
- Victorian Aboriginal Community Controlled Health Organisation (VACCHO) established the Balit Durn Durn Centre of Excellence in Aboriginal Social and Emotional Wellbeing (SEWB), which coordinates a collaborative approach to the expansion of SEWB services in Aboriginal Community Controlled Organisations and mainstream health services, in May 2022, supported by the Victorian Government.²⁷⁹
- Completed the Statewide Child and Family Centre in 2023.²⁸⁰ The centre improves children's access to mental health services so they can stay onsite with their families while they receive therapy and support services.²⁸¹
- Established the Victorian Collaborative Centre for Mental Health and Wellbeing in September 2022.²⁸²
- Began 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.²⁸³
- Invested \$7.5 million in the *2025–26 Budget* for minor capital works at public sector residential aged care facilities, to improve the condition and functionality of sites.²⁸⁴
- Invested \$57.4 million in the *2025–26 Budget* for Royal Melbourne Hospital Critical Infrastructure Works, so it can continue to deliver the best care to patients including the replacement of heating, ventilation, air-conditioning systems and fire safety upgrades.²⁸⁵
- Invested \$5.4 million in the *2024–25 Budget* to construct a mental health, alcohol and other drugs emergency department hub at the Ballarat Base Hospital.²⁸⁶
- Invested \$535 million in the *2024–25 Budget* for the Monash Medical Centre redevelopment, to construct a new tower to house additional in-patient beds, new operating theatres, more intensive care unit beds and expanded birthing suites and maternity in-patient beds.²⁸⁷
- Invested \$24 million in the *2024–25 Budget* for a new Quadra scanner at the Paula Fox Melanoma and Cancer Centre, including \$12 million of Australian Government funding and \$5 million from the Alfred Foundation. The advanced imaging technology enables earlier detection of cancer and faster and safer scans.²⁸⁸

Opportunities for further progress

Progress has been made on this infrastructure priority.

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Fix critical hospital infrastructure

Redevelop the Alfred, Austin and Royal Melbourne Hospitals.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Invest in maintenance, upgrades and expansions of community health facilities

Develop and fund 5-year priorities for Victorian Government investment in community health facilities.

Build more residential alcohol and other drug treatment facilities

Build residential rehabilitation and withdrawal facilities to meet the demand for alcohol and other drug treatment.

Fund better health and wellbeing infrastructure for First Peoples

Fund and start health and wellbeing infrastructure projects identified by Aboriginal Community Controlled Organisations (ACCOs). Provide additional annual funding to health and wellbeing ACCOs to grow their existing skills and capacity to plan, develop and deliver new and upgraded infrastructure in a self-determined way. Continue to fund minor works and repairs until a self-determined infrastructure fund is introduced.

Investing in the future

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

Actions in financial year 2025–2026

- Launched CareSync Exchange in August 2025, enabling clinicians to securely access critical patient information at the point of care, with data from 19 Victorian public health services integrated into the system to support more connected care.²⁸⁹
- Expanded the *Victorian virtual hospital* pilot in April 2026. The project uses digital technology such as video, phone and remote monitoring devices to deliver specialist care to patients in their homes or in their local and regional hospitals. Since December 2025, more than 260 patients have been treated safely, saving the equivalent of more than 1,000 hospital bed days to date.²⁹⁰
- Continued delivering \$437 million over 4 years to expand the Victorian Virtual Emergency Department. It helps patients to access virtual consultations with emergency trained nurses and doctors for non-life-threatening conditions.²⁹¹
- Announced additional funding of \$130 million in the *2026–27 Budget* to boost the Better at Home program to deliver care at home.²⁹²
- Announced \$16 million in the *2026–27 Budget* for the Safer digital health care program.²⁹³
- Announced \$10 million in the *2026–27 Budget* for funding in cancer care, research and outcomes. Funding is provided for cancer prevention through maintaining Victoria's SunSmart programs and for cancer research via Data Connect+, a statewide data platform providing critical data to support earlier diagnosis, optimal care pathways and targeted interventions for priority populations.²⁹⁴

Previous progress

- Commenced the virtual women's health clinic in 2025. It will offer medical advice and care via telehealth.²⁹⁵
- Released *Victorian virtual care strategy* in September 2023.²⁹⁶
- Released the *Virtual care operational framework* in July 2023 to support public health services deliver virtual care.²⁹⁷
- Expanded the Better at Home program in 2022 to help deliver more healthcare within patient's own homes.²⁹⁸
- Opened 29 urgent care centres across Victoria in 2022 and 2023.²⁹⁹ The centres provide GP-led urgent care as an alternative to going to a hospital emergency department.³⁰⁰

Opportunities for further progress

Progress has been made on this infrastructure priority.

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Invest in digital healthcare

Expand digital healthcare to improve access to quality care and ease demand on public hospitals. Deliver a statewide medical image sharing system and a statewide virtual care service that remotely monitors suitable patients at home.

All Victorians have stable, affordable and appropriate housing

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

Actions in financial year 2025–2026

- Passed the *Planning Amendment (Better Decisions Made Faster) Act 2026* in February 2026, streamlining Victoria's planning system to support faster housing delivery and empowering councils to require affordable housing contributions through planning permits, helping increase the supply of affordable housing.³⁰¹
- Completed precinct structure plans for Beveridge North West, Greenvale North and Crowsell in late 2025, creating capacity for staged development for over 15,000 new homes in metropolitan Melbourne.³⁰²
- Released the *Joint ministerial statement on extractive resources 2025* in August 2025, recognising extractive resources as essential to housing construction, transport infrastructure and broader state infrastructure delivery. The statement signals a whole-of-government commitment to securing access to these resources and facilitating their development.³⁰³
- Established 3 new Strategic Extractive Resource Areas (SERAs) in April 2026 at Lang Lang, Oaklands Junction and Trafalgar to protect strategically important construction materials close to growing development areas and support future housing and infrastructure needs.³⁰⁴
- Commenced engagement on the Unlocking Strategic Sites project in September 2025, with successful expressions of interest selected in April 2026 to support the rezoning of strategic housing sites.³⁰⁵ The Development Facilitation Program has been expanded to include the new unlocking strategic sites pathway and to assist with rezoning.³⁰⁶
- The Mid-Rise Code came into effect on 16 April 2026 that provides a set of deemed to comply planning rules to 4- to 6-storey apartments in certain residential areas.³⁰⁷
- Continued delivering the Big Housing Build, providing 9,300 new social homes and replacing 1,100 ageing public housing dwellings as part of a \$6.3 billion investment delivering more than 13,300 social and affordable homes.³⁰⁸
- Continued renewing social housing sites through the \$1.2 billion Ground Lease Model project.³⁰⁹ Construction is currently underway on 1,371 homes across 4 projects in Flemington, Prahran, Port Melbourne and South Yarra.³¹⁰
- Continued delivering the \$1.25 billion Big Housing Build's investment in regional Victoria.³¹¹ This included announcing 230 new social homes in regional areas in May 2025.³¹²
- Continued delivering the \$1 billion Regional Housing Fund, which aims to deliver more than 1,300 new homes across regional Victoria. This fund includes investment to upgrade and bring back public housing homes to habitable condition.³¹³

- Invested \$249 million in the *2025–26 Budget* to fund enabling infrastructure to support access to social housing and increase housing supply.³¹⁴
- Continued developing Priority Precincts, including Arden, Fishermans Bend and Sunshine. In 2025–26, a market process for government-owned land around the new Arden Station was progressed. Other urban renewal precincts were also progressed, such as the Fitzroy Gasworks site.³¹⁵
- Continued delivering the Small Sites program that aims to unlock underutilised government land. Fourteen sites are now included in the program that aims to deliver 1,000 new affordable homes.³¹⁶
- Continued delivering the Train and Tram Zone Activity Centre program. Stage One plans (next 25 centres) were gazetted in March 2026.³¹⁷ Stage 2 plans were gazetted in July 2026.³¹⁸ Community consultation on the final 2 centres in the Inner Melbourne Train and Tram Zone was held between 14 May to 14 June 2026, with gazettal of the Yarra City Council plans on 30 July 2026. Infrastructure Contribution Plans for 59 of the 60 train and tram zone activity centres are under development.³¹⁹
- Continued providing low interest loans and government guarantees for social and affordable housing through the \$2.1 billion Affordable Housing Investment Partnerships program.³²⁰
- Committed \$1.2 billion in the *2026–27 Budget* for the High-rise Redevelopment program to replace 44 ageing high-rise towers across Melbourne with modern, accessible and energy-efficient homes.³²¹
- Committed \$480 million in the *2026–27 Budget* for the Australian Social Housing Accelerator program to provide new and refurbished social homes.³²²
- Committed \$860 million in the *2026–27 Budget* for the Social housing growth fund for not-for-profit community housing organisations to help build and operate social housing.³²³
- Committed \$15 million in the *2026–27 Budget* for Madden House that provides housing for Victoria's First Peoples; with 4 other supportive housing sites in Melbourne, Seddon, Shepperton and Mildura receiving part of the funding.³²⁴
- Announced in the *2026–27 Budget* continued temporary off-the-plan stamp duty concession.³²⁵

Previous progress

- Between June 2021 and June 2025, Victoria's social housing stock grew by around 5,000 dwellings, raising it to 2.8% of the total housing stock.³²⁶
- Released the *Plan for Victoria* in February 2025. The plan set out the statewide vision for how Victoria will grow over time and announced housing targets for each local government area to guide where future homes should be built.³²⁷
- Released draft plans in August 2024 to deliver an extra 60,000 homes across 10 suburban activity centres by 2051.³²⁸
- Expanded the Development Facilitation Program to streamline the planning process for medium to high density residential developments since 2023.³²⁹
- Legislated the *Duties Amendment (More Homes) Bill 2024* in November 2024. The bill provides a temporary land transfer duty concession for off-the-plan purchases of dwellings within strata subdivisions.³³⁰
- Released the *Institutional Investment Framework* in November 2024 to stimulate investment into more social, affordable, key worker and market housing at scale, and help industry build more high-quality homes faster in places where Victorians want to live.³³¹
- Released a progress update on *Victoria's housing statement* in September 2024, which included updates on consultation and works to redevelop Melbourne's 44 public housing towers.³³²

- Released *Victoria's housing statement* 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.³³³
- Established in 2018, the Social Housing Growth Fund supported the community housing sector to grow the supply of social housing across Victoria.³³⁴ In June 2023, the recipients of the funds' mental health supported housing round included 214 new homes across 32 projects for Victorians living with mental illness.³³⁵
- Released the delivery plan for the \$1 billion Regional Housing Fund's investment into more than 1,300 new homes across regional Victoria in October 2024. The new homes will include a mix of social and affordable housing.³³⁶
- Received \$451 million in 2024–25 under the Australian Government's *National Agreement on Social Housing and Homelessness* in July 2024.³³⁷
- The 2022 and 2023 Regional Round of the Social Housing Growth Fund supported 55 projects to deliver around 739 new homes in regional Victoria.³³⁸
- In April 2025, announced \$51.4 million (joint funding with the Australian Government) for the Energy Efficiency in Social Housing program to deliver energy efficiency and electrification upgrades in 11,000 social housing homes, including 5,000 that will be all-electric.³³⁹
- Legislated the *Residential Tenancies and Residential Tenancies (Rooming House Standards) Amendment (Minimum Energy Efficiency and Safety Standards) Regulations 2024* in November 2024. It prescribed minimum standards for ceiling insulation, draughtproofing, hot water systems, cooling and heating.³⁴⁰

Opportunities for further progress

Progress has been made on this infrastructure priority.

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Build more social homes

Invest in a long-term program to build 60,000 new social homes to provide more Victorians on low incomes with secure and affordable housing.

Invest in secure homes for First Peoples

Fund a 10-year program to build social homes for First Peoples and provide secure and sustainable tenancies. Work with Aboriginal housing providers and Traditional Owner corporations to develop capacity across the Aboriginal housing and homelessness sector.

Rezone locations near existing infrastructure for more home choices

Change all relevant planning schemes to rezone for more homes in established areas of Victoria's cities and reach housing targets. More homes should be close to public transport and open space, with good access to services.

Future option: Make more homes affordable near existing infrastructure

Choose a consistent mechanism that makes more new homes affordable for low-income households, close to public transport, open space and services.

Justice and emergency services

Keeping Victorians safe

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

Actions in financial year 2025–2026	<ul style="list-style-type: none"> Opened a Specialist Family Violence Court based in the Geelong Magistrates' Court in January 2026. The court has separate zones and safer spaces for court users.³⁴¹ Published <i>Until every Victorian is safe – Third rolling action plan to end family and sexual violence 2025–2027</i> in September 2025. The plan outlines how Victoria will reduce family and sexual violence over the next 3 years and beyond.³⁴² Passed <i>Justice Legislation Amendment (Family Violence, Stalking and Other Matters) Bill 2025</i> in February 2026 to improve protections for victim-survivors and increase accountability for perpetrators.³⁴³ Continuing support for women and children experiencing family violence, with the Safe at Home pilot program that allows women and children to stay in their homes by providing rapid safety planning and wrap-around support.³⁴⁴ Committed \$74 million over 2 years in the <i>2026–27 Budget</i> for family violence response activities, including safe and secure accommodation responses, case management, therapeutic supports and interventions for people using violence.³⁴⁵ Committed \$23 million over 2 years in the <i>2026–27 Budget</i> to continue the Central Information Point, which provides information about perpetrators so family violence practitioners can assess risk and keep women and children safe.³⁴⁶
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Previous progress	<ul style="list-style-type: none"> Implemented all 227 recommendations from Royal Commission into family violence from 2016–2023.³⁴⁷ Established 13 specialist courts by 2026 across Victoria including Shepparton, Ballarat, Moorabbin, Heidelberg and Frankston Magistrates' Courts and Wyndham.³⁴⁸
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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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Building the corrections and youth justice facilities we need

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

Actions in financial year 2025–2026	<ul style="list-style-type: none"> Opened Ripley Structured Intervention Unit in December 2025, a 16-bed unit that provides specialised accommodation for young adults aged 25 and under at Marngoneet Correctional Centre.³⁴⁹ Closed Port Phillip Prison in December 2025. 20 beds at the St John's subacute health unit have been retained, with funding provided until June 2027.³⁵⁰ Committed an additional 88 rooms across the Parkville and Cherry Creek Youth Justice Precincts, supported by the recruitment of 320 additional staff. This was funded through the Community Safety Package as part of the <i>2025–26 Budget</i> to address increased demand on the youth justice system.³⁵¹ Delivered 45 new beds at Malmsbury Youth Justice Centre in February 2026 (in addition to 30 beds announced in October 2025).³⁵² Committed \$305 million over 4 years in the <i>2026–27 Budget</i> to expand youth justice and adult prison capacity, fast-track serious cases and deliver programs within prisons to reduce reoffending.³⁵³ Committed \$42 million over 2 years in the <i>2026–27 Budget</i> to support a safe and effective corrections system, including for programs that support the
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operation of the corrections system, reduce recidivism and enhance prisoners' reintegration into the community.³⁵⁴

Previous progress

- Passed the *Youth Justice Act 2024* in Parliament in August 2024. This Act created a new bail offence for youth and adult offenders (committing a serious crime while on bail), established a trial of electronic monitoring and more intensive bail supervision of young people, and raised the age of criminal responsibility from 10 to 12 years old.³⁵⁵
- Opened the new Western Plains Correctional Centre in June 2025. With more than 900 beds, the new maximum-security prison has added capacity to Victoria's corrections system.³⁵⁶
- Opened the new Frankston Justice Service Centre in May 2025. It provides community correctional services and rehabilitation programs for adults and young people.³⁵⁷
- Closed Dhurringile Prison in August 2024.³⁵⁸
- Closed Malmsbury Youth Justice Centre in December 2023.³⁵⁹
- Started operating the new Cherry Creek Youth Justice Precinct in August 2023.³⁶⁰
- Completed the *Justice asset and infrastructure plan* in 2021.³⁶¹

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Deliver corrections facilities and transition housing that reduce reoffending

Invest more in prison health facilities, culturally safe corrections facilities and post-release transition housing.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

New and improved court services

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

Actions in financial year 2025–2026

- Delivered new VCAT headquarters in the CBD in March 2026. The \$106 million investment brings together VCAT services in one central location alongside key services including Victoria Legal Aid, State Trustees and the Office of the Public Advocate. The investment enabled the expansion of modern, technology-enabled operations to optimise delivery of dispute resolution.³⁶²
- Delivered the new Wyndham Law Courts in November 2025. The \$270 million justice facility provides new court services and support across multiple jurisdictions, including Magistrates' Court of Victoria, Children's Court of Victoria and VCAT, to Melbourne's growing western suburbs.³⁶³
- Continued rollout of the Specialist Family Violence Court Program by opening the Broadmeadows location.³⁶⁴
- Continued delivery of the \$21 million Keeping Courts Open program, to upgrade critical infrastructure and maintenance projects across several court sites, including the Supreme Court.³⁶⁵

- Invested \$11 million in the *2026–27 Budget* to undertake asset maintenance, repairs and renewal works to court buildings across Victoria.³⁶⁶
- Invested \$10.6 million in the *2026–27 Budget* for the Maintaining Our Court Buildings program. Funding is provided to deliver critical infrastructure sustainment activities.³⁶⁷
- Invested \$7.1 million in the *2026–27 Budget* for infrastructure works in support of the Bail Reforms.³⁶⁸

Previous progress

- Delivered the County Court Accommodation and Services Renewal project in June 2025. The \$12 million investment formed part of the building works program to address compliance, safety and security upgrades, and essential ongoing maintenance.³⁶⁹
- Delivered the County Court capital works program from December 2024 to January 2025. The \$18 million investment upgrade delivered more flexible courtrooms, new e-Courts, and infrastructure improvements to modernise the Court and support future service delivery.³⁷⁰
- In 2024–2025, a \$5 million investment through the Keeping Courts Open program delivered 38 critical infrastructure and maintenance upgrades across several court sites, including boiler and chiller replacement, switchboard replacement and upgrades to security systems, fire services and lifts.³⁷¹
- Delivered the \$152 million Bendigo Law Courts in February 2023. The facility is Victoria's first regional specialist court and serves as a multi-jurisdictional hub for the Supreme Court, County Court, Magistrates' Court, Children's Court, Federal Circuit Courts and VCAT.³⁷²

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Deploying Information and Communication Technology (ICT) innovations

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

Actions in financial year 2025–2026

- Released the *Victorian Emergency management digital infrastructure strategy 2026–36* in March 2026. This strategy sets out how Victoria will improve digital systems to better support emergency response and meet changing community needs during emergencies.³⁷³
- Announced \$154 million in the *2026–27 Budget* to strengthen cyber security and data protection. Funding will strengthen technology and cyber security across police, health and schools, while improving digital forensics and safety systems.³⁷⁴
- Continued delivery of improved communications technology for Ambulance Victoria. Mobile Data Network into Rural is a multi-year project that complements the Digital Radio Upgrade Program introduced in 2025, with about \$23 million in funding across Ambulance Victoria and Emergency Management Victoria.³⁷⁵

- Committed \$138 million in the *2026–27 Budget* to deliver new equipment and resources for frontline police officers. This included 3,000 mobile devices for specialist police, upgraded equipment to record evidence and replacement of critical policing assets to support service delivery.³⁷⁶
- Committed \$102 million over 4 years in the *2026–27 Budget* for upgrading Victoria's Triple Zero telephony.³⁷⁷

Previous progress

- Released the *Strategy for digitally transforming Victoria Police 2023–2028*. It describes how Victoria Police will use digital technology innovations and an upskilled workforce to transform front-line operations, optimise services and enhance safety, security and confidence in the community.³⁷⁸
- Funded upgrades to emergency information systems in 2024, including the VicEmergency platform.³⁷⁹
- 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 to all hazards.³⁸⁰

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Use digital technologies on government infrastructure

Pilot digital technologies to better design, build, operate and maintain government infrastructure and report on progress. Use building information modelling on major infrastructure and housing projects. Improve capabilities in government agencies and change procurement processes to promote greater use of digital technologies.

Enhancing public safety

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

Actions in financial year 2025–2026

- Committed \$422 million in the *2026–27 Budget* to meet the immediate emergency response and recovery needs of 2026 bushfire-affected communities.³⁸¹
- Committed \$217 million in the *2026–27 Budget* to strengthen emergency services capability through new and upgraded vehicles, stations, equipment and facilities for CFA, Forest Fire Management Victoria, VICSES, FRV and Life Saving Victoria. Funding includes new CFA tankers and pumpers, fire and emergency fleet replacements, station upgrades, new VICSES facilities, specialist firefighting equipment, and continued water rescue, helicopter and drone patrol services.³⁸²
- Released the *Victorian Emergency management digital infrastructure strategy 2026–36* in March 2026. This strategy sets out how Victoria will use digital technologies to better support emergency response and meet changing community needs during emergencies.³⁸³

Previous progress

- Completed stage one of the Mirboo North Resilience Hub in March 2025. It provides emergency communication and power services during emergencies.³⁸⁴

- Ausnet continued construction of the \$28.6 million Corryong Microgrid to improve energy resilience during emergencies, supported through the Victorian Government's Community Microgrids and Sustainable Energy Program.³⁸⁵
- Installed solar, battery and diesel generator systems in Corryong, Mallacoota and Omeo through the Community Microgrid and Sustainable Energy Program in 2023 and 2024. The program aimed to increase the towns' bushfire and energy resilience.³⁸⁶
- Established microgrids under the Energy Resilience Solutions Program in June 2023.³⁸⁷ The program also established energy back-up systems at 25 community hubs by June 2024.³⁸⁸

Opportunities for further progress

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

Transport

Making the most of existing assets

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

Actions in financial year 2025–2026

- Introduced more frequent train services on the Belgrave, Lilydale, Glen Waverley, Alamein, Mernda, Hurstbridge and Shepparton lines.³⁸⁹
- Published the *2055 Port Development Strategy* in December 2025. It outlines a 30-year vision for the development of the Port of Melbourne including actions to improve port capacity, supply chain efficiency and freight connectivity to support Victoria's growing food and fibre exports and broader trade and economic activity.³⁹⁰
- 91 level crossings have been removed by June 2026.³⁹¹
- Continued progressing the joint Victorian and Australian government \$1.2 billion Road Blitz program to upgrade roads across Victoria. 19 projects are to upgrade roads across growing suburbs to reduce congestion and improve safety.³⁹²
- Continued planning to remove 8 more level crossings on the Upfield Line from Albion Street in Brunswick, to Park Street in Parkville by building a 2.1 km rail bridge over the roads.³⁹³
- Continued delivering the \$58 million Port Rail Shuttle Network initiative to encourage greater use of rail freight.³⁹⁴ The project will improve rail links and freight terminals in key Melbourne industrial areas, including intermodal terminals at Altona, Dandenong South and Somerton.³⁹⁵
- Announced \$650 million in November 2025 in train and station upgrades to the Melton line, jointly funded by Victorian and Australian governments.³⁹⁶
- Announced \$674 million in the *2026–27 Budget* to deliver 25 additional X'Trapolis 2.0 trains to improve reliability, accessibility and passenger experience across the metropolitan train network. This supports the gradual retirement of the Comeng fleet on the Craigieburn, Frankston and Upfield lines, modernising the fleet and increasing network capacity.³⁹⁷
- Announced \$133 million in the *2026–27 Budget* to boost programmed road maintenance activities, including planned pavement renewal works, landslip repairs, routine maintenance and road resurfacing and rehabilitation.³⁹⁸

- Announced \$91 million in the *2026–27 Budget* for high-priority upgrades on regional and metropolitan roads to improve network efficiency, road safety and travel times for road users.³⁹⁹
- Announced \$180.7 million in the *2026–27 Budget* for regional rail to deliver control systems renewals, axle replacements and routine maintenance works.⁴⁰⁰
- Announced \$127 million in the *2026–27 Budget* for regional rail freight infrastructure upgrades and maintenance, with a particular focus on upgrades to key grain corridors, grain terminal connections and longer, heavier and faster trains to support growth and competitiveness of Victoria's agribusiness sector.⁴⁰¹
- Announced \$70.2 million in the *2026–27 Budget* to deliver key tram upgrades that improve performance, support new trams and meet accessibility standards. This includes bridge strengthening assessments, a new power substation, retiring old trams and building more accessible tram stops.⁴⁰²
- Committed \$25.9 million in the *2026–27 Budget* to continue to improve bus and ferry services.⁴⁰³ This includes a package of new and extended bus services to locations including Melton South, Dandenong North, several areas in the City of Casey, Ocean Grove and Lara.⁴⁰⁴
- Introduced more frequent bus services on bus route 513, 514 and 517 in Greensborough, St Helena and Eltham North in September 2025.⁴⁰⁵
- Introduced amendment VC277 which matches car parking rates with demand. It reduces the number of car parks required in locations well-served by public transport. The car parking rates in clause 52.06 were updated in the Victoria Planning Provisions (VPP) and all planning schemes.⁴⁰⁶
- Introduced changes to the congestion levy in January 2026. Category 2 expands east to inner suburbs near the CBD, and congestion levy rates increase to \$3,030 (Category 1) and \$2,150 (Category 2).⁴⁰⁷
- Introduced no-truck zones on key residential streets in the inner west of Melbourne as part of the West Gate Tunnel project in December 2025, with the aim to remove 9,000 trucks from local roads.⁴⁰⁸

Previous progress

- Committed \$333.5 million in funding with the Australian Government to upgrade the interchange between Werribee Main Road and the Princes Freeway in Werribee and the Ballan, McGrath and Green roads in Wyndham Vale in January 2025.⁴⁰⁹
- Introduced new and upgraded bus routes 170, 180, 190 and 192 for Melbourne's west including Wyndham, Aintree, Tarneit in July 2025.⁴¹⁰
- Released a new V/Line timetable for higher frequencies on the Ballarat, Ararat, Warrnambool and Bendigo lines in February 2025 and on the Geelong, Warrnambool and Ballarat lines in December 2024.⁴¹¹
- Installed high-capacity signalling in the Metro Tunnel and on parts of the Pakenham, Cranbourne and Sunbury lines in 2023.⁴¹²
- Completed the Hurstbridge line duplication in 2023. The upgrade allowed for more train services to run on the line.⁴¹³
- Completed the Cranbourne line duplication in 2022. The upgrade allowed for more train services to run on the line.⁴¹⁴
- Introduced more FlexiRide services in 2021 and 2022.⁴¹⁵
- Released Victoria's Bus Plan in June 2021. It sets out the state's long-term strategy to deliver a modern, integrated, and sustainable bus network, including major route reforms and a transition to zero-emission buses.⁴¹⁶

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Extend metropolitan trains and run more services in Melbourne's west

Extend and electrify metropolitan trains to Melton. Build 2 more tracks from Sunshine to Caroline Springs and new train stations at Thornhill Park and Mount Atkinson. Reallocate V/Line trains that serve Melton to other areas in Melbourne's west and regional Victoria. Deliver a new train station at Altona North and rezone nearby land.

Upgrade train infrastructure and run more services in Melbourne's north

Duplicate single track sections of the Upfield line and upgrade power and signalling for more train services. Rezone land around stations on the Upfield line to support more new homes, and build a new station at Campbellfield. Build a new station at Beveridge on the Seymour line.

Future option: Extend metropolitan trains to growth areas in Melbourne's north and south-east

Extend and electrify metropolitan trains to Clyde and to at least Kalkallo to improve access in new suburbs.

Run faster bus services, more often, in Victoria's largest cities

Run buses more often, for longer hours, and give buses priority on the road. In stages, straighten out existing bus routes so they are fast and direct. Add routes in growth areas that do not have any services.

Run more bus and coach services in regional Victoria

Deliver more bus services in regional centres. Run more V/Line coach services to better connect small towns to regional cities. Start with routes that best improve access to jobs, education and healthcare.

Make government infrastructure more accessible

Complete priority public transport stop upgrades to meet legal accessibility requirements and fund further upgrades. Provide better public information on accessibility in government buildings.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Building for the future

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

Actions in financial year
2025–2026

- Opened the West Gate Tunnel in December 2025.⁴¹⁷ The Tunnel provides an alternative to the West Gate Bridge giving direct freight access to the Port of Melbourne.⁴¹⁸
- Opened the Metro Tunnel in November 2025. From 1 February 2026, the new timetable enabled through running of Sunbury with Cranbourne and Pakenham lines and 1,000 extra weekly services.⁴¹⁹
- Approved stage 1a planning scheme amendment for the Beveridge Interstate Freight Terminal in August 2025. Secondary approvals and pre-construction work continue in partnership with National Intermodal.⁴²⁰
- Released *Urban design and landscape* plan for the Eastern Freeway upgrade for community feedback until November 2025. The upgrade builds a dedicated

busway along Eastern Freeway and new walking and cycling links to the inner city.⁴²¹

- Released concept design for Sunshine station ‘super hub’ in early 2026, completed community engagement March 2026.⁴²²
- Released *Connecting Fishermans Bend integrated transport plan* for the Fishermans Bend precinct. It sets out actions to be delivered over 3 ‘horizons’. It includes improvements to the bus and tram network, tram extensions via Southbank, new active transport connections, a potential new freight connection and a designated heavy rail tunnel corridor.⁴²³
- Continued building a new Melton station involving removal of 4 level crossings and extended platforms ready for 9-car VLocity trains.⁴²⁴
- Continued progressing construction of the North East Link. The tunnel boring machine broke through in Bulleen, completing excavation of the northbound tunnel between Watsonia and Bulleen. The second tunnel boring machine is continuing work on the southbound tunnel.⁴²⁵
- Committed \$58.3 million in the *2026–27 Budget* for Melbourne Airport Rail. The project will connect Melbourne airport to the CBD via the Sunshine station and the Metro Tunnel. The Victorian and Australian governments jointly fund this project.⁴²⁶
- Announced \$76.3 million in the *2026–27 Budget* for planning the next steps for future Melton line electrification (metropolitan). Funding is provided to undertake planning and development activities.⁴²⁷
- Committed \$54 million in the *2026–27 Budget* for the Ballarat West Employment Zone Freight Hub.⁴²⁸ Businesses have more opportunities to set up in Ballarat, with 55 additional hectares of industrial land unlocked at the Ballarat West Employment Zone.⁴²⁹ The Victorian and Australian Governments have committed funding to deliver the precinct’s Intermodal Freight Hub.⁴³⁰
- Continued progressing the planning for the Suburban Rail Loop. In June 2026, the structure plans and technical documents for SRL East were released.

Previous progress

- Signed memorandum of understanding between the Victorian and Australian governments and Melbourne airport for the Melbourne Airport Rail Link in March 2025.⁴³¹
- In March 2025, the Victorian and Australian governments jointly committed to deliver the Sunshine Station Superhub as the first stage of a rail line to Melbourne Airport and a future electrified Melton line. To progress Sunshine Station Superhub, both governments have committed an additional \$2 billion each.⁴³²
- Deferred Western Interstate Freight Terminal (WIFT) project at Truganina in 2024, planning activities continue to protect and acquire land for future use. The Beveridge Interstate Freight Terminal (BIFT) is progressing. The *Victorian Freight Plan: Delivering the Goods 2018–2050* identified WIFT and BIFT as future terminal locations, with Victoria initially favouring WIFT to be developed first.⁴³³
- Completed business case to upgrade the Camerons Lane Interchange at the intersection of the Hume Freeway at Beveridge. The interchange will support developing the Beveridge Interstate Freight Terminal.⁴³⁴ In 2024 the Australian Government committed \$900 million to the project.⁴³⁵
- Announced in October 2022 that 2 new stations will be constructed at West Tarneit and Truganina.⁴³⁶
- Released the Arden structure plan 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.⁴³⁷

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Build a new bus rapid transit network

Build a new bus rapid transit network in Melbourne, starting with routes that connect train stations and busy destinations. Extend the new Eastern Busway along Hoddle Street.

Create and preserve opportunities for future major infrastructure projects

Create and preserve opportunities to build major infrastructure projects that might be required in the long term. This includes expanding desalination capacity, more hospital capacity in Melbourne's outer north, City Loop reconfiguration, extending and electrifying metropolitan trains to north and south-east Melbourne growth areas, Melbourne Metro 2, the Bay West port, the outer metropolitan road and rail corridor and connecting western intermodal freight terminal.

Future option: Reconfigure the City Loop for more frequent and reliable trains

Reconfigure the City Loop by splitting 2 City Loop tunnels into 2 separate cross-city train lines. Build around 3 kilometres of new train tunnels and upgrade related power and signalling. Increase service frequency on the Craigieburn, Upfield and Frankston lines.

Connecting communities

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

Actions in financial year 2025–2026

- Delivered free public transport from 31 March 2026 to 31 May 2026.⁴³⁸ Delivering half price public transport from 1 June 2026 to 1 January 2027.⁴³⁹
- Introduced free public transport on weekends for Victorian seniors, carers and disability support pensioners in January 2026.⁴⁴⁰
- Introduced the youth myki card in January 2026 with free public transport for children aged between 4 and 17.⁴⁴¹
- Released *Victoria's Active transport plan* in March 2026. It describes the state's long-term strategy to make walking, cycling and other active travel safer, easier and more accessible for everyday trips. It focuses on accessibility and inclusion, people-friendly places, better links to public transport, health and wellbeing, and climate action.⁴⁴²
- Released *Victorian freight plan 2025–30: Victoria delivers* in August 2025. It outlines the plan to manage growing freight volumes as Victoria's population increases and aims to protect and strengthen Victoria's competitive advantage through resilient, productive and sustainable freight connections that support businesses, communities and economic prosperity.⁴⁴³
- Updated the *Speed Zoning Policy* to support local Councils to create 30km/h zones in areas that require increased pedestrian safety.⁴⁴⁴
- Consultation undertaken bus network reform for Ballarat and Geelong, Bellarine Peninsula and Bannockburn regions until April 2026 as part of *Victoria's Bus Plan*.⁴⁴⁵

- Almost \$100 million in the *2026–27 Budget* for new and improved bus services in growth areas, including longer operating hours and Sunday services on some of Victoria’s busiest routes.⁴⁴⁶
- Uplifted service frequencies on routes servicing growth areas within Craigieburn including Routes 525, 528, 537, 529, 533 in October 2025.⁴⁴⁷
- Introduced new bus routes and upgrades for Melbourne’s outer west, including Tarneit, Truganina, Laverton, Wyndham Vale, Mambourin and Harpley Estate in December 2025. New routes 154 and 194, along with extra services on Routes 153, 170, 180, 190 and 192 improve bus access for more than 19,000 homes across Melbourne’s west.⁴⁴⁸
- Introduced extra bus services for Route 390 Mernda Station–Craigieburn Station via Wollert in September 2025. Extra services on the local bus route better connects locals with stations on the Metro and V/Line networks in Melbourne’s North.⁴⁴⁹
- Extended Route 831 Berwick Station-Kingsmere Estate towards Clyde via Bells Road, and extended Route 928 Pakenham Station-Cardinia Road Station towards Berwick Station via Casey Hospital, enabling greater access to opportunities for people within south-eastern growth areas in August 2025.⁴⁵⁰
- Introduced the Route 18 between Lara Station and Avalon Airport and Employment Precinct in March 2026, enabling public transport access for the first time.⁴⁵¹
- Continued delivering the \$200 million Safe Local Roads and Streets Program. The program works with local governments to plan, design and deliver safety improvements to high-risk local roads, intersections and precincts, including schools.⁴⁵²
- Continued funding of \$103 million in the *2026–27 Budget* for V/Line major periodic and routine maintenance on freight rail corridors across Victoria to support the efficient movement of goods across the state.⁴⁵³
- Announced \$91 million in the *2026–27 Budget* to invest in maintaining and improving Victoria’s roads with key investments to improve network efficiency, road safety and travel times for road users.⁴⁵⁴
- Announced \$76 million in the *2026–27 Budget* to improve public transport accessibility and safety. This includes new level access tram stops on High Street in Northcote and Thornbury, planning on Sydney Road in Brunswick and Coburg. It also supports more G Class trams and train station upgrades at Clifton Hill, Northcote, Eaglemont, Donnybrook and Broadmeadows.⁴⁵⁵
- Announced \$28.7 million for the Safe Local Roads and Streets Program, with \$17.2 million directed to regional Victoria. The funding will help councils deliver projects including pedestrian crossings, intersection upgrades and traffic calming measures.⁴⁵⁶
- Announced \$7.1 million in the *2026–27 Budget* to improve connections and safety on Victoria’s public and active transport network.⁴⁵⁷
- Announced \$2 million to improve safety outcomes for regional rail passengers and staff by installing CCTV cameras at Little River Station, upgrading CCTV cameras at Ballarat Station and designing future CCTV improvements at Ballarat and Beaufort stations.⁴⁵⁸

Previous progress

- Opened the \$150 million Growth Areas Infrastructure Contributions 2025 funding round in October 2024. Walking and cycling are a priority under the Building New Communities Fund.⁴⁵⁹
- Released the *Road safety action plan 2* in December 2024. It includes \$350 million in new initiatives. The plan aims to support vulnerable and unprotected road users, such as cyclists.⁴⁶⁰

- Published the *Transport accessibility strategic framework* in October 2024 to help prioritise accessibility upgrades.⁴⁶¹
- Capped regional public transport fares, applicable to all Public Transport Victoria's regional buses, town buses and V/Line trains and coaches, to make travel from regional areas cheaper in 2023.⁴⁶²
- Released *Melbourne's Tram Plan* in 2023. It is a \$3.8 billion investment to modernise the tram network with new G Class trams manufactured in Dandenong, the construction of a new tram maintenance and stabling facility in Maidstone, and accessibility upgrades such as new level-access stops along La Trobe Street and in Melbourne's west.⁴⁶³
- Released the *Statement of freight network capacity* in 2023 as a first step to clarify the rail network's capability to carry goods.⁴⁶⁴
- Invested more than \$51 million in the Mode Shift Incentive Scheme since 2012.⁴⁶⁵ The scheme provided rebates to regional freight operators to encourage a shift from road to rail.⁴⁶⁶

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Extend Melbourne's trams to encourage more new homes nearby

Increase services on key tram routes in activity centres that the government selected for more housing development. Extend trams in Melbourne's established suburbs in areas that can support more new homes. Rezone land around the extended tram lines so more homes can be built.

Make local streets safer for children and communities

Reduce speed limits to 30km/h on local streets, starting in places that children often visit including around schools, playgrounds, childcare centres and kindergartens. (We acknowledge that the government has addressed this recommendation, as described in actions above).

Build safe cycling networks in Melbourne and regional cities

Build more protected and connected cycle corridors in Melbourne, Geelong, Ballarat, Bendigo and Wangaratta. Publish regular updates to the strategic cycling corridor network.

Make off-peak public transport cheaper and simplify regional fare zones

After upgrading the myki ticketing system, charge lower fares for off-peak travel on Victoria's buses, trains and trams. Simplify fares and reduce the number of regional fare zones.

Future option: Charge people fairly to use roads

Introduce road charges that help manage congestion and improve productivity. Consider options such as car parking levies, off-peak freeway tolls, congestion pricing trials, or road user charging for all motorists with lowered fixed road charges. Work with the Australian Government and other state governments on road pricing options.

Make rail freight competitive, reliable and efficient

Develop and publish a 30-year integrated rail freight network plan and fund a 10-year rail freight maintenance program. Implement a freight network coordination policy.

Encourage off-peak freight delivery in urban areas

Prepare for growing freight volumes in urban areas by piloting an off-peak freight delivery program in high-density areas of Melbourne. If successful, expand off-peak delivery for more productive and sustainable freight movement.

Future option: Plan for more efficient and sustainable urban freight

Develop a network of urban delivery zones in Melbourne to improve freight productivity and reduce emissions.

Smarter transport solutions

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

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| Actions in financial year 2025–2026 | <ul style="list-style-type: none"> Upgraded the myki ticketing system with more ways to pay in June 2026. Passengers can pay for their journey using a bank card, smartphone or smartwatch.⁴⁶⁷ Opened the West Gate Tunnel to traffic in December 2025. The tunnel includes a control centre with real-time smart traffic management to help keep traffic moving safely, including integration with DTP control systems and link to Transport Operations Centre.⁴⁶⁸ Completed a trial of real-time road monitoring technology on the Western Freeway in March 2026 to help keep bridges and roads maintained.⁴⁶⁹ Released the <i>Victorian freight plan 2025–30: Victoria delivers</i> in August 2025.⁴⁷⁰ The plan supports modernising processes like the Heavy Vehicle Structural Assessment Permit System and making use of smart technologies to support and manage heavy vehicle operations.⁴⁷¹ Updated the <i>Public Transport Regulation 2025</i> to restrict the use of modified e-bike and e-scooters on public transport in December 2025.⁴⁷² Continued delivering Victoria Transport Digital Engineering projects through Victoria’s Big Build Program.⁴⁷³ |
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| Previous progress | <ul style="list-style-type: none"> Started the Eastern Freeway upgrades, including the installation of smart on-road traffic technology in late 2024.⁴⁷⁴ Released the Bicycle Infrastructure Network dataset in June 2025. It contained data on the use of bicycle lanes and paths across Metropolitan Melbourne, Geelong, Bendigo and Ballarat.⁴⁷⁵ Released the Victorian Transport Digital Engineering program in 2021 to standardise asset information and model-based delivery across Victoria’s transport projects. It includes tools and platforms such as the Asset Information Requirements, Transport Common Data Environment, Model Validator and Transport Asset Spatial to support more consistent, efficient digital delivery across design, construction and operations.⁴⁷⁶ Legislated the use of e-scooters in October 2024, including safety and compliance measures. The Victorian Government also continues working with councils and share hire e-scooter operators to improve safety for riders and pedestrians.⁴⁷⁷ Launched an e-scooter safety awareness campaign with the Transport Accident Commission in December 2024.⁴⁷⁸ Awarded new bus franchises in September 2024 that supports replacing existing diesel buses with 600 new zero emissions battery electric buses by 2035.⁴⁷⁹ Started the statewide 3-year trial of zero emissions buses in 2022.⁴⁸⁰ |
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Opportunities for further progress

Progress has been made on this infrastructure priority.
In *Victoria’s infrastructure strategy 2025–2055* we recommend:

Use modern traffic control technology for efficient and safe journeys

Further extend modern traffic control technology like sensors and cameras along arterial roads in Victoria's largest cities. Begin expanding smart motorways into Melbourne's growth area freeways.

Use digital technologies on government infrastructure

Pilot digital technologies to better design, build, operate and maintain government infrastructure and report on progress. Use building information modelling on major infrastructure and housing projects. Improve capabilities in government agencies and change procurement processes to promote greater use of digital technologies.

Water

Extending and using our water grid better

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

Actions in financial year 2025–2026

- Announced a desalination water order of 150 billion litres of drinking water for 2026–27 by the former Minister of Water. This follows an order of 50 billion litres for 2025–26, which was completed in December 2026.⁴⁸¹
- Completed major upgrades to the Melbourne to Geelong pipeline in late 2025. The underground pipe connects Geelong's storage basins with Melbourne's water supply network.⁴⁸²
- Started works on key regional water projects in 2025, funded by \$24 million from the Australian and Victorian governments, to improve town water supplies and regional water security.⁴⁸³ These projects include: Traralgon-Tyers Interconnect project, the Forest Hill Water Supply Connection project, and Clean Water for North-West Rural Communities project.⁴⁸⁴
- Ongoing community engagement for the Broken reconfiguration project of the Goulburn's Broken River catchment area as part of the Murray-Darling basin to address the water needs of the region's irrigators and communities.⁴⁸⁵
- Continued delivering the \$116.3 million Western irrigation network to provide irrigation water to farmers in the Parwan and Balliang regions.⁴⁸⁶
- Continued delivering the \$85.2 million East Grampians rural pipeline project. The water pipeline network has connected Lake Fyans to service rural communities across 200,000 hectares surrounding Ararat.⁴⁸⁷
- Announced \$118 million in the *2026–27 Budget* for the Coliban water efficiency project.⁴⁸⁸ The Australian Government have committed \$120 million and Coliban Water up to additional \$40 million towards the project.⁴⁸⁹ Funding will support upgrades to the Coliban rural water system near Bendigo to improve efficiency, reduce losses and strengthen long-term water supply.⁴⁹⁰
- Announced \$24 million in integrated water management grants November 2025. Grants are available for infrastructure projects including stormwater recovery, creating new wetlands for stormwater treatment, and recycled water treatment and upgrades that benefit the environment and reduce reliance on drinking water.⁴⁹¹

Previous progress

- Delivered Goulburn-Murray Water (GMW) Water Efficiency Project in 2024. Funded by the Australian Government, the \$178 million investment upgraded irrigation infrastructure across the Goulburn Murray Irrigation District, improving

service levels for farmers and recovered 15.9 gigalitres of water savings without reducing farmers' water allocations.⁴⁹²

- Delivered the Macalister Irrigation District (MID) Modernisation Project – Phase 2 in 2024. The funding delivered replacement of open channel systems with new pipelines, and modernisation works including the upgrade and automation of outlets.⁴⁹³
- Delivered the Mitiamo and District Reticulated Water Supply Project in 2021. The project constructed a new pressurised pipeline to integrate water supply across the district and include a pump station and an 85 megalitre storage.⁴⁹⁴
- Melbourne's water corporations released the *Greater Melbourne 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.⁴⁹⁵
- The *Central and Gippsland Region sustainable water strategy 2022* introduced a new Water Grid Plan Readiness Framework to plan and progress urban water planning investment, ahead of finalising the first *Water grid plan*.⁴⁹⁶
- Released the Metropolitan Melbourne catchment scale integrated water management action plans in April 2024.⁴⁹⁷
- Released the Central and Gippsland Region sustainable water strategy in 2022. The strategy included actions to improve use of stormwater and recycled water.⁴⁹⁸ A progress report was released in June 2023.⁴⁹⁹
- Released the integrated water management framework in 2017. The framework aims to diversify Victoria's water supplies and improve water use efficiency.⁵⁰⁰

Opportunities for further progress

Progress has been made on this infrastructure priority. The government can continue to deliver previously announced initiatives.

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Advance integrated water management and use more recycled water

Work with partners to fund and deliver integrated water management projects. Determine the costs and benefits of introducing recycled drinking water in Victoria and pilot a recycled drinking water facility. Deliver a community education campaign on the need for investment in more water sources.

Improve asset management of government infrastructure

Fund asset managers to better understand the condition, use and performance standards of government infrastructure. Use this information to develop asset management strategies and prioritise funding.

Future option: Plan for and invest in manufactured water

Plan for and invest in manufactured water. Return more water to Traditional Owners and the environment.

Building resilience to climate change

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

Actions in financial year 2025–2026

- Released the *Water Security Plan for Greater Melbourne, Geelong and connected towns* in September 2025. The plan investigates the use of stormwater and recycled water, water efficiency, supplementing storages with purified recycled water, and expanding desalination capacity, to sustainably

grow Victoria's water supplies and build resilience to drought and other disruptions.⁵⁰¹ Established the Water Security Taskforce at end of 2025 to report back to the Minister of Water by March 2027 which option(s) should proceed to a business case.⁵⁰²

- Delivered the Farm Drought Support Grants program to primary producers across Victoria in 2025–2026. Approximately 50% of grants have been used to purchase or upgrade on-farm water infrastructure.⁵⁰³
- Completed 2 detailed business cases to support government co-investment. The Coliban Regional Rural Water Efficiency Project supported \$120 million from the Australian Resilient Rivers Water Efficiency Program and \$40 million from Coliban Water. The Mitchell System Water Security Project assessed a new storage basin in East Gippsland, with \$2.2 million shared equally between the Australian Government and East Gippsland Water.⁵⁰⁴
- Started construction on the \$113.2 million *Western Port Recycled Water Scheme* in June 2026, delivering up to 4,000 million litres of Class A recycled water each year to local farmers across Cardinia Shire.⁵⁰⁵
- Started construction on the Mininera rural pipeline project in January 2026 to deliver reliable piped water to 199 rural properties in western Victoria.⁵⁰⁶
- Expanded the drought support package to more than \$146.5 million, with additional help for farmers and community grants.⁵⁰⁷ Funding aims to provide greater access to water, including extending existing water infrastructure and investigating options to widen access to reliable regional water sources, including:
 - A \$3 million to fund a review of Victoria's Emergency Supply Point network and undertake priority capital works to construct and refurbish water access points
 - a \$15 million contribution towards the Mininera Rural Pipeline to complement funding already available for Grampians Wimmera Mallee Water
 - \$3.5 million towards a renewed Western Region Sustainable Water Strategy
 - \$2.5 million for a new program to leverage private groundwater bores for additional domestic and stock water access in drought-affected areas.
- Continued to progress actions of the *2022–26 Water cycle climate adaptation action plan* and development and public consultation on draft *Water cycle adaptation action plan* for 2027–31.⁵⁰⁸
- Delivered reforms to Victoria's flood risk management framework in late 2025 including better flood mapping with greater alignment to risk ratings based on national guidelines. This includes investments in 19 regional floodplain management strategy priority flood projects across a range of flood studies, flood mitigation and preparedness planning.⁵⁰⁹
- In June 2025, Victoria was successful in gaining \$19.3 million from the Australian National Water Grid Fund towards 5 projects worth a combined value of \$40.6 million to improve water security and quality in the regions.⁵¹⁰
- Continued delivering \$25 million over 4 years in the *2024–25 Budget* for the Water Planning for a Resilient and Secure Future initiative to enhance Victoria's water planning to deliver more resilient, coordinated and secure water systems face of a drying climate and growing demand for water.⁵¹¹
- Continued delivery of the \$25 million Recycled Water on the Bellarine project. The project will provide high quality fit-for-purpose recycled water for agriculture and horticulture on the Bellarine Peninsula.⁵¹²
- Continued delivering the \$11.3 million Westernport water distribution network resilience project and the \$1 million Climate information and guidance for water infrastructure planning science project to better apply climate change information in the water sector.⁵¹³

- Announced development of a new *Western region sustainable water strategy* in July 2025. The strategy forms part of broader drought support measures in response to the recent drought and dry conditions across much of western Victoria.⁵¹⁴

Previous progress

- Established the Drought Response Taskforce in June 2025 to advise on further support for farmers, businesses and impacted communities.⁵¹⁵
- Completed delivery of Werribee Irrigation District Modernisation Project, stage 4 in December 2023 and stage 5 in October 2024. This project completed the modernisation of the Werribee Irrigation District by modernising approximately 16.2 km of inefficient channels and 70 outlets.⁵¹⁶
- Released updated guidelines for the development of urban water strategies and drought preparedness plans in 2025 to support urban water corporations plan and deliver sustainable water for our cities and towns now and into the future. This includes the requirement to consider all feasible supply options, including purified recycled water.⁵¹⁷
- Released *Victoria's drought preparedness and response framework* in 2024 to guide clear, consistent decisions about water use and community support. This helps decide how to manage and recover from dry conditions, including what support is available.⁵¹⁸

Opportunities for further progress

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

In *Victoria's infrastructure strategy 2025–2055* we recommend:

Advance integrated water management and use more recycled water

Work with partners to fund and deliver integrated water management projects. Determine the costs and benefits of introducing recycled drinking water in Victoria and pilot a recycled drinking water facility. Deliver a community education campaign on the need for investment in more water sources.

Future option: Plan for and invest in manufactured water

Plan for and invest in manufactured water. Return more water to Traditional Owners and the environment.

Improving the health of waterways and catchments

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

Actions in financial year 2025–2026

- Released annual *Water is life progress report* in August 2025. The program is progressing well overall, with most actions on track and new funding supporting continued implementation.⁵¹⁹
- Commenced *Restoring flows to the Mallee floodplain* program in July 2025.⁵²⁰ The program will deliver works of a minor nature to improve flows in the floodplain.⁵²¹
- Opened public consultation on the draft *Victorian waterway management strategy* in June 2026. The draft sets out a long-term vision, outcomes, policies and actions for managing Victoria's rivers, wetlands, estuaries and floodplains.⁵²²
- Continued delivering the Aboriginal water program that partners with Traditional Owners and Aboriginal Victorians to manage waterways and catchments, while strengthening connections to water for cultural, economic, customary and spiritual purposes.⁵²³

- Announced \$100 million over 2 years in the *2026–27 Budget* for the Victorian Murray floodplain restoration project stage 2. Australian and Victorian government funding will help deliver environmental water to high-value floodplains while leaving more water in the system for regional communities.⁵²⁴
- Announced \$43.3 million over 3 years in the *2026–27 Budget* for Murray-Darling Basin joint programs. Additional Victorian funding will support joint Murray programs to maintain and renew critical water infrastructure for northern communities and the River Murray.⁵²⁵
- Announced \$40 million over 2 years in the *2026–27 Budget* for the restoring flows to the Mallee floodplain project. The program will upgrade environmental watering sites at 16 significant wetlands and floodplains, helping achieve Basin Plan environmental outcomes with less water recovery.⁵²⁶
- Announced \$8.8 million in the *2026–27 Budget* for the Constraints Measures Program. The project combines technical investigations, Traditional Owner engagement, planning, governance and targeted infrastructure works to improve environmental watering at high-value floodplain and wetland sites.⁵²⁷

Previous progress

- Continued a 4 year, \$258.3 million ‘maintaining the health, resilience and enjoyment of Victoria’s waterways, catchments and Country’ initiative.⁵²⁸
- Released *What we heard report: Traditional Owner oversight forum 2025* based on findings from a Traditional Owner oversight forum in mid-2025. The forum reviewed progress on Water is life roadmap and strengthened collaboration between Traditional Owners and DEECA on future actions.⁵²⁹
- Released the *Water is life: Traditional Owner access to water roadmap* in 2022. It outlines the Victorian Government’s short-, medium- and long-term commitments to increase Traditional Owner decision-making, resources and access to water.⁵³⁰
- Released *Planning our basin future together prospectus* in 2024. The prospectus responds to Basin Plan changes and sets out Victoria’s principles for future water recovery, with a focus on protecting communities and supporting better environmental outcomes.⁵³¹

Opportunities for further progress

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

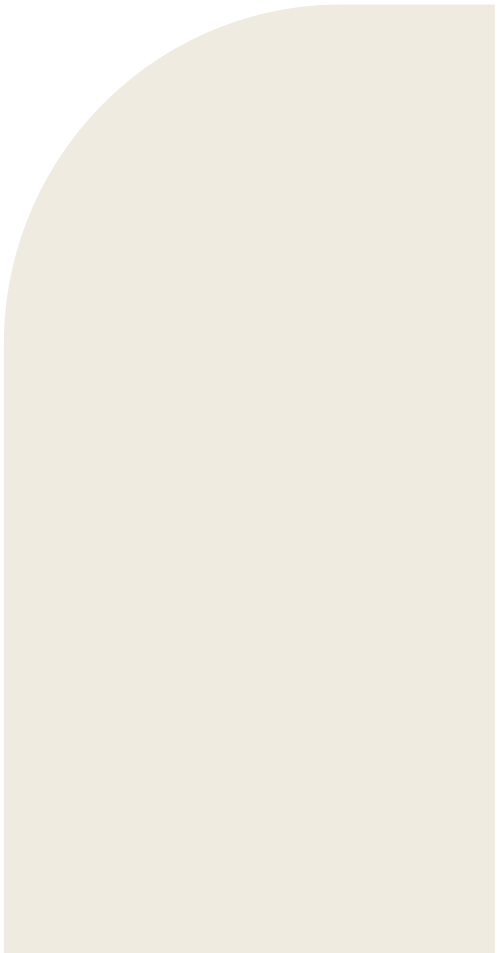
In *Victoria’s infrastructure strategy 2025–2055* we recommend:

Future option: Plan for and invest in manufactured water

Plan for and invest in manufactured water. Return more water to Traditional Owners and the environment.



Financial statements





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Accountable officers' and Chief Financial Officer's declaration in the financial statements

The attached financial statements for Infrastructure Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance 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, statement of changes in equity, cash

flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and financial position of Infrastructure Victoria as at 30 June 2026.

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 2 October 2026.



Kai Hingmann
Chief Financial Officer

Melbourne
2 October 2026



Jonathan Spear
Chief Executive Officer

Melbourne
2 October 2026



Lucia Cade
Chair, Infrastructure Victoria

Melbourne
2 October 2026

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 2026 • 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 • declaration in the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the entity as at 30 June 2026 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 (including Independence Standards)</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>
Material uncertainty related to going concern	<p>I draw attention to Note 1 in the financial report, which describes the Government's announced intention to wind up Infrastructure Victoria.</p> <p>In assessing going concern for a public sector entity, consideration is given to whether its functions will continue to be delivered by government, rather than solely whether the legal entity itself will continue to exist.</p> <p>The note explains that implementing this decision requires legislative change, which had not been enacted when the financial report was authorised for issue. Based on the information available, it is unclear whether Infrastructure Victoria's strategic infrastructure planning and advisory functions will continue within government, and if so, how and when any transition would occur, including the treatment of employees, contracts, assets and liabilities. These events and conditions indicate that a material uncertainty exists that may cast significant doubt on Infrastructure Victoria's ability to continue as a going concern. My opinion is not modified in respect of this matter.</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	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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.

Auditor's responsibilities for the audit of the financial report (continued)	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.
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MELBOURNE
6 October 2026



Janaka Kumara
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

Financial year ended 30 June 2026

	Notes	2026	2025
Income from transactions			
Grant income	2.1	10,602	9,404
Total income from transactions		10,602	9,404
Expenses from transactions			
Employee expense	3.1.1	(8,242)	(7,384)
Depreciation	4.1.1	(317)	(305)
Interest expense		(52)	(61)
Other operating expenses	3.2	(1,991)	(1,654)
Total expenses from transactions		(10,602)	(9,404)
Net result from transactions		-	-
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		-	10
Net gain/(loss) from revaluation of leave liabilities		23	2
Total other economic flows included in net result		23	12
Net result		23	12
Comprehensive result		23	12

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

Balance sheet

As at 30 June 2026

	Notes	2026	2025
Assets			
Financial assets			
Receivables	5.1	3,536	3,009
Total financial assets		3,536	3,009
Non-financial assets			
Prepayments		143	297
Property, plant and equipment	4.1	926	1,242
Total non-financial assets		1,069	1,539
Total assets		4,605	4,548
Liabilities			
Payables	5.2	865	883
Lease liabilities	6.1	928	1,189
Employee related provisions	3.1.2	1,536	1,225
Make good provision		52	50
Total liabilities		3,381	3,347
Net assets		1,224	1,201
Equity			
Accumulated surplus		1,224	1,201
Total equity		1,224	1,201

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

Statement of changes in equity

Financial year ended 30 June 2026

	(\$thousand)	
	Accumulated surplus	Total
Balance at 1 July 2024	1,189	1,189
Net result for year	12	12
Balance at 30 June 2025	1,201	1,201
Net result for year	23	23
Balance at 30 June 2026	1,224	1,224

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

Cash flow statement

Financial year ended 30 June 2026

	2026	2025
Cash flows from operating activities		
Receipts		
Receipts from government	10,062	9,433
Total receipts	10,062	9,433
Payments		
Payments to suppliers and employees	(9,749)	(9,141)
Interest paid	(52)	(61)
Total payments	(9,801)	(9,202)
Net cash flows from/(used in) operating activities	261	231
Cash flows from investing activities		
Purchases of non-financial assets	-	(48)
Sale of non-financial assets	-	41
Net cash flows from/(used in) investing activities	-	(7)
Cash flows from financing activities		
Repayment of principal portion of lease liabilities ⁽ⁱ⁾	(261)	(224)
Net cash flows from/(used in) financing activities	(261)	(224)
Net increase/(decrease) in cash and cash equivalents	-	-
Cash and cash equivalents at start of year	-	-
Cash and cash equivalents at end of year	-	-

(i) The principal portion of lease payments are classified as financing activities and the interest portion as operating activities.

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

Notes to the financial statements

1. About this report

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

A description of the nature of its operations and its principal services is included in the report of operations, which does not form part of these financial statements.

Its principal address is Level 33, 140 William Street Melbourne VIC 3000.

Basis of preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-For-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

These financial statements have been prepared on an accrual basis, 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.

Transactions and balances are based on historical costs unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The functional and presentation currency is the Australian dollar. Amounts have been rounded to the nearest thousand dollars unless otherwise stated.

Judgements, estimates and assumptions are made in applying Australian Accounting Standards. 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.

The estimates and underlying assumptions are reviewed on an ongoing basis. 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.

These financial statements cover Infrastructure Victoria as an individual reporting entity.

These financial statements have been prepared on a going concern basis.

On 28 August 2026, the Premier announced the Government's intention to wind up Infrastructure Victoria. The implementation of this decision is expected to require legislative change. At the date these financial statements were authorised for issue, no legislation had been enacted and no timing for the proposed wind up had been communicated to Infrastructure Victoria.

The decision to wind up Infrastructure Victoria is a decision of Government and is outside the control of management. Until any legislative changes are made, management is unable to give effect to the announced wind up, and Infrastructure Victoria remains a legal entity established under the *Infrastructure Victoria Act 2015* and continues to undertake its statutory functions. Management has therefore concluded that the going concern basis of accounting remains appropriate.

Government has indicated that long-term infrastructure planning and advice is expected to continue within government. However, no decisions have been communicated to Infrastructure Victoria about whether, when or how its functions, employees, contracts, assets and liabilities would transfer, and no transition arrangements have been settled.

However, the Government's announced intention to wind up Infrastructure Victoria, together with the absence of settled arrangements for the transition of its functions, indicates the existence of a material uncertainty that may cast significant doubt on Infrastructure Victoria's ability to continue as a going concern beyond the completion of the proposed legislative process and, as a result, that it may be unable to realise its assets and discharge its liabilities in the normal course of business.

Compliance information

These general-purpose financial statements have been prepared in accordance with the *Financial*

Management Act 1994 and applicable Australian Accounting Standards, including Interpretations, issued by the Australian Accounting Standards Board. 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 Australian Accounting Standards' 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 is reported.

2. Funding delivery of our services

Introduction	Structure
<p>Infrastructure Victoria's main objective is to provide independent and transparent advice to government on infrastructure priorities and long-term strategy for infrastructure investment. This is achieved by publishing original research on infrastructure related issues, preparing a 30-year infrastructure strategy for Victoria which is reviewed and updated every 3 to 5 years, and advising the Victorian Government on specific infrastructure matters.</p> <p>Infrastructure Victoria is funded by a grant from the Department of Treasury and Finance.</p>	2.1 Grant income

2.1 Grant income

	(\$thousand)	
	2026	2025
Grant income from the Department of Treasury and Finance	10,602	9,404
Total grant income	10,602	9,404

Grant income received from the Department of Treasury and Finance relates to arrangements that are either not enforceable and/or do not contain sufficiently specific performance obligations. Therefore, grant income is recognised under

AASB 1058 *Income of Not-for-Profit Entities* when Infrastructure Victoria has an unconditional right to receive cash, which usually coincides with the receipt of cash.

3. Cost of delivering our services

Introduction	Structure
This note provides an account of the expenses incurred by Infrastructure Victoria in delivering its services.	<p>3.1 Employee benefits</p> <p>3.2 Other operating expenses</p>

Note 2 disclosed the funding received to support service delivery, while this note discloses the costs incurred in providing those services.

3.1 Employee benefits

3.1.1 Employee expense in the comprehensive operating statement

	(\$thousand)	
	2026	2025
Salaries and wages, annual leave and long service leave	6,478	6,704
Defined contribution superannuation	671	680
Termination benefits ⁽ⁱ⁾	1,093	-
Total employee expense	8,242	7,384

(i) A number of positions were made redundant following a restructure in 2025-26.

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

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

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when Infrastructure Victoria is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.1.2 Employee related provisions in the balance sheet

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

	(\$thousand)	
	2026	2025
Current provisions		
Annual leave	375	368
Long service leave	390	386
On-costs	156	153
Other employee related provision ⁽ⁱ⁾	379	-
Total current provisions for employee benefits	1,300	907
Non-current provisions		
Long service leave	196	264
On-costs	40	54
Total non-current provisions for employee benefits	236	318
Total provisions for employee benefits	1,536	1,225

(i) A provision for termination benefits was raised as a result of the restructure in 2025-26.

Annual leave liabilities are recognised in the provision for employee benefits as current liabilities because Infrastructure Victoria does not have the unconditional right to defer settlement of these liabilities. Those liabilities that are expected to be settled within 12 months of the reporting period are measured at nominal values. Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities but are measured at present value of the amounts expected to be paid when the liabilities are settled.

Long service leave liabilities are recognised in the provision for employee benefits.

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. The components of this current long service leave liability are measured at: undiscounted value if Infrastructure Victoria expects to wholly settle within 12 months; or present value if Infrastructure Victoria does not expect to wholly settle within 12 months.

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 rates for which it is then recognised as an 'other economic flow' in the net result.

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

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.

Other employee related provisions are recognised when Infrastructure Victoria has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

Accrued salaries and wages liabilities are in payables (note 5.2).

3.2 Other operating expenses

	2026	2025
Contractors, professional services and consultants	1,087	693
Supplies and services	581	508
Information technology services	119	285
Property management services	204	168
Total other operating expenses	1,991	1,654

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as an expense in the reporting period in which they are incurred.

4. Key assets to support service delivery

Introduction

Infrastructure Victoria controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to Infrastructure Victoria to be utilised for the delivery of those services.

Structure

4.1 Property, plant and equipment

4.1 Property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
Leased building ⁽ⁱ⁾	1,297	1,297	(562)	(302)	735	995
Leasehold improvements	165	164	(96)	(69)	69	95
Leased motor vehicles ⁽ⁱ⁾	153	153	(41)	(14)	112	139
Plant and equipment	17	17	(7)	(4)	10	13
Total	1,632	1,631	(706)	(389)	926	1,242

(i) As a result of a change in FRD 104 *Leases*, right-of-use assets are measured at cost for the reporting period ending on 30 June 2026. The comparative information for reporting period ending on 30 June 2025 is not restated and is reported at the previously determined fair value. For further information, refer to note 8.

Initial measurement

The leased building and leased motor vehicles are recognised as right-of-use assets and are initially measured at amounts equal to the present value of the lease payments at the commencement date, adjusted for any lease payments made at or before the commencement date less any lease incentive received.

Leasehold improvements and plant and equipment are initially measured at cost.

Subsequent measurement

The leased building and leased motor vehicles are subsequently measured at cost less accumulated depreciation and impairment and any adjustments for remeasurement of the lease liability.

Leasehold improvements and plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment.

4.1.1 Depreciation

Depreciation of the above assets is calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over the shorter of the asset's useful life or lease term. The

exception being for plant and equipment which is depreciated over its estimated useful life. The estimated useful lives for the different asset classes are included in the table below.

Asset class	Useful life (years)
Leased building	5
Leasehold improvements	5
Leased motor vehicles	3
Plant and equipment	5

4.1.2 Reconciliation of movements in carrying amounts of property, plant and equipment

(\$thousand)

	Leased building	Leasehold improvements	Leased motor vehicles	Plant and equipment	Total
2026					
Opening balance ⁽ⁱ⁾	995	95	139	13	1,242
Additions	-	1	-	-	1
Disposals	-	-	-	-	-
Depreciation	(260)	(27)	(27)	(3)	(317)
Closing balance ⁽ⁱ⁾	735	69	112	10	926

(i) As a result of a change in FRD 104 *Leases*, right-of-use assets are measured at cost for the reporting period ending on 30 June 2026. The comparative information for reporting period ending on 30 June 2025 is not restated and is reported at the previously determined fair value. For further information, refer to note 8.1.

5. Other assets and liabilities

Introduction	Structure
This note sets out those assets and liabilities that arose from Infrastructure Victoria's operations.	5.1 Receivables 5.2 Payables

5.1 Receivables

	(\$thousand)	
	2026	2025
Statutory receivables		
Amounts owing from government	3,483	2,943
GST recoverable	53	66
Total receivables	3,536	3,009
Represented by:		
Current receivables	3,202	2,608
Non-current receivables	334	401

Statutory receivables do not arise from contracts and are not classified as financial instruments for disclosure purposes. However, *AASB 9 Financial Instruments* is applied for the initial measurement of

statutory receivables. As a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction costs.

5.2 Payables

	(\$thousand)	
	2026	2025
Contractual payables		
Creditors and accruals	858	841
Statutory payables		
Amounts payable to other government agencies	7	42
Total payables	865	883
Represented by:		
Current payables	865	883

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

The average credit period for trade creditors under the government's fair payments policy of settling financial obligations is 10 business days for invoices with a contract value of less than \$3 million and 30 business days for invoices with a contract value over \$3 million. The 10 business days commences from the date of receipt of a correct and complete invoice.

The payment terms do not apply to an invoice which is incorrect, incomplete or under dispute. An invoice must also be received by Infrastructure Victoria with correct address and recipient details for the payment terms to apply. In the event of a dispute, Infrastructure Victoria makes payments within 10 to

30 business days from the date of resolution based on the value of the invoice.

Statutory payables are recognised and measured similarly to contractual payables but are not classified as financial instruments.

6. Financing our operations

Introduction

This note provides information on the sources of finance utilised for Infrastructure Victoria's operations.

Structure

- 6.1 Lease liabilities
- 6.2 Commitments for expenditure

6.1 Lease liabilities

(\$thousand)

	2026	2025
Current lease liabilities	289	261
Non-current lease liabilities	639	928
Total lease liabilities	928	1,189

Infrastructure Victoria's leasing activities

Infrastructure Victoria leases its offices on level 33, 140 William Street Melbourne for a period of 5 years and motor vehicles for a period of 3 years.

The leased building and leased motor vehicle assets are presented in note 4.1.

The lease liabilities are secured by the leased assets, as the rights to the leased assets revert to the lessor in the event of default.

Initial measurement of lease liabilities

The lease liability is initially measured at the present value of the unpaid lease payments 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. The lease payments included in the measurement of the lease liability comprise of 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
- payments arising from purchase and termination options that are reasonably certain to be exercised.

Subsequent measurement of lease liabilities

The lease liability is subsequently reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or to reflect revised in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Terms and conditions on lease liabilities

(\$thousand)

	Weighted average interest rate (%)	Carrying amount	Nominal amount	Maturity dates				
				Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	5+ years
2026								
Lease liabilities	5.0	928	995	27	54	247	667	-
2025								
Lease liabilities	5.0	1,189	1,308	26	51	236	995	-

6.2 Commitments for expenditure

(\$thousand)

	Less than 1 year	1 to 5 years	More than 5 years	Total
2026				
Operating commitments	180	25	—	205
Total commitments (inclusive of GST)	180	25	—	205
2025				
Operating commitments	42	—	—	42
Total commitments (inclusive of GST)	42	—	—	42

Commitments for future expenditure include operating commitments arising from contracts. These commitments are disclosed above at their nominal value and inclusive of GST.

7. Financial instruments and contingencies

Introduction

This note sets out financial instrument specific information, as well as those items that are contingent in nature.

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 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* and therefore are not disclosed in this note.

Categories of financial instruments held by Infrastructure Victoria

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated and are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial

recognition, these financial instruments are measured at amortised cost using the effective interest rate method. Infrastructure Victoria's contractual payables and lease liabilities are in this category.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

7.1.1 Carrying amount and net gain/(loss) of financial instruments by category

	Notes	Carrying amount	Total interest expense
2026			
Financial liabilities at amortised cost			
Contractual payables	5.2	858	-
Lease liabilities	6.1	928	(52)
Total financial liabilities at amortised cost		1,786	(52)
2025			
Financial liabilities at amortised cost			
Contractual payables	5.2	841	-
Lease liabilities	6.1	1,189	(61)
Total financial liabilities at amortised cost		2,030	(61)

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed in this note and, if quantifiable, are measured at nominal value and presented inclusive of GST.

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. Contingent assets are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable. There were no contingent assets as at 30 June 2026 and 30 June 2025.

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
- 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 as at 30 June 2026 and 30 June 2025.

8. Other disclosures

Introduction

This note includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

- 8.1 Change in accounting policy
- 8.2 Responsible persons
- 8.3 Remuneration of executives
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Subsequent events

8.1 Change in accounting policy

In accordance with the updated requirements under FRD 104 *Leases*, the subsequent measurement of right-of-use assets arising from market leases has changed from the revaluation model to the cost model.

Previously, right-of-use assets arising from market leases were measured using the revaluation model under AASB 13 *Fair Value Measurement*. Following the change in accounting policy, right-of-use assets were measured using the cost model. Right-of-use assets measured using the cost model are held at cost less accumulated depreciation and impairment and any adjustments for remeasurement of the lease liability. Periodic revaluations are not required. However, the cost model requires annual impairment assessments in accordance with AASB 136 *Impairment of Assets*.

Upon adoption of the cost model, a modified retrospective approach was applied. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

Accordingly, the comparative information presented is not restated and is reported at the previously determined fair value.

On transition to the cost model, there was no impact on Infrastructure Victoria's financial statements. No impairment was identified for the right-of-use assets held as at 30 June 2026.

8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

The people who held the positions of Minister, Accountable Officer (Chief Executive Officer) and Board Member of Infrastructure Victoria (from 1 July 2025 to 30 June 2026) were as follows.

Position	Name	Date		
Treasurer	Jaclyn Symes MP	1 July 2025	to	30 June 2026
Acting Treasurer	Hon. Danny Pearson MP	1 July 2025	To	6 July 2025
	Hon. Danny Pearson MP	20 September 2025	To	5 October 2025
	Hon. Sonya Kilkenny MP	21 June 2026	to	28 June 2026
Chief Executive Officer	Jonathan Spear	1 July 2025	to	30 June 2026
Acting Chief Executive Officer	Jill Riseley	8 December 2025	to	19 December 2025
		6 February 2026	to	20 February 2026

Position	Name	Date		
			to	
		1 April 2026	to	15 April 2026
		22 May 2026	to	30 June 2026
Chair, Board	Jim Miller	1 July 2025	to	6 October 2025
	Lucia Cade	14 October 2025	to	30 June 2026
Deputy Chair, Board	Christine O'Reilly	1 July 2025	to	30 June 2026
Board Member	Jeremi Moule*	1 July 2025	to	30 June 2026
Board Member	Jeroen Weimar*	1 July 2025	to	30 June 2026
Board Member	Chris Barrett*	1 July 2025	to	30 June 2026
Board Member	Rebecca Casson	1 July 2025	to	30 June 2026
Board Member	Lucia Cade	1 July 2025	to	14 October 2025
Board Member	Andrew Pickering	14 October 2025	to	30 June 2026

*Departmental secretaries

Remuneration

Remuneration received or receivable by the Accountable Officer (Chief Executive Officer) and Board Members that are not departmental secretaries, in connection with the management of Infrastructure Victoria during the reporting period are shown in the table below.

The remuneration of Board Members that are departmental secretaries are reported within their respective department's financial report.

The Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the State's financial report.

Income band	2026	2025
\$10,000 – \$19,999	-	1
\$20,000 – \$29,999	1	-
\$30,000 – \$39,999	1	-
\$40,000 – \$49,999	1	3
\$50,000 – \$59,999	1	-
\$80,000 – \$89,999	2	-
\$90,000 – \$99,999	-	1
\$520,000 – \$529,999	1	-
\$530,000 – \$539,999	-	1
Total number of accountable officers and board members ⁽ⁱ⁾	7	6
Total remuneration of accountable officers and board members ⁽ⁱ⁾	\$864,591	\$783,558

(i) Excludes board members that are departmental secretaries.

8.3 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 (as defined in AASB 119 *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. Accordingly, remuneration is determined on an accrual basis.

	(\$thousand)	
	2026	2025
Total remuneration of executives	1,481	1,305
Total number of executives ⁽ⁱ⁾	5	6
Total annualised employee equivalents ⁽ⁱⁱ⁾	4.9	4.6

(i) Includes key management personnel disclosed in note 8.4, who also meet the definition of executives under FRD 21 Disclosures of Responsible Persons and Executive Officers in the Financial Report.

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.4 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 and personal business interests (controlled entities, joint ventures and entities they have significant influence over)
- all cabinet ministers and their close family members
- all departments and public sector entities that are controlled and consolidated into the whole of State consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel

Key management personnel include all the responsible persons listed in note 8.2 and the Deputy Chief Executive Officer, Jill Riseley (from 1 July 2025 to 30 June 2026).

Remuneration of key management personnel

The compensation detailed below excludes the remuneration of the Board Members that are departmental secretaries, which are reported within their respective department's financial reports, and the Minister, which is reported within the State's financial report.

	(\$thousand)	
	2026	2025
Total compensation of key management personnel⁽ⁱ⁾⁽ⁱⁱ⁾	1,163	1,083

(i) Key management personnel, excluding the Minister, Accountable Officer and Board Members that are departmental secretaries, that also meet the definition of executive officers under FRD 21 are also included in note 8.3.

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 occurs 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 personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

Significant transactions with government-related entities

Infrastructure Victoria received grants from the Department of Treasury and Finance as shown in note 2.1.

8.5 Remuneration of auditors

	(\$thousand)	
	2026	2025
Victorian Auditor-General's Office - audit of annual financial statements	39	34
Total remuneration of auditors	39	34

8.6 Subsequent events

On 28 August 2026, the Premier announced the Government's intention to wind up Infrastructure Victoria. The implementation of this decision is expected to require legislative change. At the date these financial statements were authorised for issue, no legislation had been enacted and no timing for the proposed wind up had been communicated to Infrastructure Victoria.

The decision to wind up Infrastructure Victoria is a decision of Government and is outside the control of management. Until any legislative changes are made, management is unable to give effect to the announced wind up, and Infrastructure Victoria remains a legal entity established under the *Infrastructure Victoria Act 2015* and continues to undertake its statutory functions. Management has therefore concluded that the going concern basis of accounting remains appropriate.

Government has indicated that long-term infrastructure planning and advice is expected to continue within government. However, no decisions have been communicated to Infrastructure Victoria about whether, when or how its functions, employees, contracts, assets and liabilities would transfer, and no transition arrangements have been settled.

However, the Government's announced intention to wind up Infrastructure Victoria, together with the absence of settled arrangements for the transition of its functions, indicates the existence of a material uncertainty that may cast significant doubt on Infrastructure Victoria's ability to continue as a going concern beyond the completion of the proposed legislative process and, as a result, that it may be unable to realise its assets and discharge its liabilities in the normal course of business.

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